



5 June 2024

INVITATION

HEAT - Hostile Environment Awareness Training

*Lisbon (PORTUGAL), 14-18 October 2024
(Activity Number 24-25/48.a/1)*

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 14 to Friday 18 of October 2024 in Lisbon.

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

The **course aims** to contribute to sustaining front-of-mind security and situational awareness, to reinforce a safety and security awareness mind-set, and to develop confidence as well as providing 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 a 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 aimed at personnel already recruited for deployment to a CSDP mission or operation. Thus, priority is given to personnel who have already been selected for high-risk CSDP missions and operations. Nevertheless, the official authorities of the EU member states 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, particularly with a view to the 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)

Fergal O'REGAN

Acting Head of the 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, and CSDP missions and operations as well as international organisations involved in the CSDP context. The course is also open to the third countries that second personnel to CSDP missions. **Priority is given to personnel who have already been selected for 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 candidates' authorities or organisation using the standard registration form (provided in Annex) and 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 **no later than Thursday 5 September 2024.**
- **Participants will be selected** on the basis of background, experience, suitability, gender balance and country of origin. The decision about which applications to accept remains solely with the Portuguese GNR (Training Centre - CTAfMI) and the ESDC.
- **Registration:** Registration will not be final until confirmed by the Portuguese GNR. Once the list of participants has been finalised, the course administration will be in contact with the selected participants with more detailed information about the course and the logistics.
- **Late registration:** the course will be open for late registration subject to availability, please contact the course administration.
- **Location (course venue):** This is a residential course and will be held on 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:** The working language is English without translation.
- **Course (Tuition) Fees and Per Diems:** There is no registration or tuition fee. Per Diems will not be paid by ESDC or by the Portuguese GNR. The sending authorities should cover all travel, transfer, accommodation and meal costs.
- **Travel Expenses, Transfers, Accommodation, Meals and Catering:** Costs related to travelling to/from Lisbon (Portugal), accommodation, meals (including breakfast), transfers and local transport are to be covered by the participants or by their sending authorities. Course participants should be accommodated at the GNR welfare/social facilities near Lisbon in Costa da Caparica, Almada, at a **daily rate of € 55, breakfast not included.**

Kindly check the overall costs:

- Total **accommodation costs** at our GNR premises for 5 nights: € 55 x 5 nights = **€ 275 (VAT)**, breakfast not included.

- **Breakfast, Lunch and Dinner costs: € 15** per meal (*lunch or dinner*) and **€ 6** per breakfast. Total meal costs for the duration of the course (*5 breakfasts, 5 lunches and 3 dinners*): **€ 150**. A networking event (*social dinner*) will be offered on the Thursday evening (17 October).
- **Full accommodation package including meals (*breakfast, lunch and dinner*): € 425.00.**
- **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 organiser does not provide health, life or accident insurance for participants 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:** Attendance during the course is mandatory on all days. A certificate will be awarded on the last day to 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 e-learning certificates should be sent to the Course Director before the course begins (ui.ctafmi@gnr.pt), **no later than Friday 27 September 2024.**
- **Arrival / Departure:** Participants are invited to **arrive in Lisbon on Sunday 13 October 2024.** Participants who are staying at our GNR Welfare/Social premises may check-in on Sunday after 18:00. The course will start on **Monday 14 October 2024 at 08:00** and will **finish on Friday 18 October 2024 around 15:30.**
- **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 applicants who are likely to be underrepresented to apply.
- **Points of contact:**
 - **Registration, Logistics and Administrative support:** ui.ctafmi@gnr.pt
GNR CTAfMI (Training Centre)
 - **Course Director, Lieutenant Colonel João MADALENO:** madaleno.jma@gnr.pt
Head of GNR Training Centre for International Missions and Crisis Management
 - **Training Manager at ESDC Secretariat, Ms Jessica GUSSARVIUS,**
Jessica.gussarvius@eeas.europa.eu

ESDC Course Curriculum (Aim and Learning Outcomes)

HOSTILE ENVIRONMENT AWARENESS TRAINING

<p style="text-align: center;"><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 personnel selected for CSDP Missions and Operations.</i></p>	<p style="text-align: center;"><u>Aim</u></p> <p>This course aims to contribute to sustaining front-of-mind security and situational awareness, to reinforce a safety and security awareness mind-set, and to develop confidence as well as providing 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 serving in Missions.</p>
<p><u>Open to:</u></p> <ul style="list-style-type: none"> ▪ EU member States / Institutions ▪ Third countries ▪ International Organisations 	

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 with operating a radio handset and basic communication procedures</p> <ul style="list-style-type: none"> - Operate a GPS and basic navigation systems - Act as first responders in medical emergencies prior to the arrival of professional medical support - Operate with Close Protection - Act appropriately in the different phases of a hostage taking - Act appropriately in the most prevalent scenarios with active shooters - Conduct under fire
Responsibility and Autonomy	<p>LO11. Promote a personal and professional security culture</p> <p>LO12. Manage to mitigate risks effectively through 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 analysing 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 feedback* 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 Content
1. WISE & SAFE	(6)	1.1 Mandatory on-line courses on CSDP Mission 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	<ul style="list-style-type: none"> 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 Action in the most prevalent scenarios: active shooter, violent crimes, carjacking etc. 4.7 Safety awareness: fire prevention/fighting
4. Close Protection Teams	3	<ul style="list-style-type: none"> 5.1 The risk-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	<ul style="list-style-type: none"> 6.1 Fundamentals 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	<ul style="list-style-type: none"> 7.1 VHF and UHF characteristics (CODAN) 7.2 Basic principles of radio communication and call procedures (NATO alphabet and pro-words) 7.3 Satellite phone communication
7. Field Trip Planning	2	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 11.1 Basic introduction to most common weapons in Missions Areas 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 kidnaping 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 individuals 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.
TOTAL	45 (6)	


<u>Materials</u>	Methodology
<p>Required:</p> <p><u>Mandatory e-Learning:</u></p> <ul style="list-style-type: none"> - SAFE - MISSIONWISE - CoC = Code of Conduct <p>Recommended:</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 a strong emphasis on experiential learning where participants are given the opportunity to put theory into practice in a formative and safe learning environment. The emphasis will be on practical security skills taught by skilled and experienced quality trainers.</p> <p>The HEAT prepares future EU CSDP Mission members and staff already working at a 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 such as group work, role play and interactive exercises to encourage the participants to reflect 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. The practical field exercise that should enable the participants to transfer the learned training contents into practice will be a main focus.</p>



HEAT Programme (Course Agenda)



HEAT – Hostile Environment Awareness Training 14 to 18 October 2024

	Day 1	Day 2	Day 3	Day 4	Day 5
08:00 to 08:50	Course Opening / Distribution of 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: navigating 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 psycho- trauma (theoretical)		
Coffee Break					
10h10 to 11:00	Personal Security Conduct: Threat 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. Navigating a hostile environment	Weapons, Minefields, UXOs & IEDs (field practice & demonstration)	FTX - Field Trip Exercise Convoys: navigating 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, principles of radio communication, 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 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 Departure of participants 
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	