

Sectoral Qualifications Framework for the Military Officer Profession

SQF-MILOF

VOL
02



We inspire, we train, we challenge!



This document has been produced with the financial assistance of the European Union. The contents of this document are the sole responsibility of the European Security and Defence College (ESDC) and can under no circumstances be regarded as reflecting the position of the European Union.

Edited by Col (RO A) Alin BODESCU, PhD, ESDC Training Manager

Reviewed by:

Dr Sylvain PAILE-CALVO: Senior Researcher in European Studies, University of Liège, Belgium

Mrs. Joana CALDEIRA: Higher Education Expert, Ministry of Defence, Portugal

Mr. Nelson Davide SILVA REIS: Higher Education Expert, Ministry of Defence, Portugal

Col (IT A) Gianluca CARRIERO: Joint Education Coordination Officer, Centre for Defence Higher Studies, Italy



How to use this publication?

The Sectoral Qualifications Framework for the Military Officer Profession - SQF-MILOF package is published in two volumes.

Volume 1 describes the SQF-MILOF rationale and context and the development, validation and roadmaps for implementation. It has both historical and documentary value.

Volume 2 is more technical, where interested practitioners can find useful information such as the Competence Profile or the taxonomy of learning outcomes in the tabular format of the SQF-MILOF and MILOF-CORE.

Neither the European Security and Defence College nor any person acting on behalf of the European Security and Defence College is responsible for the use that might be made of the following information.

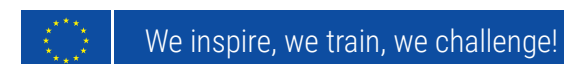
Luxembourg: Publications Office of the European Union, 2021

© European Security and Defence College, 2021

Reproduction is authorised provided the source is acknowledged.

For any use or reproduction of photos or other material that is not under the copyright of the European Union, permission must be sought directly from the copyright holders.

Print	ISBN 978-92-9463-011-7	doi: 10.2871/989318	OF-02-21-121-EN-C
PDF	ISBN 978-92-9463-010-0	doi: 10.2871/352713	OF-02-21-121-EN-N



Contents

■ The SQF-MILOF Package - Summary of Products	6
■ 01. Competence Profile of the Military Officer	8
■ 02. Learning Areas	13
■ 03. Correspondence Matrix. Competences and Learning Areas	15
■ 04. SQF-MILOF Proper	21
■ 05. MILOF-CORE	31



The SQF-MILOF Package Summary of Products

The SQF-MILOF Package facilitates and provides MS' relevant authorities and institutions with the right tools to:

Competence profile of the Military Officer

- Define MILOF-CORE learning outcomes focused on levels of military organisational architecture/ levels of operations;
- Enable the harmonisation of military officer competencies reflected in the national occupational standards.

Learning Areas

- Group learning outcomes in a disciplinary context.

Correspondence Matrix. Competences and Learning Areas

- Verify to what extent each competence in the "Competence Profile of the Military Officer" is supported by learning.

SQF-MILOF Proper

- Inform interested audience about the learning pathways for the military officer profession and the link to EQF and NQF;
- Assign a level to military qualifications and describe the learning outcomes on the diploma/ certificate supplements;
- Indicate the level of the relevant education and training requirements in the job descriptions of relevant EU-level and multinational headquarters.

MILOF-CORE

- Design and develop new, or review existing, education or training programmes;
- Level formal qualifications against SQF-MILOF and MILOF-CORE;
- Visualise how complex the understanding of military profession is, relative to a specific focus of the military organisational architecture or level of operations.



01. Competence Profile of the Military Officer

(Reference to chapter 11. Competence Profile of the Military Officer, Volume 1)

For what purpose and who can use it?

- Define MILOF-CORE learning outcomes focused on levels of military organisational architecture / levels of operations. Its regular review will impact on and trigger a corresponding review of the MILOF-CORE learning outcomes, by the SQF-MILOF Executive Group;
- Inform the harmonisation of military officer competencies reflected in the national occupational standards, by the human resources departments to review national occupational standards.



Organisational Context / Level of operations	Single Arm/Branch focus at the tactical level	Single Service focus at the tactical level	Joint / Multiple Service focus at the operational level	Political Civ. - Mil focus at the strategic level
Description	In this organisational context and at this level of operations, military officers command single arm/branch sub-units (platoons or similar), leading them in operations and exercises, conducting training and performing specific administrative duties.	In this organisational context and at this level of operations officers lead combined arms military sub-units/units, provide advice to and support higher-level commanders in planning and conducting operations at tactical level, provide support in logistical matters, conduct/ supervise training, oversee the welfare of troops and supervise administration and equipment management.	In this organisational context and at this level of operations officers lead military units and formations, provide advice to and support higher-level commanders in planning and conducting joint operations at high tactical and operational levels, provide support in logistical matters, conduct/ supervise training, oversee the welfare of troops and supervise administration and equipment management.	In this organisational context and at this level of operations, officers lead military formations and structures, provide advice to and support higher-level commanders/civilian authorities in planning and conducting joint operations at operational and strategic levels, serve as staff at joint multinational headquarters and function as primary advisers to general officers/ civilian equivalent in strategic decision and policy making.
Competences¹				
Competence area	'...for the single arm/branch at the tactical level'	'...for the single service at the tactical level'	'...for the multiple services at the operational level'	'...for the political, civilian-military, at the strategic level'
Military service member	<ul style="list-style-type: none"> perform military operations identify security threats ensure information security manage troop deployment 	<ul style="list-style-type: none"> perform military operations identify security threats ensure information security manage troop deployment cooperate with civilian organisations, agencies and partners devise military tactics 	<ul style="list-style-type: none"> perform military operations identify security threats ensure information security cooperate with civilian organisations, agencies and partners devise military tactics assess danger in risk areas 	<ul style="list-style-type: none"> perform military operations identify security threats ensure information security cooperate with civilian organisations, agencies and partners analyse potential threats to national security ensure compliance with policies

¹⁾ Some of the competences may be relevant for more than one competence area, but they appear in the table only once, against the most relevant area. Where the same competence appears in more than one level of the military domain, it should be read in conjunction with the appropriate qualifier. See Annex 8 - Glossary of Terms, Volume 1 for definitions of competences.

Organisational Context / Level of operations	Single Arm/Branch focus at the tactical level	Single Service focus at the tactical level	Joint / Multiple Service focus at the operational level	Political Civ. - Mil focus at the strategic level
Military service member	<ul style="list-style-type: none"> assess danger in risk areas coordinate humanitarian aid missions and rescue missions 	<ul style="list-style-type: none"> assess danger in risk areas coordinate humanitarian aid missions and rescue missions 	<ul style="list-style-type: none"> ensure compliance with policies advise on the particular capabilities and limitations of forces to ensure interoperability analyse potential threats to national security 	<ul style="list-style-type: none"> advise on the particular capabilities and limitations of forces to ensure interoperability
Military Technician	<ul style="list-style-type: none"> use weapons in compliance with rules monitor technical equipment maintain operational communications operate radio equipment use geographic information systems 	<ul style="list-style-type: none"> use weapons in compliance with rules monitor military equipment use maintain operational communications analyse logistical needs ensure equipment availability supervise maintenance of military equipment test safety strategies assist with military logistics 	<ul style="list-style-type: none"> perform resource planning manage administrative systems manage budgets supervise maintenance of military equipment test safety strategies assist with military logistics 	<ul style="list-style-type: none"> perform resource planning manage administrative systems manage budgets
Leader and Decision-Maker	<ul style="list-style-type: none"> lead military troops give instruction in military duties carry out inspections anticipate, manage and take risks 	<ul style="list-style-type: none"> lead military troops advise superiors regarding military operations delegate activities anticipate, manage and take risks ensure compliance with policies manage change 	<ul style="list-style-type: none"> lead military troops advise superiors regarding military operations delegate activities anticipate, manage and take risks manage change 	<ul style="list-style-type: none"> lead military troops set organisational policies manage staff anticipate, manage and take risks manage change

Organisational Context / Level of operations	Single Arm/Branch focus at the tactical level	Single Service focus at the tactical level	Joint / Multiple Service focus at the operational level	Political Civ. - Mil focus at the strategic level
	Competences¹			
Combat-Ready Role Model	<ul style="list-style-type: none"> uphold the ethical and moral imperatives 	<ul style="list-style-type: none"> uphold the ethical and moral imperatives 	<ul style="list-style-type: none"> uphold the ethical and moral imperatives 	<ul style="list-style-type: none"> uphold the ethical and moral imperatives
Communicator	<ul style="list-style-type: none"> write military communications negotiate and mediate conflictual situations communicate with various audiences give battle commands interact, communicate and collaborate through digital technologies 	<ul style="list-style-type: none"> write military communications negotiate and mediate conflictual situations communicate with various audiences interact, communicate and collaborate through digital technologies 	<ul style="list-style-type: none"> write military communications give public presentations negotiate and mediate conflictual situations communicate with various audiences interact, communicate and collaborate through digital technologies 	<ul style="list-style-type: none"> write military communications give public presentations negotiate and mediate conflictual situations communicate with various audiences interact, communicate and collaborate through digital technologies
Learner and Teacher/Coach	<ul style="list-style-type: none"> train military troops 	<ul style="list-style-type: none"> train military troops manage staff 	<ul style="list-style-type: none"> oversee training manage staff 	<ul style="list-style-type: none"> manage staff
Critical Thinker and Researcher	<ul style="list-style-type: none"> research military domain/science and art articulate information needs, locate and retrieve digital data 	<ul style="list-style-type: none"> research military domain/science and art articulate information needs, locate and retrieve digital data 	<ul style="list-style-type: none"> research military domain/science and art articulate information needs, locate and retrieve digital data 	<ul style="list-style-type: none"> research military domain/science and art and apply results articulate information needs, locate and retrieve digital data
International Security/ Diplomacy Actor	<ul style="list-style-type: none"> cooperate with international organisations, agencies and partnerst 	<ul style="list-style-type: none"> cooperate with international organisations, agencies and partners 	<ul style="list-style-type: none"> cooperate with international organisations, agencies and partners advise superiors regarding policy development 	<ul style="list-style-type: none"> cooperate with international organisations, agencies and partners advise superiors regarding policy development

02. Learning Areas

(Reference to chapter 13.1. SQF-MILOF Learning Outcomes, Volume 1)

For what purpose and who can use it?

Group learning outcomes in a disciplinary context. Its regular review will impact on and trigger a corresponding review of the MILOF-CORE learning outcomes, by the SQF-MILOF Executive Group. This table shows the organisation of competence area by learning areas.

Competence area	Learning area
Military service member This area describes the officer's ability to operate as a soldier as part of constituted military structure in accordance with the national and multinational military doctrine and law.	Employment of forces - full spectrum operations
	Military decision making process (MDMP)
	Operations planning
	National and international law
	National and international security policy and strategy
	Civil-military relations
Military technician This area describes the officer's ability to operate a weapons platform / system and command, control communications, computers, intelligence, surveillance and reconnaissance (C4ISR) systems, and to sustain military operations.	Employment of weapon/ operating platform/ systems
	Sustaining the force
	C4ISR systems & cyber defence
	Project management; resource & budget planning
Leader and Decision-Maker This area describes the officer's role as a leader and manager of subunits / units / formations, capable of making decisions and influencing the conditions of their organisation.	Military leadership; command
	Officer-NCO relationships
	Leadership and management theories
	Change management

Competence area	Learning area
Combat-Ready Role Model This area describes the officer's ability and willingness to carry out missions that involve the highest foreseeable risks, and to ensure professional and ethical standards across all military activities.	Ethics. General, ethics of the use of force, ROE, protection of civilians
	Military norms and regulations
	Military history. Traditions
	Military physical and psychological training
	Gender awareness
	Cultural awareness
Communicator This area describes the officer's effectiveness as a communicator of organisational messages, conveying professional ideas and messages up and down the chain of command and in communication with the external world, the officer as a negotiator and mediator of conflictual situations.	Influence operations, strategic communications and media
	Military writing, reporting, orders and directives
	Speaking/ military briefing techniques
	Mediation and negotiation techniques
	Vehicular languages
Learner and Teacher / Coach This area covers lifelong learning, the management of personal and professional development requirements, for self and others.	Professional development (mentoring, coaching)
	Military training and education
Critical Thinker and Researcher This area describes the officer as a critical thinker and researcher, a pro-active interpreter of facts and situations, able to assess the impact of changes in the military domain and as a promoter of the military domain/science and art.	Research, analysis, data processing methods
	Future operating environment
	New technologies
International Security/ Diplomacy Actor This area covers the officer's diplomatic abilities and the officer's role in promoting an organisation's interests and objectives in the international context.	International organisations
	International relations

03. Correspondence Matrix. Competences and Learning Areas

(Reference to chapter 13.1. SQF-MILOF Learning Outcomes, Volume 1)

For what purpose and who can use it?

Show the link between competences and learning (by areas), verifying how each competence in the "Competence Profile of the Military Officer" is supported by learning. Its regular review will impact on and trigger a corresponding review of the MILOF-CORE learning outcomes, by the SQF-MILOF Executive Group.



Competence Area	Competences by Organisational Context / Level of Operations			Corresponding Learning Areas
	Single Arm/Branch	Single Service	Joint/Multiple Services Political Civilian-Military	
Military service member		Perform military operations		Employment of forces - full spectrum operations; Military decision making process (MDMP); Operations planning
		Identify security threats		
		Ensure information security		
		Devise military tactics		
		Cooperate with civilian organisations, agencies and partners		
Military Technician			Ensure compliance with policies	National and international security policy and strategy, National and international law; Civilian-military relations
		Advise on the particular capabilities and limitations of forces to ensure interoperability		
		Analyse potential threats to national security		
	Operate radio equipment			
	Use geographic information systems			

Competence Area	Competences by Organisational Context / Level of Operations			Corresponding Learning Areas
	Single Arm/Branch	Single Service	Joint/Multiple Services Political Civilian-Military	
Military Technician		Use weapons in compliance with rules		Employment of weapon/operating platform/ systems; C4ISR systems & cyber defence; Sustaining the force
		Maintain operational communications		
		Monitor technical equipment		
		Monitor military equipment use		
		Analyse logistical needs		
		Ensure equipment availability		
		Supervise maintenance of military equipment		
		Test safety strategies		
		Assist with military logistics		
	Leader and Decision-Maker		Perform resource planning	
		Manage administrative systems		
		Manage budgets		
		Lead military troops		
Leader and Decision-Maker		Anticipate, manage and take risks		Project management; resource & budget planning,

Competence Area	Competences by Organisational Context / Level of Operations			Corresponding Learning Areas
	Single Arm/Branch	Single Service	Joint/Multiple Services Political Civilian-Military	
Leader and Decision-Maker	Give instruction in military duties			Leadership and management theories; Military leadership; command
	Carry out inspections			
		Advise superiors regarding military operations		
		Delegate activities		
		Ensure compliance with policies		
		Advise superiors regarding policy development		
			Set organisational policies	
Combat-Ready Role Model		Manage change		Change Management
		Uphold the ethical and moral imperatives		Ethics. General, ethics of the use of force, ROE, protection of civilians; Military norms and regulations; Military history. Traditions; Military physical and psychological training; Gender; Cultural awareness
Communicator		Negotiate and mediate conflictual situations		Mediation and negotiation techniques

Competence Area	Competences by Organisational Context / Level of Operations			Corresponding Learning Areas
	Single Arm/Branch	Single Service	Joint/Multiple Services Political Civilian-Military	
Communicator		Write military communications		Military writing, reporting, orders and directives
		Communicate with various audiences		Influence operations; strategic communications and media; speaking/ military briefing techniques; Vehicular languages
		Interact, communicate and collaborate through digital technologies		
		Give battle commands		Military writing, reporting, orders and directives
Learner and Teacher/Coach			Give public presentations	Speaking/ military briefing techniques
	Train military troops			Professional development (mentoring, coaching); Military training and education
		Oversee training	Manage staff	
Critical Thinker and Researcher		Research military domain / science and art and apply results Articulate information needs, locate and retrieve digital data		Research, analysis, data processing methods; Future operating environment; New technologies
International Security/ Diplomacy Actor		Cooperate with international organisations, agencies and partners		International organisations; International relations



04. SQF-MILOF Proper

(Reference to chapter 13.1.1. SQF-MILOF Proper Learning Outcomes, Volume 1)

For what purpose and who can use it?

- Inform interested audience about the learning for the military officer profession and its link to EQF and NQF;
- Assign a level to military qualifications and describe the learning outcomes on the diploma/certificate supplements; by human resources department dealing with qualifications in each MS and relevant education and training institution;
- Indicate the level of the relevant education and training requirements in the job descriptions of relevant EU-level and multinational headquarters, by EU-level and multinational headquarters.

Levels	Level 1 EQF 5	Level 2 EQF 6	Level 3 EQF 7	Level 4 EQF 8
Competence area (core): Military service member				
This area describes the officer's ability to operate as a soldier as part of constituted military structure in accordance with the national and multinational military doctrine and law.				
Knowledge	Comprehensive knowledge of tactics and procedures of small teams and subunits belonging to a single branch/arm in accordance with national regulations and doctrine, for high intensity and peace support operations.	Advanced knowledge of tactics and procedures of employing combined arms forces in accordance with national/ multinational doctrine, across the full spectrum of operations.	Highly specialised knowledge of employing military organisations in a joint / multinational environment in accordance with national / multinational doctrine, across the full spectrum of operations.	Most advanced knowledge of employing joint / national and multinational military organisations in a complex, unpredictable and continuously evolving, multifaceted, politically led operating environment.
Skills	Practical skills for developing tactics and proposing alternate options of employing small teams and subunits belonging to a single branch / arm as part of a combined arms subunit/ task-oriented force.	Advanced skills required to employ creatively and flexibly service specific forces and their enablers (combat support) by planning and executing full spectrum of operations in the most varied circumstances.	Highly specialised skills required to apply the principles and norms of employing Operational Art, designing and integrating military forces to achieve desired effects across the service specific capabilities and a range of military operations in a coordinated manner and considering the unpredictability of the operating context.	Most specialised skills of employing military organisations and forces in a joint environment along with civilian organisations.
Responsibility and Autonomy	Take the initiative to execute military tasks under their responsibility and those deriving from the higher echelon's intent, under conditions of freedom and speed of action, and limitations imposed by discipline, law of armed conflict and rules of engagement in high intensity and peace support operations.	Take the initiative and assume responsibility in prioritising the tasks assigned by the higher echelon taking into account the role of other actors in the operating environment, in accordance with civilian guidance and direction, along other instruments of power.	Formulate plans to respond to crisis situations and allocate resources to address complex interventions in high risk environments by defining the right mix of policies, instruments and tools to achieve envisaged objectives.	Innovate the military employment of forces in new strategic frameworks by addressing, through specific work and research, the evolving nature of threats and challenges to the internal and external security of a nation / alliance / international organisation.

Levels	Level 1 EQF 5	Level 2 EQF 6	Level 3 EQF 7	Level 4 EQF 8
Competence area (core): Military Technician				
This area describes the officer's ability to operate a weapons platform/system and command, control communications, computers, intelligence, surveillance and reconnaissance (C4ISR) systems, and to sustain military operations.				
Knowledge	Specialised knowledge of the technical characteristics, operation procedures and maintenance rules of the weapon / operating systems specific to an arm / branch.	Advanced knowledge of the characteristics and possibilities of the weapons systems / operating platform and C4ISR systems, managing resources in the sustainment realm of operations.	Specialised knowledge of the weapon / operating platform / systems of multiple arms / branches / services, sustaining forces in full spectrum operations > Advanced knowledge of the evolution and development of new generation of weapon / operating platform / systems.	Most advanced knowledge of the technical capabilities of the armed forces required by all services to operate across full spectrum operations on a long term basis > Most advanced knowledge of sustaining the military organisations in protracted conflict situations as part of a broader civilian-industrial complex.
Skills	Ability to operate, maintain and conduct minor repairs to weapon / operating systems specific to an arm/branch under responsibility.	Advanced skills required to operate and maintain specific weapons systems / operating platform and C4ISR systems in safe conditions to deliver requested or planned effects by a higher authority > Manage resources and various projects at an advanced level.	Specialised skills required to exploit the capabilities of the weapon / platform / systems to deliver fire / influence / manoeuvre effects in high intensity joint operations > Foresee and anticipate the resource requirements and needs of military organisations and use them as force multipliers to achieve desired objectives in different peace and combat situations.	Most advanced and specialised skills required to adapt and influence the configuration of the military organisation to the new paradigms of conflict in a political driven, resource constrained environment.
Responsibility and Autonomy	Take responsibility for the proper exploitation of weapon / operating system specific to an arm/branch under responsibility.	Take responsibility to manage scarce organisational resources in unforeseen and changing situations of the operating environment, prioritizing and allocating appropriate resources to subordinate units to accomplish specific objectives in full spectrum of operations and in peacetime.	Take responsibility to plan and advise decision makers with regard to exploitation, endowment of armed forces and acquisition with modern weapon / operating platform systems determined by the changing conditions of the unpredictable contexts that have strategic consequences.	Demonstrate authority to innovate and constantly monitor and adapt national / multinational force development strategies and plans to the continuously changing international security environment.

Levels	Level 1 EQF 5	Level 2 EQF 6	Level 3 EQF 7	Level 4 EQF 8
Competence area (core): Leader and Decision-Maker				
This area describes the officer's role as a leader and manager of subunits / units / formations, capable of making decisions and influencing the conditions of their organisation.				
Knowledge	Comprehensive knowledge of leadership theories and their application to the military domain.	Advanced knowledge of leadership theories and their application to the military domain.	Highly specialised knowledge of leadership theories applied to the military domain across a joint environment.	Most advanced knowledge of leadership theories applied to the military domain at the interface of political-civilian and military domains.
Skills	Performance of command tasks at small teams and subunits levels in peacetime.	Advanced skills required to develop innovative organisations capable of operating in dynamic and complex security environments.	Specialised management and leadership skills required to lead and manage resilient and efficient organisations under the most stressful situations.	Most advanced skills required to manage and change organisations based on long term strategic visions.
Responsibility and Autonomy	Take initiative and responsibility for decisions made in the command of a team/ subunit.	Take initiative and responsibility for decisions made in unpredictable or changing environments in the command of a subunit/unit at the tactical level.	Take initiative and responsibility to make decisions within a global, integrated manner to meet the imperatives of adaptation and innovation in joint, combined operations environment; be prepared to command a unit/formation.	Take initiative and responsibility to adapt relevant strategies to new realities, changing contexts and new challenges that affect decisions with impact beyond military organisation; be prepared to lead organisation at the strategic level.

Levels	Level 1 EQF 5	Level 2 EQF 6	Level 3 EQF 7	Level 4 EQF 8
Competence area (core): Combat-Ready Role Model				
This area describes the officer's ability and willingness to carry out missions that involve the highest foreseeable risks, and to ensure professional and ethical standards across all military activities.				
Knowledge	Comprehensive knowledge of the traditions of the branch / arm or service and behaviour required in high intensity and peace support operations.	Advanced knowledge of the national legal framework with regard to the military profession, military regulations, international law (in particular humanitarian law) and the 20 th century European military history.	Highly specialised knowledge of the national legal framework with regard to military profession and international law that affects the conduct of military operations in all physical and functional spaces / environments.	Most advanced knowledge at the interface of ethics and international law with relevance to the employment of the use of force in modern conflict.
Skills	Cognitive and practical skills for stimulating the readiness of others in implementing military tasks and actions.	Advanced skills required to apply and manage force in accordance with the ethics of the military profession, provisions of international law and rules of engagement applicable to national / multinational forces in full spectrum of operations.	Specialised skills required to anticipate and advise on the adaptation and modernisation of relevant national law and regulations with regard to the military profession, in accordance with evolution and trends at the international level.	Most advanced skills required to influence and shape political decisions made with regard to employment of military instruments in all possible circumstances.
Responsibility and Autonomy	Value the ethics of military action for peacetime, high intensity and peace support operations.	Promote the traditions of arms / branches / units in the context of military operations in a national / international context and value the ethical principles of the Armed Forces > Integrate gender, human rights and cultural dimensions into the military domain and show an open attitude towards cultural differences.	Judge the context and exercise responsibility, considering the social and ethical dimensions of decisions taken in various conditions, across the full spectrum of operations with strategic impact at national / multinational level.	Assume responsibility to adapt and modernise relevant national law and regulations with regard to military profession.

Levels	Level 1 EQF 5	Level 2 EQF 6	Level 3 EQF 7	Level 4 EQF 8
Competence area: Communicator				
This area describes the officer's effectiveness as a communicator of organisational messages, conveying professional ideas and messages up and down the chain of command and in communication with the external world, the officer as a negotiator and mediator of conflictual situations.				
Knowledge	Comprehensive knowledge of the communication tools and procedures to engage with media, civilian and military audiences.	Advanced knowledge of the mediation and communication techniques for giving orders, expressing opinions on the theory and principles of the military science and art and reporting on the duties of a tactical unit commander in a branch / service.	Highly specialised knowledge of the mediation, negotiation and communication techniques for exercising command in peacetime or the full spectrum of operations to all sorts of audiences.	Most advanced knowledge of mediation, negotiation and communication techniques to all types of military and civilian audiences and all types of media.
Skills	Proven ability to set an interactive environment within a military structure.	Application of written and oral mediation and communication techniques making use of the existing media, with all levels of the hierarchy for peace time, high intensity and peace support operations.	Perform communication through all types of media with all branches of the military and with civilian audiences that interact in the missions of the armed forces, in peacetime or in operations. Perform local-scale mediation and negotiations with stakeholders of military operations.	Most advanced skills required to develop innovative mediation and negotiation theory / strategy to address highly complex issues across multiple stakeholders.
Responsibility and Autonomy	Take initiative to adjust communication for the relevant target audience and the tasks received.	Take responsibility for engaging in mediation and for the orders given to the subunits under command. Autonomous in communicating on the duties and the exercise of command of a tactical unit in peacetime, high intensity and peace support operations, to a professional audience.	Autonomously communicate on the military tasks and activities in accordance with the organisation's guidance. Take responsibility for mediation in different branches or military services and for negotiations with parties outside the organisation.	Demonstrate authority, innovation and autonomy in the development of strategies and plans for mediation, negotiation and communication by the military organisation at strategic level.

Levels	Level 1 EQF 5	Level 2 EQF 6	Level 3 EQF 7	Level 4 EQF 8
Competence area: Learner and Teacher / Coach				
This area covers lifelong learning, the management of personal and professional development requirements, for self and others.				
Knowledge	Comprehensive knowledge of military training organisation and procedures.	Advanced knowledge of learning and training methodologies applicable to individuals and military units / formations.	Highly specialised knowledge of education and training approaches required to prepare the armed forces for the modern and complex operating environment > Advanced knowledge of military training and educations systems relevant to multiple services at national and multinational levels applicable to full spectrum of scenarios in which armed forces could be employed.	n/a
Skills	Capacity to develop and explain options and plans to implement specific military tasks and actions.	Advanced skills to plan, develop, implement and evaluate military training sessions using different methods, techniques and instruments.	Highly-specialised skills required to plan and conduct training activities across multiple arms / branches / services, with different target audiences according to the needs identified by the forces.	n/a
Responsibility and Autonomy	Review performance and realises development of self and other team / subunit members by reflecting on own performance results.	Take responsibility for engaging the pedagogical and professional development of subordinates and support them in improving their performance > Promote a climate of cooperation and professional development.	Demonstrate authority and autonomy in the development of highly innovative training strategies and solutions (for example, through information and communication technologies) as a way of responding to different military challenges. Take responsibility to implement military education and training policies, adapted to different contexts and scenarios to improve the military education and training system.	n/a

Levels	Level 1 EQF 5	Level 2 EQF 6	Level 3 EQF 7	Level 4 EQF 8
Competence area: Critical Thinker and Researcher				
This area describes the officer as a critical thinker and researcher, a pro-active interpreter of facts and situations, able to assess the impact of changes in the military domain and as a promoter of the military domain/science and art.				
Knowledge	Comprehensive knowledge of the future operating environment and new technologies with relevance to the military domain.	Advanced knowledge of research techniques, sources and data processing methods to innovate the military domain/science.	Highly specialised knowledge of research techniques, sources and data processing methods to innovate across multiple branches/ services in the military domain/science.	Most advanced knowledge in research techniques, sources and data processing methods to understanding of complex cutting-edge issues in the military structures at strategic level.
Skills	Capacity to acquire and combine in-depth and detailed information on the military domain.	Advanced skills to analyse complex problems in an unpredictable context to produce new and innovated approaches to the military studies field.	Specialised skills to conceptualise, interpret, analyse and integrate data research from a variety of sources in order to develop new interdisciplinary knowledge and procedures to solve complex and non-routine problems in different branches in military services/domain.	Most advanced skills and techniques for methodologies in research and innovation projects, required to solve critical problems in the military structures at strategic level.
Responsibility and Autonomy	Demonstrate capacity to present accurate, reliable and valid research products.	Take initiative and responsibility for the information produced during the research process in uncertain and complex context.	Take responsibility for managing the internal research, development and innovation projects in complex and multinational contexts > Actively promote and implement new solutions that optimise military efficiency, and to convert complex problems into opportunities for medium-term improvement.	Demonstrate and supports substantial innovation and sustained commitment to develop innovative organisations capable of operating in dynamic, complex and uncertain environment.

Levels	Level 1 EQF 5	Level 2 EQF 6	Level 3 EQF 7	Level 4 EQF 8
Competence area: International Security / Diplomacy Actor				
This area covers the officer's diplomatic abilities and the officer's role in promoting an organisation's interests and objectives in the international context.				
Knowledge	Comprehensive knowledge on the functioning of international organisations and key principles of international relations theory.	Advanced knowledge of international relations theory and interdependencies among international governmental and non-governmental organisations, independent agencies and strategic partners around the world.	Highly specialised knowledge of the current international strategic and geopolitical environment as a framework for evolving international relations theories.	Most advanced knowledge of International relations theory and global security environment and architecture.
Skills	Comprehensive cognitive skills required to operate with concepts and terminology relevant to international context.	Advanced skills required to contextualise the military instruments within the national and global security environment, in an unpredictable international environment.	Highly specialised skills required to cooperate with allies, partners, and other entities within an international security context in pursuit for common goals and objectives.	Most advanced skills required to operate at the highest levels of interaction and to innovate the current conceptual framework of international cooperation in the security and defence domains.
Responsibility and Autonomy	Interrelate with a broad range of participants in a diverse multicultural, international environment by promoting recognised objectives and principles of international cooperation.	Take decisions and implement relevant actions necessary to promote an environment conducive to promotion of the objectives and principles of international cooperation.	Take responsibility for decision and actions taken in an international environment and actively promote the key principles guiding national / multinational approach to security, fragility and development.	Promote through innovation and research a common Euro-Atlantic security culture in a fast changing international context and unpredictable shifting balance of power among major state and non-state actors.



05. MILOF-CORE

(Reference to chapter 13.1.2. Core Curriculum for Military Officers (MILOF-CORE) Learning Outcomes, Volume 1)

For what purpose and who can use it?

- Design and develop new, or review existing, education or training programmes, by education and training providers;
- Level formal qualifications against SQF-MILOF and MILOF-CORE, by education and training providers, in accordance with the roadmap described in volume 1, chapter 14 "Levelling NMQs to SQF-MILOF and Defining their Military Focus to MILOF-CORE";
- Visualise how complex the understanding of military profession is, relative to a specific focus of the military organisational architecture or level of operations, by individual learners, in accordance with the roadmap described in volume 1, chapter 15 "Levelling Individual Learning to SQF-MILOF and MILOF-CORE Levels".

Competence Area (core): Military service member

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus				
Learning Area: Employment of forces - Full Spectrum Operations				
Single Arm / Branch (tactical)	Distinguish between alternate options of employing small teams and subunits belonging to a single branch / arm as part of a subunit and in accordance with national procedures > Discuss the tactics, techniques and procedures specific to the particular branch for full spectrum of operations at national level.	Explain the principles of employing single arm/ branch subunits at the tactical level in accordance with national doctrine, across the full spectrum of operations > Explain the tactics, techniques and procedures specific to the particular branch for full spectrum of operations at national level.	Critically evaluate and prioritise the tasks and means assigned by the higher echelon taking into account the role of other branches and limitations imposed by external factors within the operating environment in full spectrum operations.	n/a
Single Service (tactical)	Discuss the organisation and basic principles of employing forces at the service level.	Explain the principles of employing combined arms forces at the tactical level in accordance with national / multinational doctrine, across the full spectrum of operations > Explain the tactics, techniques and procedures specific to the particular service for the full spectrum of operations at national / multinational levels with realistic consideration of the possibilities of the different branches.	Explore the requirements / conditions of integrating the effects of fire, influence and manoeuvre in joint operations > Balance own resources, the environment and the opponent to achieve the assigned tasks within a tactical framework, ensuring freedom of action for subordinate formations.	n/a

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus				
Learning Area: Employment of forces - Full Spectrum Operations				
Joint / Multiple Services (operational)	Describe the possibilities of the different services, equally the composition and force enablers and multipliers at the operational level.	Explain the principles of employing units and formations at the operational level in a joint multinational context, in accordance with national / multinational doctrine, across the full spectrum of operations.	Critically assess the service-specific (land, maritime, air) forces capabilities, organization and specific activities that they conduct as part of a joint force, apportion / allocate resources accordingly and propose ways to implement objectives in coordination with all relevant actors > Apply the principles of operational art throughout the full spectrum of operations.	n/a
Pol Civ-Mil (strategic)	Explain the key elements of relevant multinational doctrines (UN, EU, NATO) for joint operations.	Analyse the strategic employment of armed forces as part of an integrated crisis response architecture at national and multinational levels.	Integrate the context / conditions and constraints of employing military organisations / formations at the strategic level, in national / multinational circumstances, in accordance with national / multinational doctrine, across the full spectrum of operations.	Critically evaluate the correlation between the force structure, military strategy and political objectives, the effectiveness of military architecture and redesign them accordingly in an interagency and international context.
Learning Area: Military Decision Making Process (MDMP)				
Single Arm / Branch (tactical)	Outline procedures of small teams and subunits belonging to a single branch / arm in peace time, high intensity and peace support operations.	Apply the military decision-making process (MDMP) specific to the arm / branch for full spectrum of operations at the low tactical level.	n/a	n/a

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus				
Learning Area: Military Decision Making Process (MDMP)				
Single Service (tactical)	Describe the decision making process at the tactical level for full spectrum operations at national and multinational level as part of a formation headquarters.	Practice decision making under pressure, in dangerous and fluid situations to implement higher echelons decisions at the tactical level.	Critically evaluate and select the situations requiring advice and provide expertise to higher echelon commanders in accordance with their guidance.	n/a
Joint / Multiple Services (operational)	Describe the decision making process at the operational level for full spectrum operations in a national / multinational context as part of a combined joint headquarters.	Discuss the context of making decisions in a timely manner in complex and unpredictable environment at joint operational level for full spectrum of operations.	Critically evaluate various types of situations (peace and war time), analyse the key implications and propose feasible and timely options for the resolutions of problems/crisis/conflict from the multiple services perspective at joint operational and strategic level for full spectrum of operations.	n/a
Pol Civ-Mil (strategic)	Describe the decision making process at the strategic level for full spectrum operations in a national / multinational context as part of a whole of government / integrated approach context.	Practice decision making under pressure and lacking political-strategic direction to implement political-strategic objectives in national / multinational context.	Critically interpret the situations lacking political-strategic direction in a changing and complex environment, to implement military national / multinational strategies.	Determine innovative responses to crisis situations and complex interventions in high risk environments by defining the right mix of policies, instruments and tools to achieve national / multinational strategic objectives.
Learning Area: Operations planning				
Single Arm/Branch (tactical)	Describe tactical mission planning, at small teams / subunit level, making use of specific and relevant operational terms and graphics in order to achieve the higher echelon objectives.	Frame the military engagements at the low tactical level in national / multinational operations with regard to the legal use of force, Rules of Engagement (ROE) and security and safety of subordinate personnel and subunits.	n/a	n/a

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus				
Learning Area: Operations planning				
Single Service (tactical)	Describe the operations planning process at the tactical level for a potential crisis situation in all spectrum of operations.	Develop creative, simple and flexible options to implement tactical plans for the most varied circumstances of full spectrum operations.	Devise and skilfully conduct military engagements for national / multinational operations with consideration of the legal use of force, Rules of Engagement, principles of Force Protection, by managing associated risks in an unknown but changeable operating environment.	n/a
Joint / Multiple Services (operational)	Describe the operations planning process at the operational level for a potential crisis situation in full spectrum of operations at national / multinational levels.	Implement the key steps of the joint operations planning process as part of a planning team under the direction and guidance of a senior planner / team leader.	Design innovative operational ideas and solutions for the resolution of a potential conflict with national / multinational dimensions, as part of a planning team at the operational level in a multinational HQ in unpredictable and fluid conditions of the operating environment.	n/a
Pol Civ-Mil (strategic)	Describe the operations planning process at the political-strategic level for a potential crisis situation in full spectrum of operations at national / multinational levels.	Evaluate the range of diplomatic, information, military and economic options available to implement the strategic objectives set by the higher competent authority.	Critically appraise the strategic environment for the deployment, employment, and sustainment of forces from the perspective of the joint / combined force commander > Exercise the operations planning process at the strategic level for standing and contingency operations in national or allied context, with considerations of political and civilian limitations.	Scrutinize the strategic horizon to forecast crisis situations; isolate and manage symptomatic precursors and prioritise responses in accordance with the strategic direction and guidance > Judge the implications of the military effects on the political and civilian domains of a conflict that is affected by contemporary threats and risks, affecting national / multinational situations at the strategic level.

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus				
Learning Area: National and International Law				
Common	Outline the range of national, EU and international law and military regulations with relevance to the military domain > Describe the basic norms of International Humanitarian Law and the application of its principles relevant to their responsibilities and positions, by emphasising the issues that might arise on the battlefield at a tactical level.	Define and interpret the range of national, EU and international law, military regulations with relevance to the military domain > Analyse the impact of the legal framework (international and national law, ROE,...) on the effectiveness of military operations in various types of conflict and how this is reflected in planning for military operations at all levels of operations.	Critically evaluate the impact of the legal framework (international and national law, ROE,...) on the effectiveness of military operations > Adapt relevant strategic measures required to tackle objective changes in the complex international security environment that affect the legal framework in which national and allied efforts are deployed.	Appraise situations that require changes and new provisions for relevant national law and regulations with regard to military profession.
Learning Area: National and international Security Policy and Strategy				
Common	List the national and international organisations structures and briefly describe their roles and responsibilities > Describe the process of strategy formulation at the international and national level.	Explain the relationship between the policy and strategy and between national interests, political objectives and military objectives and the link with the requirements of the armed forces > Explain the relationship between national and regional organizations' security strategies and their associated military strategies as they apply to Joint, interagency and multinational military operations.	Critically evaluate the national and regional organizations' security strategies and their associated military strategies as they apply to Joint, interagency and multinational military operations > Critically assess national instruments of power, their characteristics and limitations, integrate them in the analysis of strategic issues and the design of national military strategy > Formulate a national security and military strategy.	Transform and contextualise the national / multinational policies into military ends, ways and means and adapt them as the situation changes, by clearly articulating the integrated nature of actions.

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus				
Learning Area: Civilian-Military Relations				
Common	Describe the theory, principles and dynamics of civil-military relations / democratic control of armed forces of a nation.	Identify and position the military organisation as part of a broader social democratic construct, influenced by societal norms and values, legal systems and international law > Interpret the projection and representativeness of the military profession in the broader context of national legal framework.	Critically evaluate the distinct and overlapping roles between civilian and military institutions as part of the security sector of a nation, and at supranational level, under political supervision and civilian oversight.	Reflect on the changing and evolving configuration and roles of the military organisation of a nation / international organisation and their impact on the civilian-military relations under the standing nature of civilian oversight of the military.

Competence Area (core): Military Technician

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus				
Learning Area: Employment of weapon / operating platform / systems				
Single Arm / Branch (tactical)	Describe the technical specifications of the operating platform (weapon system) specific to the arm / branch > Explain relevant measures required to exploit safely the weapon / operating systems > Operate military equipment of the military domain within a branch / arm for peacetime, high intensity and peace support operations.	Explain technical specifications of relevant operating platforms under his / her responsibility > Demonstrate the effective exploitation of the operating platform (weapon system) under their responsibility with due consideration of safety measures.	Critically evaluate the trends that influence the evolution and development of new generations of weapon / operating systems specific to a particular branch.	n/a
Single Service (tactical)	Operate military equipment of the military domain within a service for peacetime, high intensity and peace support operations.	Explain the inter-relationship of various weapons systems of the combined arms units, their limitations and effects on the modern battlefield > Describe the lifecycle and development requirements of weapons / operating systems specific to the service.	Critically evaluate the impact of new weapon / operating systems for the configuration of the combined arms operations within a specific service at the tactical level in full spectrum operations > Develop safety policies applicable to employment of weapon / operating platforms / systems specific to the service.	n/a
Joint / Multiple Services (operational)	n/a	n/a	n/a	n/a

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus				
Learning Area: Employment of weapon / operating platform / systems				
Pol Civ-Mil (strategic)	n/a	n/a	n/a	n/a
Learning Area: Sustaining the Force				
Single Arm / Branch (tactical)	Describe the needs and requirements for replenishment, first aid and medical evacuation of individuals and small subunits in combat > Present, maintain, repair and sustain the operation of equipment under responsibility in all environments and situations.	Explain the combat service support capabilities of subunits during full spectrum operations > Define the logistics requirements of the (sub)units required to sustain full spectrum operations.	n/a	n/a
Single Service (tactical)	Describe the types, roles, responsibilities and procedures for service support at the tactical level in full spectrum of operations.	Explain the combat service support capabilities of units and formations specific to the service during full spectrum operations and take the logistics requirements into account during planning of full spectrum operations.	Assess the role of combat service support capabilities as force multiplier in conduct of operations of the single service > Prioritise the scarce resources required by the force component in full spectrum operations.	n/a
Joint / Multiple Services (operational)	Outline a broad range of implications and limitations of scarce resources for sustaining campaigns and military activities at the operational level.	Apply a broad range of principles of sustaining military forces operating as part of a joint national / multinational force structure.	Critically evaluate the impact of logistics on the preparation, conduct and termination of joint operations in full spectrum of situations.	n/a

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus				
Learning Area : Sustaining the Force				
Pol Civ-Mil (strategic)	n/a	Reflect on the place and dependencies of military logistics systems as part of a broader strategic, national / multinational economic architecture.	Critically evaluate the strategic national military industrial complex, its resilience and the role of the military organisation as a consumer and multiplier of resources.	Predict and anticipate the sustainment requirements and interdependencies of military organisation of a nation, multinational setting or alliance in the contemporary operating environment, as part of a broader civilian-economic context.
Learning Area : Command, control, communications, computers, intelligence, surveillance and reconnaissance systems & Cyber Defence				
Single Arm / Branch (tactical)	Operate information and communication technologies according to the procedures and tactics specific to their branch at individual and low tactical level.	Operate command, control, information and communication technologies according to the procedures and tactics specific to their branch.	n/a	n/a
Single Service (tactical)	Operate information and communication technologies according to the procedures and tactics specific to the service.	Explain the characteristics of command, control, communications, computers, intelligence, surveillance & reconnaissance systems specific to the service.	Critically evaluate the capabilities of command, control, communications, computers, intelligence, surveillance and reconnaissance and cyber defence systems, integrate their requirements in the planning and conduct of full spectrum operations at the tactical level.	n/a

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus				
Learning Area : Command, control, communications, computers, intelligence, surveillance and reconnaissance systems & Cyber Defence				
Joint / Multiple Services (operational)	Operate information and communication technologies according to the procedures and tactics specific to the joint organisations at national and multinational levels.	Assess the requirements and needs of command, control, communications, computers, intelligence, surveillance and reconnaissance systems and cyber defence at joint operational national / multinational level for full spectrum operations.	Critically evaluate the capabilities of command, control, communications, computers, intelligence, surveillance and reconnaissance systems and cyber defence systems and integrate their requirements in the planning and conduct of full spectrum joint multinational operations at the operational level in an integrated environment.	n/a
Pol Civ-Mil (strategic)	n/a	n/a	n/a	n/a
Learning Area : Project management; resource & budget planning				
Single Arm / Branch (tactical)	Describe the procedures to manage subunit / unit's human and material resources in all circumstances, peace and crisis time.	Plan and organise the project management process relevant to the military organisation.	n/a	n/a
Single Service (tactical)	Explain general budget principles and construction procedures.	Plan, organise and supervise projects tasks or work packages in the service area in accordance with the procedures agreed by the organisation.	Critically evaluate and negotiate the needs and resources in the construction of the budget for a particular service at national level.	n/a

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus	Learning Area : Project management; resource & budget planning			
Joint / Multiple Services (operational)	Explain the principles and interdependencies between national and multinational / alliance defence planning / resource management systems.	Analyse the structures, features, functional principles and capability of defence systems and their central subsystems as well as possibilities offered by technology.	Apply innovative approaches to evaluate the impact of budget allocation on the performance of joint military organisation at national level.	Evaluate the strategic impact of the national budget on the military organisation at national level and develop innovative solutions to balance needs and resources.
Pol Civ-Mil (strategic)	n/a	Assess the national / multinational acquisition policies and regulations and their impact on the national / multinational security and military strategies.	Critically assess trends derived from financial planning cycles and defence acquisition processes.	Critically evaluate the implications of national / multinational defence planning processes on the implementation of the national / multinational strategies.

Competence Area (core): Leader and Decision-Maker

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus	Learning Area : Military leadership; command			
Single Arm / Branch (tactical)	Discuss the importance of internalising the principles and spirit of the military discipline necessary to execute military tasks in high-risk situations, as a member of the subunit / team, in unpredictable or changing environments.	Explain the leader's role in building cohesive, disciplined teams / subunits / units > Analyse the context and conditions of assuming higher level command / deputizing command in uncertain / short term situations.	n/a	n/a
Single Service (tactical)	Describe the context and the framework of leadership at tactical level.	Explain the importance of timely decisions in an unpredictable, potentially life-threatening environments > Analyse the qualities required for the full and efficient employment of the commanders under the ethos of Mission Command.	Interpret higher commander's intent and the relevance of conceiving and conveying orders in a mission-oriented organisational culture context > Critically assess the complexity of professional activities or projects within the organisation and across arms / branches.	n/a
Joint / Multiple Services (operational)	Describe the context and the framework of the leadership at strategic and operational level.	Analyse the qualities required for leaders to develop innovative organisations capable of operating in dynamic and complex environments.	Critically analyse the constraints and advantages of Mission Command, to lead and manage resilient and efficient organisations under most stressful situations > Anticipate, communicate, and mitigate risks, surprise and uncertainty impacting on the organisation.	Innovatively adapt relevant strategies to new realities, changing contexts and new challenges that affect decisions with impact beyond military organisation.

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus				
Learning Area: Military leadership; command				
Pol Civ-Mil (strategic)	Describe the complex conditions of exercising military command and seeking coordination within a broader, civilian-led integrated framework of activities.	Explain the context, dimensions and relevance of strategic leadership applied to military domain as part of a broader social construct > Analyse the social impact of the decisions made by strategic level military leaders and political actors in the history of various conflicts.	Make decisions within an integrated context, to meet the imperatives of adaptation and innovation in joint, combined operations > Develop a medium and long-term vision for the organisation > Critically appraise the strategic leadership qualities necessary for leading, influencing and motivating others to be creative, empowered and successful.	Reflect on the strategic implications of the current and future environment for strategic leadership, legitimacy and accountability in national and multinational settings.
Learning Area: OF-NCO relationship				
Single Arm / Branch (tactical)	Describe the importance of the command team and the division of labour between officers and Non-Commissioned Officers (NCOs) at the level of small team or subunits within a branch / arm.	Explain the ethical implications of developing confident, supportive, trustworthy, and loyal relationships between officers and NCOs at the tactical level.	n/a	n/a
Single Service (tactical)	Describe the means and ways through which officers communicate with and counsel NCOs at the tactical level.	Analyse the context and conditions of seeking advice from the senior NCO in making critical decisions for the organisation.	n/a	n/a
Joint / Multiple Services (operational)	n/a	Explain the contribution both officers and senior NCOs bring to develop cohesive command teams at the operational level.	n/a	n/a

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus				
Learning Area: OF-NCO relationship				
Pol Civ-Mil (strategic)	n/a	Investigate the dimension and discuss the context, scope and impact of command team's interaction with civilian / political entities.	n/a	n/a
Learning Area: Leadership and management theories				
Common	Relate leadership and management theories, concepts and principles to the military domain.	Describe relevant leadership concepts, theories, principles and good practices > Explain the theory of interpersonal behaviour within the organisation > Describe the context and the framework of the leadership at tactical level > Examine the theory and models of performance management of the military organisation.	Critically evaluate theoretical and cultural approaches to management and leadership theories in the context of the military domain > Examine the characteristics of leaders, leadership models and styles and their impact on the performance of the military organisation > Innovatively apply performance management in accordance with policies and key indicators set for a particular organisation.	Critically evaluate the leadership and management good practices across and within military organisations to develop new leadership models relevant to the military domain.
Learning Area: Change management				
Common	n/a	Explain the principles of change management and the effects on the military science / domain > Plan the use of all indicators of change to interpret the impact on the operating environment.	Critically evaluate the strategic dimensions and consequences of the military transformation and the impact of indicators of change on the operating environment > Selectively apply appropriate tools and techniques to diverse situations to optimise military efficiency in the operational environment.	Project strategic visions, set priorities and adopt strategic approaches for military science to promote the effectiveness of the military organisation as part of the broader society.

Competence Area (core): Combat-Ready Role Model

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus	Learning Area: Ethics. General, ethics of the use of force, ROE, protection of civilians			
Common	Promote and demonstrate commitment in decisions for the values and ethics of the military organisation in peace time, high intensity and peace support operations > Outline the core principles and ethical dimensions of various military profession related processes.	Explain the behaviour required in missions and operations (prevention of harassment, sexual violations and war crimes), ethics of the use of force and the role and importance of following ROE > Develop plans that streamline effective protection measures for the benefit of the civilian population affected by armed conflict > Analyse the ethical use of force and the legal aspects of planning military operations and reflect derived requirements in relevant ROE.	Judge the context and exercise responsibility, considering the social and ethical dimensions of decisions taken in various conditions in the full spectrum of operations.	Critically evaluate complex ethical and legal ramifications of national security decisions, including use of force issues and adapt national strategies accordingly.
	Learning Area: Military norms and regulations			
Common	Describe a defined range of national military norms and regulations relevant to military profession.	Justify the importance of issuing and following orders, which are given in accordance with the principles of international humanitarian law, national law and military regulations.	Integrate and adapt the national legal framework with regard to military profession to the realities and needs of the military organisation.	Critically appraise the need and propose innovative changes to adapt or modernise relevant national law and regulations with regard to military profession in accordance with evolution and trends at the international level.

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus	Learning Area: Military history. Traditions			
Common	Recognise the achievements and discuss the history and its lessons to promote the traditions of the arm/ branch at national level.	Reflect on the evolution and history of the military organisation and the impact of its evolution on the modern employment of armed forces > Discuss the traditions of arms/ branches / units in the context of military operations in a national/ international context > Reflect on the 20th century European military history and its impact on social behaviour from a geopolitical perspective.	Critically evaluate the impact of lessons learnt from military history for conflict resolution process at all levels of operations.	n/a
	Learning Area: Military physical and psychological training			
Common	Describe the behaviour required from a military officer in high intensity and peace support operations.	Apply techniques to maintain and encourage a high level of morale and discipline of subordinates, and the physical and psychological fitness required for enduring a broad range of situations in difficult and dangerous conditions.	Design and refine innovative strategies to optimise the human potential (steadiness, liability) of military personnel that impacts on the military organisation' resilience and effectiveness.	n/a

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus				
Learning Area: Gender Awareness				
Common	Outline the basic gender concepts, the agreed international policy framework for Human Rights and Gender and examine how attitudes and behaviour towards gender may impact one's own understanding, analysis and leadership in missions and operations.	Explain the impact of conflicts on men and women, as well as opportunities and challenges for women and streamline gender and human rights dimensions in planning for operations and all relevant policy areas > Recognize the influence of different cultures and gender related issues on the execution of a mission.	Resolve challenges and dilemmas facing military and civilian decision-makers in the field with regard to the protection of civilians and sexual violence, and integrate requirements to address these matters in the development of relevant strategies and policies.	n/a
Learning Area: Cultural Awareness				
Common	Manage differences between cultures and perform a basic cultural analysis of the operating environment of the subunit/team.	Analyse cultural aspects of contemporary security environment and their influence on the effectiveness of military operations > Integrate cultural dimensions and consider vulnerable categories of civilians in planning for military operations.	Critically reflect on the ethical implications and controversies that result from mixing culture and security in the context of multinational military operation in an international environment > Compare and contrast the effect and impact of different national values and cultural perspectives on international issues and strategy.	n/a

Competence Area: Communicator

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus				
Learning Area: Influence operations; strategic communications and media				
Common	Describe the key principles of engaging with mass media and other types of communication means (e.g. social media) to reach a broad audience and convey relevant messages.	Explain the objectives, principles, components, effects and challenges of influence operations, of communications on the operating environment and of strategic communication > Communicate with cultural open mindedness within a group, in situations of work or in external environments, making effective use of current technical practices in the area of information management, programming and networking technologies.	Critically evaluate the role and strategic impact of influence operations, the information context and narratives of the media in national and international environments and the military decision-making process > Selectively communicate up and down the chain of command with regard to the military tasks and activities relevant to full-spectrum operations and with mass media and other types of communication means to reach a broad audience to convey relevant messages.	Conceptualise new knowledge, processes and methodologies for developing and disseminating narratives a part of strategic communication plans to the relevant audiences > Adapt strategies to fundamentally new situations and developments of the role and use of the military organisation and the security and defence policy at national or international level.

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus				
Learning Area: Military writing, reporting, orders and directives				
Common	Structure and provide written and oral orders and instructions to the subunits under command.	Develop and implement logical, fluent, accurate and convincing written military documents (reports, messages) and relevant operational guidelines in accordance with the higher echelon's orders, instructions and guidance to subordinates units / subunits.	Manage organisational knowledge on contemporary issues, synthesising directives and guidance to subordinate formations and drafting papers addressing contemporary issues (defence research papers, essays and position papers) > Manage communication of complex issues clearly and effectively, both orally and in writing in support of joint force and component commander's decision making processes.	n/a
Learning Area: Speaking / military briefing techniques				
Common	Create and sustain an environment of free interaction and expression for the subordinates in support of subunit's / organisation's tasks and objectives.	Develop and promote opinion, arguments, orders and feedback, verbally and non-verbally in the military domain while adjusting the format of communication to audiences, under regular and stressful circumstances.	Anticipate explicit and implicit communication needs of the military organisation and develop messages, military briefings and speaking notes for decision makers, verbally and in written form, aimed at various audiences at the operational level > Manage complex two-way communication channels with key joint staff members.	n/a

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus				
Learning Area: Mediation and negotiation techniques				
Common	Demonstrate tolerance and moderation when interacting with others, particularly during disputes.	Explain and exercise the alternative dispute resolution techniques, particularly mediation and negotiation techniques while maintaining personal integrity, independently with subordinates and under supervision in operational circumstances.	Cultivate relations of respect and confidence while chairing meetings that require consensus and persuasion of subordinates and supervisors > Take responsibility for mediation and negotiation in interagency and multinational configurations.	Develop and validate new mediation and negotiation strategies to address complex situations in which the armed forces may be involved in a political, civil-military contexts.
Learning Area: Vehicular languages				
Common	Demonstrate communication skills in the mother language and in a first foreign vehicular (e.g. English, French) language consistent with the professional duties (CEFR A2).	Demonstrate communication skills in the mother language and in a first foreign vehicular (e.g. English, French) language consistent with the professional duties (minimum CEFR B1) and at basic level in a second foreign language.	Convey effectively complex information to any military, civilian and/or public audience in the mother language and foreign vehicular languages (CEFR C1) > Take responsibility for actively searching to improve the language skills.	n/a

Competence Area: Learner and Teacher / Coach

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus				
Learning Area: Professional development (mentoring, coaching)				
Common	Discuss the basic concepts of pedagogy and didactics as they apply to the military context > Take responsibility for managing the professional development of self.	Explain and adopt concepts of pedagogy and didactics and different techniques of mentoring, coaching, training and teaching adapted to the military context > Take responsibility for managing the professional development of subordinates and support them in improving their performance.	Adapt new education and training approaches to reflect the armed forces' operational challenges > Demonstrate authority and innovation to develop military education and training policies and strategies based on operational needs and the performance of forces.	n/a
Learning Area: Military training and education				
Common	Describe the organisation and procedures of basic military training, drills and exercises at team / subunit level or equivalent, in support of military tactical tasks specific to the arm/ branch.	Elaborate and review military training, by applying evaluation methods, training plans for the team / subunit members in accordance with the needs of the branch / arms and past performance of the individuals and the team / subunit. > Adopt and implement new learning methodologies and techniques and appropriate assessment tools according to the objectives, training contents and target audience.	Develop and implement new and innovative education and training methods using digital technologies and pedagogical resources, to simulate operational learning contexts > Critically evaluate the relationship and synchronisation of military education and training policies, at national level, with international strategies, at the strategic level.	n/a

Competence Area: Critical Thinker and Researcher

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus				
Learning Area: Research, analysis, data processing methods				
Common	Formulate independent and well-informed opinions, as a basis for sound decision making at various levels of operations.	Explain and implement the research techniques, sources, resources and data processing methods to solve issues in the military domain / science.	Develop and promote creative solutions required to approach complex and unpredictable problems in the military domain / science > Anticipate and manage explicit and implicit issues in complex activities for internal research and development projects.	Conceptualise new knowledge, processes and methods of scientific research to innovate the military domain > Demonstrate and support substantial innovation and sustained commitment to develop innovative organisations capable of operating in dynamic, complex and uncertain environment.
Learning Area: Future operating environment				
Common	Discuss the main dimensions and drivers of the future operating environment and the impact on military operations.	Assess the main threats, types of conflict and implications on future activities in security and military environment operations.	Develop organisational strategies, hypotheses and scenarios in order to envisage future environments and conflict situations in which armed forces might be involved.	Critically evaluate the variables and influencing factors that impact in military environments and operations > Adapt strategies, trends and policies to the future operation environment required to predicted and solve critical problems in national and multinational military operations.
Learning Area: New technologies				
Common	List and categorise new technologies and their application to the military domain.	Analyse the effects and challenges of new technologies on military domain/science.	Critically evaluate the impact of new technologies on military organisations and operations > Develop and implement operational guidelines for new technologies' impact on military operations at the tactical level.	Conceptualise new knowledge, processes and methodologies for new technologies and predict the global implications for security / military domain/science.

Competence Area: International Security / Diplomacy Actor

SQF-MILOF Level	Level 1	Level 2	Level 3	Level 4
MILOF-CORE Focus				
Learning Area: International organisations				
Common	Describe the international security architecture, functioning and organisational structure of major organisations with responsibilities in the area of security and defence.	Distinguish the role of different international organisations with implications for security, defence and conflict management, by revealing the interdependencies among major international organisations.	Critically evaluate the relationships among national and multinational military forces, non-military, non-governmental organizations (NGOs) and intergovernmental organizations (IGOs) > Reflect on the size and range of cooperation and networking activities with various actors in the field and coordination with combined, joint and civilian governmental and non-governmental counterparts.	Promote through innovation and research a common Euro-Atlantic security culture by analysing the common threats and risks and capabilities required to tackle them on the long term.
Learning Area: International relations				
Common	Discuss the principles and characteristics of the major international relations theories > Examine current and historical examples of various conflicts and approaches of conflict resolution.	Analyse the security dimensions of different theories in International relations > Highlight the role and place of security elements by analysing the context, rationale and key principles of employing various power levers within an integrated / whole of government approach to conflict and crisis > Evaluate the role of the military instrument at the national and international levels within the national and global security environment.	Critically interpret the current international strategic and geopolitical environment by applying different conceptual tools and theoretical frameworks for analysis > Critically evaluate the political-military implications of national / international interests establishing security partnerships and political-military coalitions for full spectrum multinational operations > Conceptualise the key principles of the integrated approaches practiced by the international organisations to conflict and crises.	Express innovative concepts, challenge current and test new paradigms in the field of international relations theories with impact on security and defence > Adapt national and international security strategies to fundamentally new security policies re/shaped in the context of a security environment driven by multiple and continuously evolving risks and threats.



Follow [European Security and Defence College](#) on Facebook and LinkedIn



esdc.europa.eu



[SQF-MILOF](#)



Publications Office
of the European Union