



06 July 2023

## INVITATION

### HEAT - Hostile Environment Awareness Training

*Lisbon (PORTUGAL), 16 - 20 October 2023*  
*(Activity Number 23-24/48.a/2)*

Under the auspices of the European Security and Defence College (ESDC), the Portuguese *Guarda Nacional Republicana* (GNR) will organise a **Hostile Environment Awareness Training (HEAT)**, from Monday 16 to Friday 20 of October 2023, in Lisbon.

According to the "EU Policy on Training for CSDP", appropriate training is a mandatory prerequisite prior to deployment to ensure that personnel are adequately prepared so that they can integrate into mission life and be operational as soon as possible upon deployment.

The **course aims** to contribute in sustaining front of mind security and situational awareness, reinforce a safety and security awareness mind-set, and develop confidence. In addition, to provide guidance on individual and team options to help **deter**, **detect** and **react** during and after threatening events thus increasing the overall personal safety and security of staff members while serving in Mission.

The training will be carried out in close cooperation with the European Security and Defence College (ESDC), using the approved ESDC Curriculum for the HEAT, which can be found here: <https://esdc.europa.eu/curricula/>.

The ESDC HEAT is preferably aimed for personnel already recruited to be deployed to a CSDP mission or operation. Thus, priority is given to the personnel which is already selected to high-risk CSDP missions and operations. Nevertheless, EU member states official authorities and international organisations are welcome to put forward suitable candidates.

We therefore take great pleasure in inviting you to nominate suitable participants for this course, which is often mandatory prior to deployment, enabling course participants to be better prepared for the upcoming assignment, safety and security challenges, in our different EU CSDP missions and operations.

Yours faithfully,

**João MADALENO (Course Director)**

Head of GNR Training Centre for International  
Missions and Crisis Management (CTAFMI)

**Holger OSTERRIEDER**

Head of European Security  
and Defence College

Annexes:

- Administrative Instructions;
- Course Curriculum (Aim and Learning Outcomes);
- Course Programme;
- Application Form (attached).



## Administrative Information

- **Target Audience:** The course is open to civilian, military and police personnel from EU Member States, EU institutions and agencies, CSDP missions and operations as well as international organisations involved in CSDP context. The course is open also to those third countries who are seconding personnel to CSDP missions. **Priority is given to the personnel which is already selected to high risk CSDP missions and operations.** We aim to strike a gender balance, so applications from female participants are encouraged.
- **Seats:** A maximum number of 16 participants is envisaged.
- **Deadline, how to apply and requirements:** Applications should be sent by their authorities or organization, using the standard registration form (provided in Annex) filled including a paragraph (max. 200 words) about why they wish to attend the course together with an up-to-date CV (*with their profile and expectations*), to [ui.ctafmi@gnr.pt](mailto:ui.ctafmi@gnr.pt), **no later than Friday 8 September 2023.**
- **Selection of participants** will be based upon applicant backgrounds, experience, suitability, gender balance and country of origin. The decision on which applications are accepted remains solely with the Portuguese GNR (Training Centre - CTAfMI) and ESDC.
- **Registration:** Registration will not be final until confirmed by the Portuguese GNR. When the participants' list is finalised, the course administration will be in contact with selected participants and provide more detailed information on the course and logistics.
- **Late registration:** Subject to availability of seats the course is open for late registration, please contact course administration.
- **Location (course venue):** The course will be held residentially in our GNR Welfare/Social Services premises nearby Lisbon (southside of the river), at the following address: *Colónia de Férias dos Serviços Sociais da GNR, Avenida Afonso de Albuquerque 197, 2825-450 Costa da Caparica – Portugal.* GPS Coordinates: 38.653257, -9.239072
- **Language:** Working language is English, without translation.
- **Course (Tuition) Fees and Per Diems:** The course does not bear any registration or tuition fee. Per Diems will not be paid by ESDC neither by the Portuguese GNR. Nevertheless, the sending authorities will cover all costs for travelling, transfers, accommodation and meals.
- **Travel Expenses, Transfers, Accommodation, Meals and Catering:** Costs for travelling to/from Lisbon (Portugal), accommodation, meals (including breakfast), transfers and local transports shall be covered by the participants or by their sending authorities. Course participants should be accommodated at GNR welfare/social facilities nearby Lisbon in Costa da Caparica, Almada, with a **daily cost rate of 60€, breakfast not included.**

Kindly check the overall costs:

- Total accommodation costs at our GNR premises for 5 nights: 60€ x 5 nights = **300 € (VAT)**, breakfast not included in this rate.

- Breakfast, Lunch and Dinner Costs: **14.76 €** each meal (*lunch or dinner*) and 4,90€ for each breakfast. Total meals costs for the full course (*5 breakfasts, 5 lunches and 3 dinners*): **142.58€**. A networking event (*social dinner*) will be offered on Thursdays (25<sup>th</sup> May) evening.
- **Full accommodation package costs including meals** (*breakfast, lunches and dinners*): **442,58€**.
- **Liabilities, medical and life insurance**: In case of medical emergencies or accidents, the costs should be covered directly by the participant's medical, life and risk insurance provided and certified by their sending countries, national authorities or organisations. The organizer does not provide health, life or accident insurance for participants taking part in the event. Participants will attend the course on a voluntary basis and should be aware of the hostile nature, complexity, physical and psychological demands of the various activities, exercises and situations to which they will be subjected.
- **Attendance**: The participant's attendance during the course is mandatory on all days. A certificate will be awarded on the last day to those course participants who have completed the full course, including the mandatory e-Learning modules (Mission-WISE, SAFE and Code of Conduct).
- **Mandatory e-learning**: Please note that before attending the HEAT course, it is mandatory to complete the online courses on CSDP Missions Safety and Security: Mission-WISE, SAFE and Code of Conduct (CoC) (*links will be provided to the selected participants*). The certificates of both E-Learning lessons should be sent to the Course Director prior to the beginning of the course ([ui.ctafmi@gnr.pt](mailto:ui.ctafmi@gnr.pt)), no later than Friday 29 September 2023 at the latest.
- **Arrival / Departure**: Participants are invited to arrive in Lisbon, on Sunday 15 October 2023. The course will start on Monday 16 October 2023 at 08:30 AM and will finish on Friday 20 October 2023 around 16:00. Participants who are accommodated at our GNR Welfare/Social premises are supposed to check-in on Sunday, in the afternoon, only after 06:00 PM.
- **Diversity and Inclusion**: The ESDC is committed to an inclusive, gender-sensitive and discrimination-free environment. Only in an inclusive environment can all people, and therefore the ESDC and its partners, realise their true potential. We therefore particularly encourage those applicants who are likely to be underrepresented to apply.
- **Points of contact**:
  - **Registration, Logistics and Administrative support**: [ui.ctafmi@gnr.pt](mailto:ui.ctafmi@gnr.pt)  
GNR CTAfMI (Training Centre)
  - **Course Director, Lieutenant Colonel João MADALENO**: [madaleno.jma@gnr.pt](mailto:madaleno.jma@gnr.pt)  
Head of GNR Training Centre for International Missions and Crisis Management
  - **Mr Isak ENSTROM**  
Training Manager at ESDC Secretariat, [per-isak.enstrom@eeas.europa.eu](mailto:per-isak.enstrom@eeas.europa.eu)

## ESDC Course Curriculum (Aim and Learning Outcomes)

### HOSTILE ENVIRONMENT AWARENESS TRAINING

<p><u>Target audience</u></p> <p><i>Participants should be (preferably) persons deploying to CSDP high risk missions.</i></p> <p><i>Priority is given to the personnel selected to the CSDP Missions and Operations.</i></p>	<p><u>Aim</u></p> <p>This course aims to contribute in sustaining front of mind security and situational awareness, reinforce a safety and security awareness mind-set, and develop confidence. In addition, to provide guidance on individual and team options to help <b>deter</b>, <b>detect</b> and <b>react</b> during and after threatening events thus increasing the overall personal safety and security of staff members while serving in Mission.</p>
<p><u>Open to:</u></p> <ul style="list-style-type: none"> <li>▪ EU member States / Institutions</li> <li>▪ Third countries</li> <li>▪ International Organisations</li> </ul>	

Learning Outcomes	
Knowledge	<p>L01. Explain how to act appropriately while travelling in a convoy</p> <p>L02. Describe how to act appropriately while driving towards checkpoints and behavior inside checkpoints</p> <p>L03. Identify the most common types of arms</p> <p>L04. Discuss the different phases and tools to survive in each phase of a hostage taking / kidnapping situation</p> <p>L05. Memorize the protection of information, the role of social Media etc.</p> <p>L06. Describe Close Protection and how to operate with Close Protection</p> <p>L07. discuss situational logistics, the management of risks and behavior in situations of risk / danger e.g. demonstrations, riots, protests, gatherings etc.</p>

Skills	<p>LO8. Establish ways to mitigate against developing stress working in a hostile environment</p> <p>LO9. Demonstrate and practice awareness of surveillance</p> <p>LO10. Practice skills Operating a radio handset and basic communication procedures</p> <ul style="list-style-type: none"> <li>- Operating a GPS and basic navigation systems</li> <li>- Acting as first responders in medical emergencies prior to the arrival of professional medical support</li> <li>- Operate with Close Protection</li> <li>- Act appropriately in the different phases of a hostage taking</li> <li>- Acting appropriately in most prevalent scenarios with active shooters</li> </ul> <p>Conduct under fire</p>
Responsibility and Autonomy	<p>LO11. Promote a personal and professional security culture</p> <p>LO12. Manage to mitigate effectively risks by informed decision making and relevant personal behavior</p> <p>LO13. Classify relevant threats in the Mission Areas of Operations and effectively mitigate the risk</p> <p>LO14. Apply a gender perspective when classifying and/or analyzing relevant threats and risks</p>

#### Evaluation and verification of learning outcomes

The course is evaluated according to the Kirkpatrick model: it makes use of *level 1 evaluation (based on participants' satisfaction with the course)* and *level 3 evaluation (assessment of participants' long-term change in behaviour after the end of the course)*. *Evaluation feed-back* is given in the level 1 evaluation on the residential modules.

In order to complete the course, participants have to accomplish all learning objectives, which are evaluated based on their active contribution to the residential modules, including their syndicate sessions and practical activities. **However, no formal verification of the learning outcomes is foreseen; proposed ECTS is based on participants' workload only.**

### Course structure

*The residential module is held over five days (one week).*

Main Topic	Suggested Working Hours (required for individual learning)	Suggested Contents
1. WISE & SAFE	(6)	1.1 Mandatory on-line courses on CSDP mission's safety and security
2. Personal Security Awareness	3	3.1 Situational awareness 3.2 Cultural norms and awareness 3.3 Personal risk profiles 3.4 Stress management 3.5 Health 3.6 Code of Conduct

3. Personal Security in practice	4	4.1 Basic conflict management 4.2 Personal protective equipment 4.3 Grab bags 4.4 Conduct under fire 4.5 Human response mechanisms under extreme stress 4.6 Actions in most prevalent scenarios: active shooter, violent crimes, carjacking etc. 4.7 Safety awareness: fire prevention/fighting
4. Close Protection Teams	3	5.1 The risk and benefit balance 5.2 Requesting CPTs 5.3 SOPs before, during and after working with CPTs 5.4 Equipment 5.5 Route planning and driving 5.6 Contingency plans in case of incidents
5. Basic Navigation	3	6.1 Fundamental of map reading and types of maps 6.2 Map orientation using compass 6.3 How to establish and send MGRS map grid reference 6.4 Taking a compass bearing 6.5 Position finding using map and compass 6.6 Basic operation and use of GPS 6.7 Basic route planning
6. Field Communication	3	7.1 VHF and UHF characteristics (CODAN) 7.2 Basic radio communications principles and call procedures (NATO alphabet and pro-words) 7.3 Satellite phone communication
7. Field Trip Planning	2	8.1 Movement policy of the Missions 8.2 Roles and responsibilities 8.3 Route planning 8.4 Modes and means of transport 8.5 Communication 8.6 Contingency plans 8.7 Medical emergency 8.8 Mission WKC 8.9 Close Protection Teams/ local security escorts 8.10 Driving in a Convoy
8. Basic Life Support	6	9.1 Introduction to medical trauma support in the Missions 9.2 IFAKs 9.3 Basic Life Support based on MARCH 9.4 Safe and secure 9.5 Stop catastrophic bleedings 9.6 Expose and protect 9.7 CPR 9.8 Transport Technic
9. Mines and Explosives Awareness	3	10.1 Introduction to most frequent explosive dangers in conflict and post-conflict areas: 10.2 Unexploded Ordnances (UXOs) 10.3 Landmines 10.4 Improvised Explosive Devices (IEDs) 10.5 Detecting mines and explosives 10.6 General rules of thumbs in affected areas
10. Guns and Weaponry Risks	2	11.1 Basic introduction to most common weapons in Missions Area of Operation 11.2 General precautionary measures with weapons 11.3 Short and long weapons 11.4 Rocket launchers 11.5 Artillery, mortars

11. Checkpoints: legal and illegal	3	12.1 Practical introduction to SOPs on passing checkpoints 12.2 Legal and illegal checkpoints 12.3 Day and night 12.4 With CPTs and without 12.5 Vehicle searches 12.6 Harassment and aggression 12.7 Drunk and disorderly staff at checkpoints 12.8 In case of illegal detention
12. Surviving Hostage and Kidnap Situation	4	13.1 Introduction to types of kidnapping, hostage-taking and detention 13.2 Reducing kidnapping risk 13.3 Practical and mental conduct after capture 13.4 How to survive 13.5 The release phase
13. Civil Unrest	2	14.1 Introduction to the most preferred preventive and reactive individual behaviour in case of: 14.2 Demonstrations 14.3 Hostile crowds 14.4 Riots and looting 14.5 Mob justice
14. Field Trip Exercise	7	15.1 Practical exercise in the field to demonstrate key lessons learned both as individual and as a team. This should include training scenarios in which groups of 4-5 are subjected to various hostile situations reflecting as many of the above scenarios as possible. This should be followed by a full debrief.
<b>TOTAL</b>	<b>45 (6)</b>	

<u>Materials</u>	Methodology
<p><b>Required:</b></p> <p><u>Mandatory e-Learning:</u></p> <ul style="list-style-type: none"> <li>- SAFE</li> <li>- MISSIONWISE</li> <li>- CoC = Code of Conduct</li> </ul> <p><b>Recommended:</b></p> <p>CSDP Field Security Handbook</p>	<p>Subject matter experts should impart skills and knowledge through structured presentations, practical sessions, realistic and immersive scenarios with strong emphasis on experiential learning where participants are provided the opportunity to put theory in to practice in a formative and safe learning environment. Emphasis shall be given to practical security skills taught by skilled and experienced quality trainers.</p> <p>The HEAT prepares future EU CSDP Mission members, respectively staff already working in mission, for security situations and threats at different levels. The theoretical input should be as brief as possible. The training should be based on the concept of adult learning and focus on interactive methods like group work, role plays and interactive exercises to encourage the participants reflecting on security scenarios with the aim of gaining a deeper understanding of security threats in EU CSDP missions and developing patterns of behaviour to cope with these security threats. A main focus should lay on the practical field exercise that should enable the participants to transfer the learned training contents into practice.</p>





## HEAT Programme (Course Agenda)



### ***HEAT – Hostile Environment Awareness Training*** ***16 to 20 October 2023***

	Day 1	Day 2	Day 3	Day 4	Day 5
08:00 to 08:50	Course Opening / Distribution of the Personal Protective Equipment	Civil Unrest:  Preventive and reactive individual behaviour and conduct/management in case of threats related to gatherings, demonstrations, hostile crowds, riots, looting, mob justice, others	Hostage taking and hostage survival (theoretical)	Weapons, mines, IEDs & UXOs (theoretical – risks awareness, safety procedures, measures and conduct)	FTX - Field Trip Exercise  Convoys: navigations through a hostile environment, dealing with diverse scenarios and practical situations
09:00 to 09:50	Personal Security Awareness: (Situational awareness, risk management/profiles and code of conduct)		Stress management and managing with Psycho-trauma (theoretical)		
Coffee Break					
10h10 to 11:00	Personal Security Conduct: Threats awareness, basic conflict management, response mechanisms and conduct under stress and extreme scenarios: ambush, active shooter, violent crimes, carjacking	Basic life support - Tactical Combat Casualty Care (TCCC) (theoretical)  Team under attack practice	Field Trip Planning and Convoy Driving: mobile security, movement policy, route planning, modes and means of transport, safety and security procedures. Navigation through a hostile environment	Weapons, Minefields, UXOs & IEDs (field practice & demonstration)	FTX - Field Trip Exercise  Convoys: navigations through a hostile environment, dealing with diverse scenarios and practical situations
11:10 to 12:00					
Lunch Break					
13:30 to 14:20	Field Communication and procedures: (VHF and UHF, radio communications principles, configuration and procedures, NATO alphabet and pro-words, satellite phone communication) (theoretical)	Basic life support - Tactical Combat Casualty Care (TCCC) (practice & demonstration)	Checkpoints: legal and illegal (SOPs with/without CPTs, vehicle screenings/searches, conduct under harassment, corruption, aggression, detention)	Hostage taking and hostage Survival (practice and demonstration)	Return of the Personal Protective Equipment
14:30 to 15:20	Field Communication and procedures practice		Close Protection Teams / Local Security Escorts (SOPs, working with CPTs and reaction in case of incidents)		Course analysis and debrief / After Action Review / Closing Remarks
Coffee Break					
15:40 to 16:30	Map reading & basic navigation: map reading and orientation, compass bearings, establish and send MGRS map grid references, route planning and GPS basic operations (theoretical)	Basic life support - Tactical Combat Casualty Care (TCCC) (practice & demonstration)	Four-wheel vehicles capabilities & driving techniques (theoretical and demonstration)	Hostage taking and hostage Survival (practice & demonstration)	Course Evaluation & Official Closing Ceremony
16:40 to 17:30	Map reading & basic navigation (field practice & exercise)		Four-wheel driving techniques (field practice)		
17:40 to 18:30					
19:00	DINNER			SOCIAL DINNER	Departure of participants