HELLENIC JOINT INTELLIGENCE SCHOOL
EUROPEAN SECURITY AND DEFENCE COLLEGE

INVITATION TO THE "INTELLIGENCE ANALYSIS COURSE" (IAC)

(Activity Number: 23-24/268/1)

Athens, 15 -26 April 2024

Greece has the honour to organize, under the auspices of the European Security and Defence College (ESDC), a course dedicated to Intelligence Analysis. This course is organized by the Hellenic Joint Intelligence School (HJIS), as part of the PESCO project "Joint EU Intelligence School (JEIS)". This course will take place in Athens, from 15 to 26 April 2024.

The course is intended to strengthen the establishment of the Cyber Education Training Exercise and Evaluation (ETEE) platform of the ESDC and widen the scope of its activities by addressing basic strategic/ operational level training in Intelligence Analysis.

In this respect, this course aims to provide a forum for the exchange of knowledge and best practices among «All Source Analysts» by improving their knowledge, skills and competencies via structured methods of intelligence analysis and lab exercises.

The training is including a preceding e-learning session which, as a mandatory module, will provide the participants all the introductory materials they need to become familiar with Intelligence Analysis. During the ten-day residential part of the course, the participants will be introduced to Critical Thinking and instructed on how to apply various structured analytic techniques in order to fulfill an intelligence requirement.

The course will be held in English and can accommodate a maximum of 15 participants. The attendance must be physical because of the lab exercises, to support networking and the exchange of best practices among the participants. The deadline for applications is the 20 March 2024.

This training course is open to military personnel (NCOs OR-6 through OR-9, WO and Officers OF-1 through OF-5) and mid to senior civil servants from EU Member States and EU institutions and agencies who are currently employed in positions in which they are required to deal with intelligence requirements and analysis requests or who are willing to discuss and update their knowledge on these issues.

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, realize their true potential. We therefore particularly encourage those applicants who are likely to be underrepresented to apply.

Therefore, it is a great pleasure to invite you to the "Intelligence Analysis Course (IAC). Please find below all the details regarding the registration process for this course.

Spyridon TOUZOPOULOS

Commander

Hellenic Joint Intelligence School

Fergal O' REGAN

Acting Head

European Security and Defence College

ANNEXES

«A» Administrative Information
«B» Transportation
«C» Tentative Training Programme

Administrative Information

- **Target audience**: This course is open to military personnel (NCOs OR-6 through OR-9, WO and Officers OF-1 through OF-5) and mid to senior civil servants from EU Member States and EU institutions and agencies who are currently employed in positions in which they are required to deal with intelligence requirements and analysis requests or who are willing to discuss and update their knowledge on these issues.

- **How to apply:** Applications should be submitted by designated nominators using the ESDC ENLIST Platform https://esdc.europa.eu/enlist/login, no later than **20 March 2024**. A list with relevant ENLIST nominators can be retrieved from the ESDC website at https://esdc.europa.eu/nominators/.

- **Registration:** Registration will not be final until confirmed by the ESDC Secretariat. When the participants' list is finalized, the course administration will engage with the selected participants and provide detailed information on the course.

  Please do not book flights and accommodation before receiving the confirmation.

- **Medical emergency** costs should be covered by the participants' medical insurance provided by the sending country / organisation. The organiser does not provide health or accident insurance for participants.

- **Seats**: The course capacity is 15 participants.

- **Language**: Working language is English, without translation.

- **Time:** The course starts Monday 15 and ends Friday 26 April 2024. Daily approximate times are 08:30-15:00.

- **Dress Code:** Smart Casual for all participants including civilians and military personnel.

- **Cost**: The sending authorities will cover all costs for travelling and accommodation.

- **E-learning:** The residential part of the course will be preceded by mandatory e-learning modules which needs to be finalised before the residential part of the course starts, detailed information will be shared with selected participants.

- **Attendance** is mandatory for all course days. A certificate of attendance will be awarded on the last day to those course participants who have completed the full course, including the mandatory e-Learning modules.

- **Location**: The course will take place at the premises of the Hellenic Joint Intelligence School in Athens. Additional information can be found in Annex B.

- **Points of Contact:**
  PoC at the ESDC Secretariat**:**
  Mr Evangelos Englezakis
  Training Manager at ESDC **E-mail**: evangelos.ENGLEZAKIS@eeas.europa.eu

  PoC at the Hellenic Joint Intelligence School:
  Lt Col Nikolaos Papachristopoulos
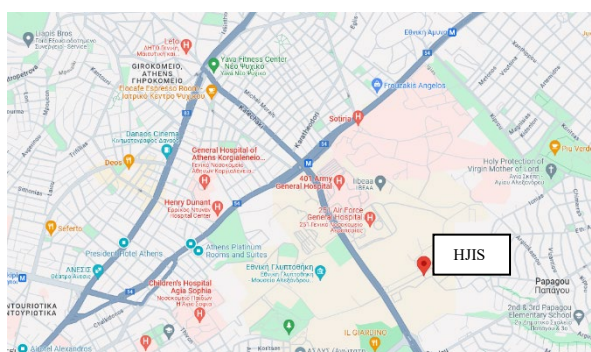 Course Director at HJIS **E-mail**: n.papachristopoulos@hndgs.mil.gr

Transportation

1.   HJIS is located at «FAKINOU Military Camp» in the municipality of «Papagou» in the city of Athens Address: 5-7 Panagioti Kanellopoulou Avenue, Athens, 11527 (see map 1).

School Premises (map 1)

2.   There are no accommodation facilities at HJIS. Participants are responsible for the arrangement of their own accommodation and transportation from/ to the Airport.

3.   Transportation to/ from the HJIS premises will be provided daily during the Course. Usual Mini-Bus Route as in map 1 (Syntagma Square - Vasilissis Sofias Avenue – President Hotel – HJIS premises and vise-versa). Alternative route may be followed if more convenient for the majority of the participants. Detailed instructions and exact pick-up points will be provided after the completion of the registration process.

4.   Recommended hotels that are either close to the HJIS or around the area of Syntagma Square (starting point of the bus route), as follows:

a.   **Royal Olympic Athens** 5* hotel https://www.royalolympic.com
Athanasiou Diakou 28, Athina 117 43, Tel: +3021 0928 8400

b.   **Electra Metropolis Athens** 5* hotel
https://www.electrahotels.gr/el/athina/electra-metropolis-athens
Mitropoleos 15, Athina 105 57, Tel: +3021 4100 6200

c.   **Electra Hotel Athens** 4* hotel
https://www.electrahotels.gr/en/athens/electra-athens
Ermou 5, Athina 105 63, Tel:+3021 0337 8000

d.   **Amalia Hotel** 4* hotel https://amaliahotelathens.gr
Leoforos Vasilisis Amalias 10, Athina 105 57, Tel: +3021 0323 7300

e.   **President Hotel Athens** https://president.gr
Leof. Kifisias 43, Athina 115 23, Tel: +3021 0698 9000

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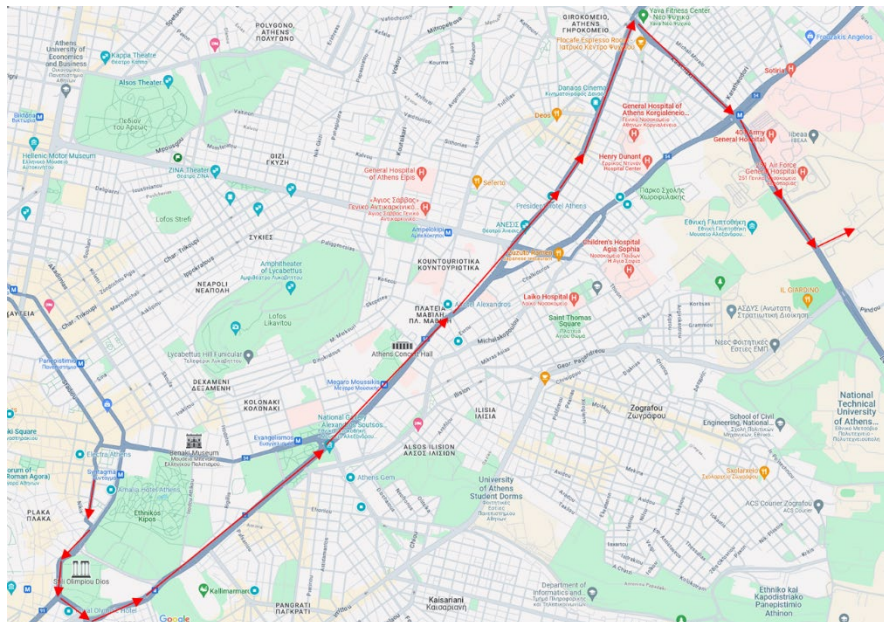ESDC
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5.   Participants who choose not to make a reservation in the aforementioned hotels are kindly requested to consider **the Mini-Bus route** (see map 2) and the **hotel reviews** that are accessible through relevant web pages (check also the reviews of the respective surrounding areas) before the selection of their accommodation.

6.   In case of reserving a hotel away from the bus route, the participants are responsible to plan their own transportation from/ to the HJIS premises. The closest Metro Station is "KATEHAKI" (Approximately 20 mins walking distance or 4-5 mins by Taxi (see map 3). Participants may also get off at "MEGARO MOUSIKHS" station and then get on the Mini – Bus to arrive to HJIS with the other participants.

Mini-Bus route (map 2)

Walking Route from Metro Katehaki (map 3)

Tentative Training Program

DAY	Training Periods		TRAINING OBJECTIVES
	FROM	UNTIL	
15 Apr	08:30	09:15	**General Brief: Location – Security – Health Care**
	09:25	10:10	**Training Objectives – Introduction to Thinking: What is Thinking,why and how we Think**
	10:20	11:05	**Introduction to Thinking: What is Thinking, why and how we Think**
	11:15	12:00	**Our Mental Mechanism (Mind Sets)**
	12:00	12:30	**Coffee Break**
	12:30	13:15	**Our Mental Mechanism (Mind Sets)**
	13:25	14:10	**Cognitive Biases**
	14:20	15:00	**Cognitive Biases**
16 Apr	08:30	09:15	**Critical & Analytical Thinking**
	09:25	10:10	**Critical & Analytical Thinking**
	10:20	11:05	**Creative Thinking**
	11:15	12:00	**Aristotle's Rhetoric (Argumentation-Reasoning)**
	12:00	12:30	**Coffee Break**
	12:30	13:15	**Define the Problem – Decomposition (Getting Started List, Customer Checklist, Issue Redefinition)**
	13:25	14:10	**Define the Problem – Decomposition (Getting Started List, Customer Checklist, Issue Redefinition)**
	14:20	15:00	**Define the Problem – Decomposition (Chronologies, Timelines)**
17 Apr	08:30	09:15	**Idea Generation- Visualization (Brainstorming, Starbursting, Mind Maps)**
	09:25	10:10	**Diagnostic Techniques (Hypothesis Generation)**
	10:20	11:05	**Diagnostic Techniques (Hypothesis Generation)**
	11:15	12:00	**Diagnostic Techniques (Hypothesis Generation)**
	12:00	12:30	**Coffee Break**
	12:30	13:15	**Diagnostic Techniques (Hypothesis Evaluation)**
	13:25	14:10	**Diagnostic Techniques (Hypothesis Evaluation)**
	14:20	15:00	**Diagnostic Techniques (Hypothesis Evaluation)**
18 Apr	08:30	09:15	**Foresight Techniques (Scenarios, Indicators)**

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	09:25	10:10	**Foresight Techniques** **(Scenarios, Indicators)**
	10:20	11:05	**Challenge Analysis** **(What If? Analysis)**
	11:15	12:00	**Challenge Analysis** **(High Impact/Low Probability)**
	12:00	**12:30**	**Coffee Break**
	12:30	13:15	**Decision Support** **(SWOT Analysis)**
	13:25	14:10	**Decision Support** **(SWOT Analysis)**
18 Apr	14:20	15:00	**Delivering Results** **(Creating a formal Analysis Report)**
19 Apr	08:30	09:15	**Practice on Teams**
	09:25	10:10	**Practice on Teams**
	10:20	11:05	**Practice on Teams**
	11:15	12:00	**Practice on Teams**
	12:00	**12:30**	**Coffee Break**
	12:30	13:15	**Practice on Teams**
	13:25	14:10	**Practice on Teams**
	14:20	15:00	**Practice on Teams**
22 Apr	08:30	09:15	**Practice on Teams**
	09:25	10:10	**Practice on Teams**
	10:20	11:05	**Practice on Teams**
	11:15	12:00	**Practice on Teams**
	12:00	**12:30**	**Coffee Break**
	12:30	13:15	**Practice on Teams**
	13:25	14:10	**Practice on Teams (Presentations)**
	14:20	15:00	**Practice on Teams (Presentations)**
23 Apr	08:30	09:15	**Work Teams in production of an Analysis Product** **on a real case scenario**
	09:25	10:10	**Work Teams in production of an Analysis Product** **on a real case scenario**
	10:20	11:05	**Work Teams in production of an Analysis Product** **on a real case scenario**
	11:15	12:00	**Work Teams in production of an Analysis Product** **on a real case scenario**
	12:00	**12:30**	**Coffee Break**
	12:30	13:15	**Work Teams in production of an Analysis Product** **on a real case scenario**
	13:25	14:10	**Work Teams in production of an Analysis Product** **on a real case scenario**
	14:20	15:00	**Work Teams in production of an Analysis Product** **on a real case scenario**

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24 Apr	08:30	09:15	**Work Teams in production of an Analysis Product on a real case scenario**
	09:25	10:10	**Work Teams in production of an Analysis Product on a real case scenario**
	10:20	11:05	**Work Teams in production of an Analysis Product on a real case scenario**
	11:15	12:00	**Work Teams in production of an Analysis Product on a real case scenario**
	12:00	12:30	**Coffee Break**
	12:30	13:15	**Work Teams in production of an Analysis Product on a real case scenario**
	13:25	14:10	**Work Teams in production of an Analysis Product in a real case scenario**
24 Apr	14:20	15:00	**Work Teams in production of an Analysis Product in a real case scenario**
25 Apr	08:30	09:15	**Work Teams in production of an Analysis Product in a real case scenario**
	09:25	10:10	**Work Teams in production of an Analysis Product in a real case scenario**
	10:20	11:05	**Work Teams in production of an Analysis Product in a real case scenario**
	11:15	12:00	**Work Teams in production of an Analysis Product in a real case scenario**
	12:00	12:30	**Coffee Break**
	12:30	13:15	**Presentations of an Analysis Product (Preparation)**
	13:25	14:10	**Presentations of an Analysis Product (Preparation)**
	14:20	15:00	**Presentations of an Analysis Product (Preparation)**
26 Apr	08:30	09:15	**Presentations of an Analysis product (Teams)**
	09:25	10:10	**Presentations of an Analysis product (Teams)**
	10:20	11:05	**Course Recap – Training Evaluation Form**
	11:15	12:00	**Course Recap – Training Evaluation Form**
	12:00	14:00	**Graduation Ceremony**