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**WORKING DOCUMENT**

From:	European External Action Service
To:	Committee for Civilian Aspects of Crisis Management EU Civilian Training Group (EUCTG)
Subject:	Training Requirements Analysis Report on Safety & Security

D delegations will find attached the Training Requirements Analysis Report on Safety & Security.



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School of Advanced Studies – Pisa

## ***Capability Cluster “Duty of Care & Code of Conduct”***

### ***EU Civilian Training Area: Safety & Security***

#### ***Training Requirements Analysis Report***

**December 20, 2020**

**With the support of**



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## 1. The background

The EU Civilian Training Group (EUCTG) is the recognized body for the systematic process of managing CSDP Training Requirements for CSDP civilian training. Its overall responsibility is to prepare the CSDP Training Requirements for CSDP training, the biennial CSDP training program and the Comprehensive Assessment Report on CSDP training.

The EUCTG is a configuration of CIVCOM composed of training experts, supported by ISP and CPCC.

According to its ToR, the EUCTG primarily concentrates on how to link the political strategic level to relevant training requirements and overarching learning outcomes. This in turn will be a support for the implementation by the relevant training actors. To this end, priority training areas have been identified. Training areas are there to support the development of training requirements and High-Level Learning Outcomes.

To carry out such exercise, the afore mentioned body nominated Civilian Coordinators for Training (CCT) tasked with the analysis of training requirements and subsequent preparation of a Training Requirements Analysis (TRA). **Safety & Security has been identified as a priority training area** and the Scuola Superiore Sant'Anna di Studi Universitari e di Perfezionamento, Pisa Italy is the CCT that carried out such work<sup>1</sup> with the support of the Arma dei Carabinieri – Italy.

## 2. Aim of, and methodology for, a Training Requirement Analysis (TRA)

The overall objectives of the TRA are to:

- a. Identify gaps, deficiencies as they appear from a structured mapping of available training;
- b. Propose ways to avoid redundant training;
- c. Suggest measures necessary to meet training requirements for the civilian training area at stake.

The methodology used (which has been validated by a group of external experts, many of which attended also the e-meeting mentioned at the following point 6) to carry out the TRA and to therefore achieve the above aims has been articulated into six phases:

1. **A stocktaking of relevant EU policies** on safety and security related issues  
This consisted of a mapping exercise that entailed a collection, review and systematization of relevant policy guidelines, standards, reports documenting good practices and lessons learned related to safety and security. The results of such activity are contained in **Annex I**.
2. **A mapping of existing training courses**  
A quick **desk review** of existing training curricula and practices in the relevant field was undertaken, so as to have an overview of the existing training offer in the relevant thematic field. **Annex II**.

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<sup>1</sup> The Scuola Superiore Sant'Anna (SSSA) is a public University located in Pisa, Italy. Its scientific and research activities in the field of social sciences are concentrated within the DIRPOLIS Institute that carries out innovative research in the fields of law, economics and political sciences. One of the core missions of the Institute is to conduct state-of-the-art research in the fields of conflict prevention and management, human rights, post-war reconstruction and sustainable development. For further info, visit [www.santannapisa.it](http://www.santannapisa.it)

3. An analysis of responses to a **survey to CSDP missions staff**  
An **Online survey** to relevant stakeholders to identify training needs and challenges faced as it relates to safety and security in civilian crisis management missions that can be addressed through training interventions was prepared and launched. 150 persons responded to the questionnaire. **Annex III.**
4. A task analysis  
An **analysis** of job descriptions and documents describing functions to be performed so as to be able to identify **tasks** to be performed by the target population on the job and; the skills and knowledge needed to do the tasks; was carried out. The task analysis allowed to identify the steps required to complete a task, as well as the knowledge and skills required to complete it. **Annex IV.**
5. Data gathered through the task analysis, the information (both quantitative and qualitative) emerging from the survey, the mapping of existing training courses, information gathered through interviews carried out with 4 Senior Mission Security Officers were then used to conduct a gap analysis (**Annex V**) and to triangulate results which were codified in a **draft version of this Final Report.**
6. The agenda of the validation e-meeting of December 10, 2020 and participants'<sup>2</sup> list are included in **Annex VI.** During the meeting, the draft Report was discussed and commented. The participants to the e-meeting received the draft report on December 04, 2020 to allow a more detailed and informed discussion. The suggestions and comments which were shared during that meeting have been incorporated in this Final Report.

### 3. CSDP and Safety & Security – the strategic context

The EU has become one of the most active international organizations deploying different types of international crisis management missions, thus demonstrating an increased commitment to seriously addressing the issue of the protection of personnel deployed in third countries. Already in 2006, the Council of the European Union with its *Policy of the European Union on the security of personnel deployed outside the EU in an operational capacity under Title V of the Treaty on European Union*<sup>3</sup> had set forth a comprehensive framework in this regard. The policy aims at adopting an integrated approach between all levels involved in the conduct of crisis management operations while taking all reasonably practicable measures to do so at an acceptable level of risk commensurate with the situation at hand, the objectives of the European Union and the best interests of the personnel involved. While crisis management intrinsically entails risk, the purpose of security measures contained in the document is specifically to contribute to reduce this risk to an operationally acceptable level. Among the measures envisaged there is also training, considered as one additional support tool for Member States and EU institutions in their duty of care with regard to recruited and deployed personnel.<sup>4</sup>

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<sup>2</sup> The participants to the e-meeting included representatives of several training institutions and EEAS/EC staff.

<sup>3</sup> Council of the European Union, *Policy of the European Union on the security of personnel deployed outside the EU in an operational capacity under Title V of the Treaty on European Union*, 9490/06, 29 May 2006

<sup>4</sup> *Ibid.*, paras 2, 3, 6. The Policy enlists several key areas such as risk assessment, physical, organizational and procedural measures aimed at reducing risks identified in risk assessments, Security of personnel, assets (including premises, transport and communication), resources and information in the theatre of operations, Incident and consequence management.

This is further restated in the EU Policy on Training for CSDP<sup>5</sup> where it is stressed that “the vocation of the EU is to promote a culture of continuous improvement in order to make the best use of public resources. This requires proactive learning by all staff, instigating change in anticipation of future developments, as well as reacting to events. It involves concentrating on areas where the EU can contribute most to promoting and raising agreed minimum standards, including for safety and security. [...] By their very nature, CSDP missions and operations are deployed to places associated with elevated risks. Staff who are not properly trained may be a liability to themselves or others. Notwithstanding the differing employment status of various categories of personnel, there is therefore an ineluctable duty to ensure, as far as reasonably possible, the safety and security of all staff, as well as that of persons operating around them.”<sup>6</sup>

Further, the EEAS *Policy of 19 September 2017 on the security rules for the European External Action Service*<sup>7</sup> in laying down the security rules for the European External Action Service, establishes the general regulatory framework for managing effectively the risks to staff placed under the responsibility of the EEAS, to EEAS premises, physical assets, information, and visitors.<sup>8</sup>

Finally, the 2017 Field Security Handbook for the protection of personnel, assets, resources and information of civilian CSDP missions originally developed, in 2008, by the Security Office of the General Secretariat of the Council in support of the Policy of the European Union on the security of personnel deployed outside the European Union in an operational capacity under Title V of the Treaty on European Union (TEU) – document 9490/06 and later revised and updated in 2016, defines the guidelines for the organisation and management of security in civilian deployments under CSDP.

The complete list of relevant EU documents is contained in Annex I.

#### 4. CSDP Civilian training requirements – qualitative aspects

A definition of CSDP civilian training requirements has been derived by existing policies, lessons identified, CSDP specific performance objectives, derived from a task analysis and an indication by CSDP staff working in missions (Annex III and IV). The task analysis, contributed to determine the relevant knowledge, skills, abilities and attitudes/behaviors required to ensure, ‘as far as reasonably as possible’ the security and safety of mission personnel (Annex V). The elements gathered from such exercise were also corroborated with information received by mission personnel responding to the online survey who was asked, *inter alia*, specific questions as it related the safety and security challenges, the security and safety knowledge and skills needed for operating within the mission of deployment.

In general terms, a first identification of the training requirements in the area of safety and security can be based on the level of risk of the mission of deployment. Indeed, from the survey undertaken,

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<sup>5</sup> Council of the European Union, EU Policy on Training for CSDP, 7838/17, 3 April 2017, *passim*.

<sup>6</sup> *Ibid.*, para 24.

<sup>7</sup> EEAS, *Decision of the High Representative of the Union for Foreign Affairs and Security Policy of 19 September 2017 on the security rules for the European External Action Service*, (2018/C 126/01).

<sup>8</sup> Among the measures enlisted there are: Physical and infrastructure security, Alert states and management of crisis situations, Protection of classified information, Security incidents and emergencies (e.g. security incidents or threats to the EEAS security interests (e.g. accidents, conflict, malicious acts, criminal acts, kidnap and hostage situations, medical emergencies, communication and information systems incidents, cyber-attacks, etc.), Security of communication and information systems, Security risk management, Security awareness, Organization of security in the EEAS, Health and Safety.

it emerges that a differentiation of training requirements based on functions (mission support, operations, HoM office) is not fully relevant for our purposes. Indeed an analysis of data clustered per function shows that, while there can be important variations in the consideration of training topics as 'very important', 'important' or 'not important', this is limited to a limited number of specific topics, while all core safety and security aspects are considered as key throughout all functional categories. An illustrative example in this regard is the consideration of 'personal stress management' or 'close protection': for staff working in mission support these are predominantly considered as 'not important' while for staff serving in the HoM or CoS office and in Operation they are among the 'very important' ones.

Hence a first classification of training requirements is articulated along the following learning levels:


- BASIC TRAINING:
  - o All personnel during generic preparation for serving in an international mission and prior to deployment, therefore embedded into a wider training effort where specific modules are devoted to such issues (e.g. core courses, pre-deployment or mission induction training)
- CRITICAL/HIGH RISK:
  - o All personnel *before* deployment and *once in* the mission (security in mission induction; throughout the mission tour)
  - o Advanced: additional training to ensure currency, rehearsal, a refresher
- MEDIUM/LOW RISK:
  - o for all personnel *before* deployment and *once in* the mission (security in mission induction; throughout the mission tour)
  - o Advanced: additional training to ensure currency, rehearsal, a refresher

Such different levels have been derived from an analysis of tasks compounded with responses received by CSDP staff through the online survey launched within the framework of this TRA exercise.

#### 4.1 Learning level: BASIC

Staff category: **all personnel**

Civilian Training Area High Level Learning Outcomes	Existing training (see Annex 2 training praxis)
<b>Personal safety</b> <ul style="list-style-type: none"> <li>• <i>Understanding</i> of the most common threats to one's personal safety while in a mission environment</li> <li>• Awareness of the implications of individual behaviour patterns for the safety of all mission staff</li> <li>• Understanding of the basic function of Mission Security Plans/Instructions and SOPs</li> <li>• Knowledge of general measures to enhance personal safety with regard to travel in the mission area, accommodation, pre-deployment preparation etc.</li> <li>• Ability to perform an initial risk/threat assessment when arriving in an unknown area</li> <li>• Understanding of how to behave in emergency situations</li> </ul>	<b>Modules on Safety &amp; Security/Health &amp; stress management in generic core courses</b> (e.g. Comprehensive Generic Training on Peace Operations - Module on Safety & Security, Core Course - Module on Safety and Security (ENTRI curriculum))  <b>MISSIONWISE BASE/SAFE</b>

<p><b>Radio Communication</b></p> <ul style="list-style-type: none"> <li>• <i>Familiarization</i> with communication equipment and autonomous use</li> </ul> <p><b>Road Safety &amp; Driving in Hazardous Environment</b></p> <ul style="list-style-type: none"> <li>• Awareness of the risks arising from driving in unfamiliar environments and under difficult road and security conditions</li> <li>• Familiarity with the peculiarities of driving in a convoy, and communication (radio) while driving in a convoy</li> <li>• Familiarization with preventive measures to maintain vehicles in extreme climates and how to implement basic trouble shooting (change of wheels, chains etc.) as well as emergency procedures</li> </ul> <p><b>Weapons, mines, Unexploded Ordnance (UXO) and Improvised Explosive Device (IED awareness and response</b></p> <ul style="list-style-type: none"> <li>• Awareness of the most common types of arms and ballistic capabilities</li> </ul> <p><b>Map Reading and Orientation</b></p> <ul style="list-style-type: none"> <li>• Understanding of how to read maps and provide/use grid references</li> <li>• Understanding of how to navigate with a map and familiarization with the basic functions of GPS</li> </ul> <p><b>Medical skills &amp; health</b></p> <ul style="list-style-type: none"> <li>• Awareness of the importance of personal hygiene and the most common health risks in mission</li> <li>• Understandings of how to assess the need for First Aid assistance and prioritise actions and ability to apply basic first aid measures</li> </ul> <p><b>Stress Management and Dealing with Trauma</b></p> <ul style="list-style-type: none"> <li>• Awareness of the potential sources of stress in a mission environment and how to recognise basic, cumulative and traumatic stress symptoms</li> <li>• Familiarization with techniques to avoid and /or remedy basic and cumulative stress</li> <li>• Understanding of the concept of post-mission stress (re-integration) and how to react to this situation</li> <li>• Familiarize with the concept of psychotrauma and psychotraumatic situations and list psychotraumatic symptoms and behaviour patterns</li> </ul>	
<p style="text-align: center;"><b>Gap Analysis</b></p>	
<p>The panorama of available generic mission preparation courses/core courses usually include modules on safety and security by covering topics that include Personal Safety; Mine Awareness; Radio Communication; Road Safety &amp; Driving in Hazardous Environment; Map Reading and Field Orientation; Personal health and stress management. However, such courses - that are run by several training providers in various EU countries (e.g. ZIF, CMC-Finland, Egmont Institute – Belgium, ASPR - Austria among others) – are not open to everybody. Indeed, they are usually organized by training institutions in some member states and usually undertaken by individuals/citizens of those same member States rostered to be deployed as seconded staff to CSDP missions and missions under the aegis of other International Organizations (this is valid for example for Finland, Germany or Belgium).</p> <p>MISSIONWISE is a mandatory e-learning course on basic security awareness intended to prepare and sensitize mission staff before their deployment in a civilian CSDP Mission. The content covers a range of likely risks and scenarios one may get exposed to when working in any CSDP Mission. Usually attendance of this online course is accompanied by the request to follow e-SAFE that has been designed for delegation staff being deployed to fragile security</p>	



environments (focus on threats and risks, necessary precautions, recognition of dangerous situations. How to react adequately in critical situations).  
There is also a full ESDC course curriculum on safety and security awareness in CSDP missions.

**Table 1**

## 4.2 Learning level: CRITICAL/HIGH RISK

Staff category: **all personnel**

Civilian Training Area High Level Learning Outcomes	Existing training (see Annex 2 training praxis)
<ul style="list-style-type: none"> <li>• <b>Personal security awareness in hostile environments:</b> <ul style="list-style-type: none"> <li>○ Security situational <i>awareness</i> with regard to potential risks and dangers, including identification and escalation of risks;</li> <li>○ <i>Understanding</i> of roles and responsibilities for safety and security in the mission;</li> <li>○ <i>Understanding</i> of the political, cultural and security situation of the area of deployment;</li> <li>○ <i>Awareness</i> of situational logistics, the management of risks and behaviour in situations of risk/danger e.g. demonstrations, riots, protests, gatherings).</li> </ul> </li> <li>• <b>Medical skills &amp; health:</b> <ul style="list-style-type: none"> <li>○ <i>Knowledge</i> on how act as first responders in medical emergencies prior to the arrival of professional medical support;</li> <li>○ <i>Ability</i> to identify ways to mitigate against developing stress working in a hostile environment</li> </ul> </li> <li>• <b>Mobile security and checkpoints / roadblocks:</b> <ul style="list-style-type: none"> <li>○ <i>Awareness</i> of how to act appropriately while travelling in a convoy;</li> <li>○ <i>familiarization</i> with road safety procedures and driving in hazardous environments;</li> </ul> </li> <li>• <b>Weapons, mines, Unexploded Ordnance (UXO) and Improvised Explosive Device (IED awareness and response:</b> <ul style="list-style-type: none"> <li>○ <i>Awareness</i> of the most common types of arms and ballistic capabilities</li> </ul> </li> <li>• <b>Hostage taking/kidnapping:</b> <ul style="list-style-type: none"> <li>○ <i>Basic understanding</i> of the different phases and tools to help them survive each phase of a hostage taking/kidnapping situation.</li> </ul> </li> <li>• <b>Information Security:</b> <ul style="list-style-type: none"> <li>○ <i>General understanding</i> of protection of information, technical attacks, the role of Social Media; Online network threats; safe management of information, confidentiality.</li> </ul> </li> <li>• <b>Force Protection, Compound/ Base security, Immediate action Drills &amp; Casualty handling:</b> <ul style="list-style-type: none"> <li>○ <i>Knowledge and understanding</i> of Force Protection (FP) compound/operational base security principles and ability to perform immediate actions drills and appropriate actions in response to mortar, grenade and small arms attacks.</li> </ul> </li> <li>• <b>Working with CP:</b></li> </ul>	<p><b>MISSIONWISE BASE/SAFE</b></p> <p><b>HEAT (ENTRi certified curriculum</b> with courses run by several training institutions in EU countries: AUTINT - Austria, Austrian Ministry of Interior, ZIF-Germany; CEP-Slovenia, CSD – the Netherlands, Centro de Adiestramientos Especiales, Guardia Civil – Spain, CMC-Finland, BBK-AKNZ - Germany, French Ministry of Foreign Affairs, French Ministry of Interior, GNR-Portugal, Scuola Superiore Sant’Anna – Italy, SWISSINT - Switzerland, UK Government's Stabilisation Unit Hostile Environment Driver Training (HEDT) followed by Hostile Environment Training (HET) (see: <a href="https://www.entriforccm.eu/certification/list-of-certified-courses.html">https://www.entriforccm.eu/certification/list-of-certified-courses.html</a>)</p> <p><b>ESDC Hostile Environment Awareness Training Course</b></p> <p><b>HEAT trainings</b> in missions</p>

<ul style="list-style-type: none"> <li>○ Knowledge and understanding of Close Protection/mobile security operating principles and how to operate with Close Protection</li> </ul>	
Gap Analysis	
<p>The panorama of available courses on safety and security offers a varied spectrum of opportunities to acquire and upgrade relevant knowledge and skills. However, not all courses satisfy all required criteria.</p> <p>The HEAT course curriculum is the most comprehensive one where the main and core training requirements are addressed, though not all HEAT curricula currently being imparted cover all aspects with the same weight or width. As an example:</p> <p>a) Some courses do not focus on driving skills in hostile environments when dealing with mobile security issues and/or 4-wheels driving. Others focus on such aspects in the module on 4 wheels driving; some training providers offer such module as an add on for staff who need to acquire such skills (e.g. UK SU and revised ENTRi curriculum 2019); others do not deal with the issue at all since trainees are not to actively driving in the mission area.</p> <p>b) It has been stressed in the survey that more emphasis should <b>also</b> be put on the following aspects: Psychological stress management, post-pandemic stress management; Cultural dimension of security (e.g. woman in a Muslim country); Urban areas threat assessment; Social media risks awareness; How to report safety and security related issues; behavior in case of natural disasters (e.g. earthquakes); equipment training.</p> <p>All personnel recruited to be deployed in a CSDP mission is to undertake the e-learning course MISSIONWISE irrespective of the level of risk of the mission, as a general introduction to safety and security issues in the mission context and environment. This course does not address the above-mentioned aspects.</p> <p>In relation to HEAT courses there is also the issue of validity of certificates. It is a common practice to consider them valid if the course has been undertaken in the last 3 years. Though, there is no policy on this. An ongoing discussion among training providers in relation to this focuses on periodic rehearsal of HEAT trainings focusing only on those aspects considered in need of update or for which currency is to be assured.</p> <p>Safety and security trainings need to be contextualized and tailored to the mission environment (exercises with specific practices and cases from the missions. Such tailoring should/could be/is done also once in the mission). There is the need, for courses organized within EU MS to ensure cases and scenarios are in line with the mission realities and that STX and FTX focus on current and real risks/threats in the mission areas.</p>	

**Table 2**

### 4.3 Learning level: Medium/LOW RISK

**Staff category: all personnel**

Civilian Training Area High Level Learning Outcomes	Existing training (see Annex 2 training praxis)
<ul style="list-style-type: none"> <li>• <b>Physical and infrastructure security</b> awareness</li> <li>• Knowledge of alert states and <b>management of crisis situations</b></li> <li>• Familiarity with protection of <b>classified information</b></li> <li>• Understanding of <b>security incidents and emergencies</b> (e.g. security incidents or threats to the EEAS security interests (e.g. accidents, conflict, malicious acts, criminal acts, kidnap and hostage situations, medical emergencies, communication and information systems incidents, cyber-attacks, etc.).</li> <li>• Familiarity with <b>security of communication and information systems</b></li> <li>• General understanding of <b>security risk management</b></li> <li>• <b>Security awareness:</b> Knowledge of <b>Organization of security</b> in the EEAS and in the mission</li> </ul>	<p><b>MISSIONWISE, BASE, SAFE</b></p> <p><b>HEAT Training (ENTRi certified curriculum</b> with courses run by several training institutions in EU countries: AUTINT, Austrian Ministry of Interior, ZIF-Germany; CEP-Slovenia, CSD, Centro de Adiestramientos Especiales, Guardia Civil – Spain, CMC-Finland, BBK-AKNZ, French Ministry of Foreign Affairs, French Ministry of Interior, GNR-Portugal, Scuola Superiore Sant’Anna – Italy, SWISSINT, UK Government's Stabilisation Unit Hostile Environment Driver Training (HEDT) followed by Hostile Environment Training (HET) (see: <a href="https://www.entriforccm.eu/certification/list-of-certified-courses.html">https://www.entriforccm.eu/certification/list-of-certified-courses.html</a>)</p>

<ul style="list-style-type: none"> <li>• Awareness of the importance of <b>personal hygiene</b> and the most common <b>health risks</b> in mission</li> <li>• Understanding of how to assess the need for <b>First Aid</b> assistance and prioritise actions and ability to apply basic first aid measures</li> <li>• <i>Ability</i> to identify ways to mitigate against developing <b>stress</b> working in a mission environment</li> </ul>	<b>ESDC Hostile Environment Awareness Training Course</b> <b>HEAT trainings</b> in missions
<b>Gap Analysis</b>	
<p>Personnel who does not undertake a HEAT course usually is requested, as a compulsory requirement, to follow MISSIONWISE, a mandatory e-learning course on basic security awareness intended to prepare and sensitize mission staff before their deployment in a civilian CSDP Mission. The content covers a range of likely risks and scenarios one may get exposed to when working in any CSDP Mission. The content is necessarily generic in nature and necessarily needs to be complemented with current and contextual Mission-specific security briefings upon arrival in the Mission. Usually attendance of this online course is accompanied by the request to follow e-SAFE that has been designed for delegation staff being deployed to fragile security environments (focus on threats and risks, necessary precautions, recognition of dangerous situations. How to react adequately in critical situations).</p> <p>Other course curricula are available that address the main KSA identified. There is a full ESDC course on safety and security awareness in CSDP missions and modules on safety and security of core courses and GTPO that are run by several training providers in various EU countries (e.g. ZIF, CMC-Finland, Egmont Institute – Belgium, ASPR - Austria among others).</p> <p>However, availability of these courses throughout the year is random, they are usually organized by training institutions in some member states and usually undertaken by individuals/citizens of those same member States rostered to be deployed as seconded staff to CSDP missions and missions under the aegis of other International Organizations (this is valid for example for Finland, Germany or Belgium).</p> <p>In several ongoing CSDP Missions a system is in place whereby all staff is required to follow the two above online courses as a minimum requirement before deployment. Once joined the mission, on the very first days they attend a ‘security day’ as part of mission induction, which is a fully-fledged briefing on the security situation in the AoR, who does what, procedures in place ect. Such briefings are regularly organized also as updates and they are compounded with exercises and drills. For staff who is to travel to high risk areas of the country of deployment, some missions have the capacity to organize HEAT courses internally. The Mission Training Policy (EUAM Ukraine) contains also other security-related compulsory training events, such as a first-aid course for all staff.</p>	

**Table 3**

#### 4.3. The current Safety and Security Training path for CSDP mission personnel

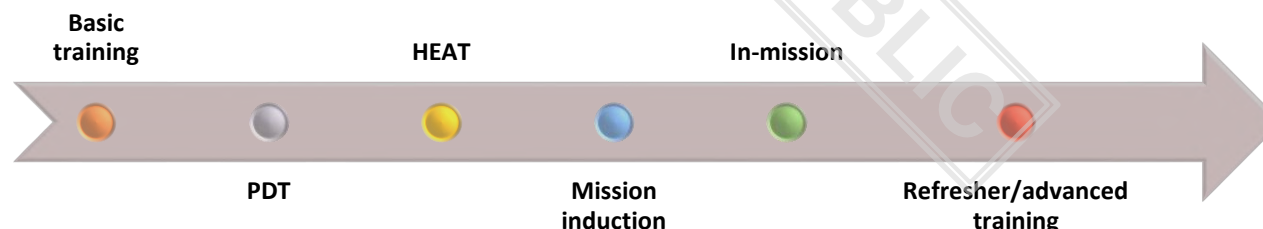


Figure 1

Training level	Short description
Basic training	<ul style="list-style-type: none"> <li>• <b>Safety and security module</b> within a generic training course for preparing individuals for international missions.</li> <li>• It seeks to improve participants knowledge on multiple threats present in hostile environment and how to deal with them in an effective manner by rehearsing and practicing safety and security procedures accordingly with the specific threat. Security components of the Core Course raise some awareness amongst participants.</li> <li>• Topics covered include: Personal Safety; Mine Awareness; Radio Communication; Road Safety &amp; Driving in Hazardous Environment; Map Reading and Field Orientation; Personal health and stress management.</li> </ul>
Prior to deployment training	<ul style="list-style-type: none"> <li>• <b>Pre-deployment generic/mission specific course:</b> Session within a <b>PDT</b> course focused on the safety and security environment in the area of deployment; session focused on the safety and security architecture and procedures.</li> <li>• <b>MISSIONWISE:</b> Mandatory <b>e-learning</b> course on basic security awareness intended to prepare and sensitize mission staff before their deployment in a civilian CSDP Mission. The content covers a range of likely risks and scenarios one may get exposed to when working in any CSDP Mission. Usually attendance of this online course is accompanied by the request to follow <b>e-SAFE</b> that has been designed for delegation staff being deployed to fragile security environments (focus on threats and risks, necessary precautions, recognition of dangerous situations. How to react adequately in critical situations).</li> </ul>
HEAT	<ul style="list-style-type: none"> <li>• Aims to prepare personnel deploying or travelling to semi and/or non-permissive locations by providing them with the knowledge and practical skills needed to deploy safely, securely and successfully in support of civilian crisis-type missions. Topics include: Threats awareness, associated risk and personal security; EU risk management process; Mobile security; Management of threats related to gatherings, protest, demonstrations &amp; riots; Hostage taking and hostage survival; Weapons, mines, IEDs and UXOs; Protection of sensitive and classified information; Team under attack; Basic life support in difficult field</li> </ul>

	on mission; Map reading and navigation; Means of communication and communication procedures; Characteristics and capabilities of 4x4 vehicles; Introduction to four-wheel driving techniques.
Induction training	<ul style="list-style-type: none"> <li>• Mission specific security briefings within the <b>mission induction course</b></li> <li>• Contextualization of safety and security issues to the mission environment and host country: situational awareness</li> </ul>
In mission training	<ul style="list-style-type: none"> <li>• <b>HEAT courses organized within the mission area</b> by the mission or external training providers</li> <li>• Specific safety and security related trainings: e.g. first aid?</li> <li>• Regular security <b>briefings, Exercises and drills</b></li> <li>• <b>Field Security Instructors</b></li> </ul>
Reharsal and or advanced training	<ul style="list-style-type: none"> <li>• HEAT refresher</li> <li>• Other specific security related courses</li> <li>• ...</li> </ul>

#### 4.4. The measures proposed

	<i>All Missions, irrespective of the risk level</i>	
	Y / N	<i>Measures proposed</i>
Basic training	Y	<p>Ideally, the attendance of a generic course preparing staff for mission service that includes a module on safety and security (that is on average of 3 to 4 days long in courses of such kind) would serve the purpose of equipping future personnel of CSDP missions with the <b>basic</b> KSA.</p> <p>In reality, not each and every staff deployed has ever followed such typology of course. <b>The acquisition of basic skills and knowledge at this stage of the training path would ensure that the individual is equipped with the basic awareness tools on how to deal with such challenges so as to have the base knowledge on which to base subsequent related training.</b></p>
Prior to deployment	Y	<p>In <b>Pre-deployment Training courses</b> organized before joining a mission a session is usually devoted to safety and security. If the PDT is mission/country specific, the session usually is contextualized to the mission environment, otherwise it is more general on the safety and security procedures, processes and institutional architecture.</p> <p>MISSIONWISE/SAFE: <b>The content is necessarily generic of nature and necessarily needs to be complemented with current and contextual Mission-specific security briefings upon arrival in the Mission.</b> These online courses should not be seen as a substitute of safety and security basic training.</p>

	<i>Medium/LOW RISK</i>		<b>CRITICAL/HIGH/MEDIUM RISK</b>	
	Y / N	<i>Measures proposed</i>	Y / N	<i>Measures proposed</i>
<b>HEAT</b>	N	<p>HEAT is not a compulsory pre-service training requirement. However, if conditions under the previous training levels (which are consecutive and building upon each other's) are not fulfilled, <b>the possibility of rendering it compulsory could contribute to fill the above highlighted training gaps</b>. Is this a feasible solution?</p> <p>Could a basic/generic HEAT for all duty stations and additional compulsory modules for staff heading to High/Critical risk mission areas or having to perform specific functions (e.g. driving skills)) be a viable solution addressing core safety and security training gaps to be filled in by training prior to actual deployment?</p>	Y	<p>By expanding the pool of personnel attending HEAT courses before deployment, there would be a steady increase in the % of staff serving in missions (all risk levels) that is adequality trained in this relevant field. This could be done by specifying in the JDs of calls for contribution that HEAT training is a compulsory requirement for deployment. Such a criterion is randomly contained in JDs. Even not each and every position advertised for high/critical risk countries has such criterion as a compulsory one<sup>9</sup>.</p> <p><b>HEAT before deployment</b>  <b>Compulsory HEAT training before joining a High/Critical risk area is currently a requirement. However, there are several criticalities to address:</b></p> <ol style="list-style-type: none"> <li><b>1. Compatibility of HEAT-like course certificates for trainings attended under the umbrella of other IOs (e.g. UN, NATO, OSCE).</b></li> <li><b>2. Validity of HEAT course certificate: this is a crucial issue.</b></li> <li><b>3. Assessment of participants: there is an ongoing discussion on this aspect, but it is strictly linked to the Duty of Care of the sending institution and of the HoM once the staff is in theater.</b></li> <li><b>4. HEAT for contracted staff.</b></li> </ol>

<sup>9</sup> An analysis of CfC issued for all 10 civilian CSDP missions in 2020 shows that only for deployment to three missions the certificate of attendance of a HEAT course undertaken within the last 3 years is requested as an essential document. These are namely EUAM Iraq, EUPOL COPPS and EUBAM Libya. For all other missions only the e-learning courses SAFE and MISSIONWISE are indicated as compulsory requirements irrespective of the risk level of the mission.

			5. <b>HEAT before deployment versus or as preliminary to In-mission HEAT? See below</b>
Induction training	Y	Could a safety and security systematic in-mission briefing/training fill the above gaps? Of course, contextualized and built upon the curriculum of Missionwise?	Y
In mission training	Y	The Mission training policy in place in some larger missions (such as EUAM Ukraine) is an interesting example of a safety and security training path that staff serving in that mission need to follow, with training 'obligations' before joining the mission; at the moment of joining the AoR (first/second day in the country); while in the mission (regular drills and exercises, first aid course and security briefings); specific courses for staff performing specific functions and/or serving or traveling to specific locations (e.g. HEAT).	Y <p>In-mission HEAT</p> <ul style="list-style-type: none"> <li>• Has the advantage to ensure training takes place in the context of the mission: hence tailoring in terms of mission environment, threats and risks</li> <li>• The target audience is composed of personnel having to work together</li> <li>• The timing of HEAT courses does not however always correspond to that of deployment, so they are not always organized when staff has <i>just arrived</i>. [for obvious reasons related to scattered timings of deployments, number of staff to be trained, logistics and finance involved]</li> <li>• Not a practice for all missions (budget and human resources)</li> </ul> <p>Other in-mission security related trainings</p> <p>Would the creation of a field security instructor position in all missions ease the process of systematic in-mission training self-sufficient security rehearsals, trainings and other related activities?</p>
Rehearsal and or advanced training			Y <p>Re-HEAT: Periodic rehearsal of HEAT trainings. The idea behind this is a refresher course of HEAT-related attitudes, knowledge and skills with the aim to prevent security awareness and skills fade after working in the field for some time without experiencing security incidents. In this case,</p>

		<p>several proposals have already been discussed by major HEAT Training providers for identifying compulsory and optional modules to be “refreshed”. As per the compulsory ones:</p> <ul style="list-style-type: none"> <li>• <b>Security and Safety of personnel deployed in hostile environments</b> (Security, Risk Awareness, Analysis &amp; Contingency Planning; Risks related to gatherings, protests &amp; riots; Journey Planning Mobile Security &amp; Safety during transit; Information Security)</li> <li>• <b>Use of communication systems</b></li> <li>• <b>Medical Skills &amp; Health Maintenance on Mission with a strong emphasis on stress management</b></li> <li>• <b>Checkpoint negotiation including conflict management</b></li> </ul>
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#### 4.5. *Towards a Culture of Security: Information, Awareness and Training: considerations by some SMSOs*

Within the framework of the present exercise, interviews were conducted with some Senior Missions Security Officers currently deployed in Critical/High/Medium Risk mission areas. Below a summary of their suggestions in relation to several questions discussed.

##### ***What type of training? When and Where?***

All SMSOs interviewed suggested to look at safety and security training architecture as a modular process, where each module builds on the other and some of the modules constitute the founding pillars of a mission security culture.

Some suggested a training sequence that starts with:

1. **Generic training** with modules on safety and security.
2. **Pre-mission HEAT** (ideally with an assessment of participants): HEAT needs to be tailor-made and contextualized to the mission environment. Here also **PDT** and the **e-learning** security related courses are to be added as *additional* elements.
3. **In mission training** for tailoring previous training received to the mission context and complementing HEAT. After the **induction training** upon arrival, regular security briefings, regular exercises and drills.
4. **Refresher trainings** from time to time to ensure *currency* and avoid *complacency*.

As a **variation** to what stated above, some others suggested that **HEAT courses** are directly organized **in the mission area** and for every mission preferably by the mission directly (this happens in some cases, in others there are external companies). This has the great advantage of ensuring tailoring the training to the mission operational reality thus making the training experience immediately relevant for staff and it has also the advantage of training together personnel who is to work together. A difficulty is the timing of those trainings that rarely coincides with the actual arrival of staff in the mission area but takes place, in some instances, even some months after the actual date of deployment. Another difficulty is related to the lack of capacity (both in terms of human resources available and in terms of training sites and training material) of most of the current Mission to deliver a fully-fledged HEAT Course.

Another training sequence illustrated is the current safety and security training path in place for EUAM Ukraine that is organized along the following scheme:

1. **Compulsory online training** before deployment: Missionwise and Safe
2. Upon arrival, on day 1, one **full day of security training**
3. **Exercises and drills** (regular on safety and security procedures – e.g. fire)
4. **HEAT training** organized by the security staff of the mission **for those staff** going **to/traveling to high risk locations** within the mission area.
5. **In-mission specific trainings**: e.g. First aid training is also compulsory (not yet started)

This model represents an example of a training system that allows the mission to be self-sufficient and deal with safety and security training matters contextualizing them to the mission environment and tailoring them to the target audience.

Ideally the position of a **field security instructor** in any mission would ease the work on training done and to be done by the missions themselves.

#### ***Diversification of safety and security training based on functions/background of staff?***

No. Same training for everybody as a bottom line. So same HEAT course compulsory for all staff irrespective of functions and background. Only exceptions:

- a. Staff in missions with executive mandate;
- b. Staff who is allowed to carry out weapons.

#### ***Issues and topics to strengthen/insert in in training curricula, which are not already contemplated or underestimated in regular safety and security courses***

- ✓ More focus on **health** and **stress management** related issues;
- ✓ Address Safety and security training needs for **short visitors** in mission;
- ✓ Training for **mission managers** on safety and security procedures and accountability related matters: **better understand to better support!**
- ✓ **Cyber security;**
- ✓ Need to take into account that for some mission areas several issues are more strategic than others: e.g. driving, 4-wheels driving more relevant for missions in Africa; cyber security more pertinent to countries such as Ukraine or Kosovo. Specific modules could be thought of depending on the area of deployment;
- ✓ **AFTER HEAT:** important are **refreshers** but also **drills** and **exercises** in the field;
- ✓ When thinking of HEAT one could also think of 3 levels:
  - For all;
  - Refresher on topics where you need to ensure currency;
  - Advanced HEAT for personnel going to critical areas (maybe selected additional modules);
- ✓ There are topics on which missions have to organize trainings that are generic in nature and could be expanded in pre-mission trainings (fire and emergency procedures? Communications in situation of emergency? medical part?). This could lift some of the burden from the missions, which could then invest more time on additional aspects.

## **5. Conclusions and recommendations**

The present TRA exercise brought to a definition of **CSDP civilian training requirements** derived by existing policies and lessons identified (Annex I), by CSDP specific performance objectives identified through from a task analysis and an indication by CSDP staff working in missions (Annex III and IV). The task analysis contributed to determine the relevant **knowledge, skills, abilities and attitudes/behaviors** required to best contribute to fulfill the CSDP mission mandate while ensuring, as far as reasonably possible, the safety and security of staff. (Annex V).

High level learning outcomes for civilian personnel of CSDP missions in the area of safety and security were identified at **three learning level: basic, High/Critical risk and Medium/Low Risk**. The first and lower level is intended to build the foundation of a safety and security culture of CSDP field staff irrespective of the role, function performed, geographic area of future deployment and is ideally embedded in generic training individuals undertake as part of their general preparation for

future mission service. The other two levels are identified based on the level of risk of the mission of deployment.

For each level, a gap analysis was conducted so as to identify existing trainings to contribute to achieve the desired learning levels and/or propose measures to do so.

## **I. Learning level: basic**

Target audience: all CSDP mission staff

Civilian Training Area High Level Learning Outcomes: the CTALO formulated in **table 1** above are aimed at building the foundation of a general awareness on safety and security also with a contextualization to the mission environment (through PDT).

Conclusions: The curriculum of core/generic mission preparation courses, pre-deployment trainings and mission-induction curricula usually include basic safety and security related learning objectives, however the following aspects need to be taken into account: (a) the three levels of training are 'consecutive' and aimed at building and/or strengthening the safety and security knowledge/skills/attitudes at different levels (general, context specific, country/mission focused); (b) is the current course offer commensurate to the need? Are there courses of this kind available and open to all potential mission personnel in need? (c) is there a direct link between training, recruitment and actual deployment?

While the analysis carried out here is not aimed to answer those questions, these aspects are to be duly considered when ascertaining whether identified training gaps can be closed through existing training offers (is the offer available at all times? Is it available for everybody? The pool of trained individuals is those prospected to be serving in missions?)

Measures proposed: Core course curricula already include what is considered the 'fundamentals' of safety and security prospected mission members should know and have an understanding of. The key question in this case is the link between training and recruitment and whether all recruited staff has received not only PDT but has undergone a more comprehensive generic training to be acquainted to all aspects related to serving in a crisis management mission (c.d. core course/comprehensive generic peace operations course). Online training staff is usually requested to attend before actual deployment (Missionwise/SAFE) and provides a general overview but needs to be complemented with additional training since it does not cover all identifies LOs. As per PDT training is concerned, there is the need to ensure that training curricula contemplate safety and security aspects that need to be contextualized to the areas of deployment.

Recommendations: The frequency of courses, admission criteria (open to everybody? Based on nationality?), content-wise currency needs to be cross-checked. The featuring of a generic/basic safety and security course curriculum compulsory for all staff before actual deployment to a CSDP mission irrespective of the level of risk could serve the purpose of (a) ensuring all staff is equipped with the necessary common base safety and security knowledge and skills for serving in a mission; (b) contributing to fill the training gap in this thematic field in particular of those individuals who do not follow all the training steps before deployment (figure 1).

## **II. Learning level: low/medium risk**

Target audience: all personnel deploying to low/medium risk mission areas

Civilian Training Area High Level Learning Outcomes: the CTALO formulated in **table 3** above are aimed at strengthening knowledge and skills related to safety and security issues for personnel serving in low/medium risk missions.

**Conclusions:** Personnel who does not undertake a HEAT course usually is requested, as a compulsory requirement, to follow MISSIONWISE, a mandatory e-learning course on basic security awareness intended to prepare and sensitize mission staff before their deployment in a civilian CSDP Mission. The content covers a range of likely risks and scenarios one may get exposed to when working in any CSDP Mission. The content is necessarily generic in nature and necessarily needs to be complemented with current and contextual Mission-specific security briefings upon arrival in the Mission. Usually attendance of this online course is accompanied by the request to follow e-SAFE that has been designed for delegation staff being deployed to fragile security environments (focus on threats and risks, necessary precautions, recognition of dangerous situations. How to react adequately in critical situations). Other course curricula are available that address the main KSA identified. However, availability of these courses throughout the year is random, they are usually organized by training institutions in some member states and usually undertaken by individuals/citizens of those same member States rostered to be deployed as seconded staff to CSDP missions and missions under the aegis of other International Organizations.

**Measures proposed:** By expanding the pool of personnel attending HEAT courses before deployment, there would be a steady increase in the % of staff serving in missions (all risk levels) that is adequately trained in this relevant field.

**Recommendations:** The featuring of a generic/basic safety and security course curriculum compulsory for all staff before actual deployment to a CSDP mission irrespective of the level of risk (as already anticipated in the previous paragraph) could serve the purpose of (a) ensuring all staff is equipped with the necessary common base safety and security knowledge and skills for serving in a mission; (b) contributing to fill the training gap in this thematic field in particular of those individuals who do not follow all the training steps before deployment. This generic course would need to be complemented in mission with the contextualization of security and safety issues to the area of deployment.

### **III. Learning level: High/critical risk**

**Target audience:** all personnel deploying to high/critical risk mission areas

**Civilian Training Area High Level Learning Outcomes:** the CTALO formulated in **table 2** above are aimed at strengthening knowledge and skills related to safety and security issues for personnel serving in high/critical risk missions.

**Conclusions:** The panorama of available courses on safety and security offers a varied spectrum of opportunities to acquire and upgrade relevant knowledge and skills. However, not all courses satisfy all required criteria.

The ENTRi Certified HEAT course curriculum is the most comprehensive one where the main and core training requirements are addressed, though not all HEAT curricula currently being imparted cover all aspects with the same weight or width.

All personnel recruited to be deployed in a CSDP mission is to undertake the e-learning course MISSIONWISE irrespective of the level of risk of the mission, as a general introduction to safety and security issues in the mission context and environment. This course does not address the above-mentioned aspects. In relation to HEAT courses there is also the issue of validity of certificates. It is a common practice to consider them valid if the course has been undertaken in the last 3 years. Though, there is no policy on this. An ongoing discussion among training providers in relation to this focuses on periodic rehearsal of HEAT trainings focusing only on those aspects considered in need of update or for which currency is to be assured. Safety and security trainings need to be

contextualized and tailored to the mission environment (exercises with specific practices and cases from the missions. Such tailoring should/could be/is done also once in the mission).

Measures proposed: Envisage the possibility of maintaining the generic *HEAT courses before deployment as a compulsory training* before joining a High/Critical risk area (currently a requirement). The proposal would be that of having a HEAT generic training course plus additional modules specifically for personnel going to serve in such areas (this further training step could be done during deployment through in-mission HEAT). However, there are several criticalities to address:

6. Compatibility of HEAT-like course certificates for trainings attended under the umbrella of other IOs (e.g. UN, NATO, OSCE).
7. Validity of HEAT course certificate: this is a crucial issue.
8. Assessment of participants: there is an ongoing discussion on this aspect, but it is strictly linked to the Duty of Care of the sending institution and of the HoM once the staff is in theater.
9. HEAT for contracted staff and locally recruited personnel.

Recommendations: as an additional training step besides the compulsory attendance of a *generic HEAT course* before deployment, staff deploying to high/critical risk areas should be required to attend additional compulsory modules specifically addressing safety and security topical issues relevant to the hostile environment of destination. This could also be done once in the mission with specific in-mission HEAT courses focusing only on such additional aspects tailored to the mission context.

**Overall, it is recommended to:**

1. Consider the CSDP safety and security training architecture as a **modular** process, where each training step builds on the other and some of the modules constitute the founding pillars of a mission security culture. The entire approach and framework for the civilian CSDP Mission security training process should therefore be conceived as both *incremental, modular and contextual*, gradually developing the personal and professional security skills and competencies of new and current Mission members to enable them to live and work securely in the specific Mission Area of Operation. This includes a clear and explicit distribution of responsibilities for the security trainings and preparations of the seconding authorities, CPCC, the civilian Missions and the seconded or contracted Mission members themselves.
2. Consider the urgency of some kind of validation/recognition/certification procedure of the HEAT Courses (and especially of the generic HEAT Courses) to make sure that the desired minimum content (in terms of knowledge, competence and attitude) is achieved (this verification should, ideally, happen through an individual assessment of each participant). In this frame, the potential contribution of the EUCTI (the successor of ENTRi), should be investigated in order, for example, to submit fresh ideas to the EUCTG and to run a few pilot activities. The first step should be to develop a generic curriculum or framework indicating the minimum requirements of the HEAT training courses for the seconding authorities and Member states to agree on and implement over time. The ENTRi Certified HEAT course curriculum is the most comprehensive one where the main and core training requirements are addressed, and it is used by some 15 training providers in Europe that had their courses certified when the project was still active. CPCC has a core curriculum in place for the evaluation of HEAT for contracted Mission members and for endorsing the Mission-specific

HEAT courses. These course curricula should be streamlined and increasingly integrated to ensure as much compatibility as possible. Such exercises should address the following important aspects: compatibility of HEAT-like course certificates for trainings attended under the umbrella of other IOs (e.g. UN, NATO, OSCE) and the temporal validity of HEAT/other relevant security course certificates.

3. Conceive training on safety and security as a *path* with a specific training *sequence* that would entail:

a) Modules on safety and security as part of **mission generic training**.

b) *Prior to actual service in a mission*, staff should ideally undertake:

**1. Prior to deployment** safety and security related training:

- **Generic HEAT** (ideally with an assessment of participants) - that would serve the purpose of training personnel heading to **high/critical risk** missions and to those medium risk missions that might require a training of such kind before actual deployment - on the core topics related to safety and security already contained in existing HEAT course curricula;
- **A generic safety and security course** for all other personnel being deployed to **low/medium risk** level missions. A revised, expanded, more comprehensive version of the curricula of the current e-learning courses (Missionwise/Safe) could contribute to serve such purpose;
- **PDT** is to be added as an *additional* element.

c) *Once arrived in the mission area*, staff (both seconded and contracted) would undergo

**2. In mission training** for tailoring previous training received to the mission context with:

- **Induction training** upon arrival
- **Security briefings**
- **In-mission HEAT (for all High threat areas of operations):**  
Mission-specific HEAT courses for contracted (and for seconded if possible and necessary) integrating generic HEAT with specific modules
- **In-mission Security and Safety Awareness Training - SSAT (for certain low and medium threat areas of operations):**  
Mission-specific SSAT courses for contracted and seconded integrating part of generic HEAT with specific modules, when required by the mandate\*

\*: e.g. patrol along the ABL

i.

**3. Regular security briefings, regular exercises and drills.**

**4. Refresher trainings from time to time to ensure currency and avoid complacency:**

- i. Modular refresher trainings may take place in the mission on specific and relevant subject matters such as fire safety, basic life support and other relevant thematic subjects in case of increased probability of certain threats materializing or when standard operating procedures and/or contingency plans are substantially changed to adapt to the dynamics of the security situation in the Mission Area of Operation

5. **Peer learning:** all Mission members do have ample opportunities to **continuously** learn from more experienced colleagues and Mission Security Officers as they develop and expand their specific in-mission daily routines and operational range outside of their core function in the Mission. This is why a pervasive security culture in the Mission is of such importance and probably the single greatest source of cultivating the required shared behavioral norms and adequate situational awareness for staying safe and secure. This pragmatic and complementary perspective on security learning should be more readily incorporated into the above-described formal ways and means of training and learning.

As per any other thematic areas, knowledge, skills and attitudes in this field can be built and strengthened through training, professional and mission experience, other educational and formative instruments. Ideally, since training in this area is modular and needs to be compounded by other elements, one could think of a safety and security training card indicating compulsory and optional training and other steps to undertake that are given **weighed importance** towards building a safety and security 'culture' for each individual staff member.

Such an approach would make staff the main player in deepening knowledge and building or strengthening skills in this field, thus playing an active motivated role in upgrading competencies (not just because it's compulsory but because it's necessary and in some instances advisable for my safety and security and that of the others). This would also constitute some sort of **evidence-based process** by which staff may be able see the recognition of their knowledge and skills.

This would entail a revision of the approach through which training in this area is currently envisaged and imparted and a much stronger synchronization between national training institutions in charge of training prior to deployment and CSDP missions, which should play, once adequately equipped for the purpose in terms of human and financial resources, a key role in ensuring *currency* and *relevance* of safety and security training to the mission context and level of risk. However, this presupposes that staff joining a mission has undergone the compulsory training steps provided for prior to deployment and that personnel have as a minimum the same base knowledge and skills. Moreover, besides the level of experience and the number or type of trainings attended in this field, regular refreshers as it relates to some key thematic areas are needed to avoid complacency, ensure currency and give the necessary updates.

In sum it is recommended to reconceptualize the entire security training cycle and process to ensure:

- **A clear and shared understanding of the various responsibilities for preparatory and in mission security training and how that affects the different training requirements for seconded Mission members.**
- **Increased alignment and coordination of security training curricula, especially HEAT, between seconding authorities, training institutions and missions, including a possible quality control process. The inclusion of additional psychological and stress-related aspects of security is recommended.**
- **Continue to develop the Mission-specific security trainings and briefings and align as much as possible with the preparatory training efforts of seconding authorities, the e-learning and the PDT to ensure coherence and reduce irrelevant learning outcomes. This would likely require the introduction of more formally specialized security training functions and expertise in the missions and in CPCC.**

- **Finally, it is recommended to develop, based on the above outlined formal training approach (incremental, modular and contextual) an assessment mechanism to also weigh in informal and individual skills and competencies based on background, experience, behavior and awareness as this would substantially complement the necessary, but not always adequate formal training requirements.**

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## ***Capability Cluster “Duty of Care & Code of Conduct”***

### ***EU Civilian Training Area: Safety & Security***

#### ***Inventory of EU policies in the field of Safety & Security***

##### ***Annex I***

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## I. Concepts & Procedures for CSDP crisis management

Title	Doc. N.	Type	Classification	Main Content
<b>EU Policy on Training for CSDP</b>	7838/17 3 April 2017	Policy		This policy concentrates on clarifying priorities for the training of professionals directly involved with CSDP whether in national capitals, missions, operations, or in Brussels.
<b>Implementing Guidelines for the EU Policy on Training for CSDP</b>	5199/1/17 REV 1 17 January 2017	Guidelines	<i>Limite (now public)</i>	The aim of the document is to implement the EU Policy on Training for CSDP and to define responsibilities, chain of command, workflow and decision making processes. The training architecture as set by the EU Policy on Training for CSDP is elaborated in dedicated chapters of this document. These chapters aim to provide the CSDP training community with necessary definitions and details for running the training cycle, in order to meet agreed training requirements.
<b>Field Security Handbook for the protection of personnel, assets, resources and information of civilian CSDP missions</b>	January 2017	Guidelines/ Handbook	<i>Limite</i>	This Handbook defines the guidelines for the organisation and management of security in civilian deployments under CSDP. It should be made available to those responsible for the elements of security described in it. It should be reviewed and updated regularly.
<b>Revised draft list of generic civilian CSDP tasks</b>	6166/17 9 February 2017		<i>Limite (now public)</i>	The elaboration of a Capabilities Requirements List for the civilian dimension was initiated already upon the adoption of the 2008 Civilian Headline Goal. At the time, however, this exercise led to a job description list rather than covering capability areas such as equipment, planning, logistics, mission support and command and control: all essential areas for effective civilian CSDP. The draft list proposed in this document identifies requirements for each task, as well as an assessment on the availability of these requirements. It contributes to a common understanding of generic tasks and requirements occurring in civilian CSDP Missions throughout the Mission cycle, regardless of their mandate. It also allows identifying

Title	Doc. N.	Type	Classification	Main Content
				quantitative and qualitative shortfalls and contributes towards the establishment of priorities.
<b><u>Shared Vision, Common Action: A Stronger Europe</u></b> <b><u>A Global Strategy for the European Union's Foreign And Security Policy</u></b>	June 2016	Policy	<i>Public</i>	Mogherini was mandated to prepare the new strategy by the European Council in June 2015 and invited to present it to leaders in June 2016.  The strategy, under the title Shared Vision, Common Action: A Stronger Europe, has been elaborated under the leadership of the High Representative and offers a strategic vision for the EU's global role. In these challenging times, both for Europe and globally, the strategy highlights common ground and presents a common way forward.
<b><u>Working paper on the Operationalisation of the EU Civilian Training Group (EUCTG)</u></b>	EEAS (2018) 68) 29 January 2018		<i>Limite</i>	
<b>Council Conclusions of 13 November 2017 on Security and Defence in the context of the EU Global Strategy</b>	14190/17 13 November 2017	Policy	<i>Public</i>	The document underlines the significant progress made in strengthening security and defence, in the follow-up to the EU Global Strategy, following the regular guidance by the European Council and recalling its conclusions on these matters. It stresses the commitment towards implementing the EU Level of Ambition in responding to external conflicts and crises, building partners' capacities and protecting the EU and its citizens. In the document the Council indicates further work to be done with a view to building a more effective, capable and joined-up Union in security and defence and strengthening its Common Security and Defence Policy (CSDP).
<b>Strengthening Civilian CSDP – Concept Paper</b>	8084/18 18 April 2018		<i>Limite</i>	
<b>Civilian Capabilities Development Plan</b>	11807/18 4 September 2018	Policy	<i>Limite</i>	

Title	Doc. N.	Type	Classification	Main Content
<b>Civilian CSDP Compact, doc. 14305/18, Conclusions of the Council and of the Representatives of the Governments of the Member States, meeting within the Council, on the establishment of a Civilian CSDP Compact.</b>	14305/18  19 November 2018	Guidelines	<i>Public</i>	
<b>Policy of the EU on the security of personnel deployed outside the EU in an operational capacity under title V of the TEU</b>	9490/06 29 May 2006	Policy	<i>Limite</i>	Provides for the framework of security in the context of field deployment, in particular ESDP crisis management operations and EUSRs and their teams. It details aspects related to: Core measures (risk assessment, security assessment, protection, incident and consequence management, relocation and evacuation, information strategy); Roles, responsibilities and core tasks of the host state, the Council, the contributing Member States and Third States, the EUSR, the civ HoM/mil Force Commander and the OpCdr; Security / protection in operations involving civ and mil components; Working under the overall lead of another organisation.
<b>Civilian CSDP Best Practice Compilation</b>	5705/15 28 January 2015	Policy	<i>Limite (now public)</i>	This compilation aims to serve primarily those that are taking part in the planning, setting up, support and conduct of civilian CSDP missions, as well as those performing functions within the missions by allowing easy understanding and access to existing doctrine.
<b>Capacity building in support of security and development – Enabling partners to prevent and manage crises</b>	JOIN(2015) 17 final 28 April 2015	Policy	<i>Public</i>	The EU's external action instruments have different and complementary roles. The link between security and development is a key underlying principle of the EU's comprehensive approach to external conflicts and crises 2 and complementary to the internal security policies, maritime security and others. However, the EU's comprehensive approach needs to be strengthened to cover gaps in the current EU response. For example, this may be the case where training has been provided by Common Security and Defence Policy (CSDP) missions, but its sustainability and effectiveness has

Title	Doc. N.	Type	Classification	Main Content
				been hampered by a lack of basic partner country equipment. The Joint Communication identifies shortcomings and proposes remedial measures.
<b>Suggestions for crisis management procedures for CSDP crisis management operations (CMP)</b>	7660/2/13 Ref 2 18 June 2013	Guidelines	<i>Limite</i>	Describes the full conceptual steps of the process through which the EU engages in a crisis with its CSDP instruments as part of its overall comprehensive approach. It contains a description of all planning steps for a CSDP mission/operation from the identification of a crisis and development of an overall EU approach, via the political strategic planning down to the operational planning including a "Fast track procedure" if rapid response is required. It also contains templates for the different planning documents (CMC, CONOPS, OPLAN, Strategic Review...).
<b>CSDP Civilian Lessons Learned and Best Practices Concept</b>	11120/12 17 September 2012	Guidelines	<i>Limite</i>	The document outlines a methodology and a mechanism by which civilian CSDP lessons will be gathered, validated, endorsed, implemented and monitored with a view to continuously developing and up-dating best practices.
<b>Draft Inventory of CSDP and CSDP related Civilian Conceptual Documents</b>	7634/13 20 March 2013	Guidelines	<i>Limite</i>	Table of conceptual documents including their title, document number, classification and type as well as comments in the following categories: <ul style="list-style-type: none"> <li>• EU wide Conceptual Framework.</li> <li>• EU wide civ-mil concepts.</li> <li>• CSDP Civilian Crisis Management Areas (Police, RoL, Civilian Administration, Civil Protection, Monitoring, Strengthening of EUSR Offices).</li> <li>• Other Thematic Areas (Human Rights &amp; Gender, Protection of Civilians, SSR, DDR, Planning &amp; conduct, Capability Support).</li> </ul>
<b>Guidance note on the use of Conflict Analysis in support of EU external action</b>	29 October 2013	Guidelines	<i>Public</i>	This guidance note, developed jointly by the EEAS and Commission services, is to set-out how conflict analysis can assist EEAS and Commission staff working in fragile and/or conflict-affected countries. Conflict analysis contributes to making an informed choice in articulating a comprehensive approach to the EU's objective of preserving peace, preventing conflict and strengthening international security across a wide

Title	Doc. N.	Type	Classification	Main Content
				range of mechanisms and tools, including public and quiet diplomacy, (high level) political dialogue, policy dialogue, trade negotiations, external assistance, mediation, CSDP missions and other interventions.

## II. HEAT Stakeholders' meetings (ENTRi framework)

Title	Doc. N.	Type	Classification	Main Content
<b>HEAT MEETING Brussels, 24 February 2016</b>	3 March 2016	Minutes of meeting	<i>Public</i>	The meeting, organized by Scuola Superiore Sant'Anna on behalf of ENTRi, has represented a kick off for starting a thorough brainstorming over the need to revise the minimum content of the HEAT standardised curriculum. The meeting has been held on the 24th of February 2016 from 13:30 to 16:30 and it has been attended by all the major stakeholders: CMPD, CPCC, EEAS field security unit, UNDSS, NATO, FAO, national armed forces training centers, police training centers and ENTRi partners. The discussion has been articulated over a series of topics, with the aim of understanding if the structure of the ENTRi Agenda needs to be updated and if it is necessary to revise the course content. After this it has been debated if the actual duration of the course is adequate and if it is necessary to pose a limit to the validity of the HEAT Certificate. Finally, it has been discussed the necessity to create a Quality Assurance Mechanism and the desirability to carry out an assessment of the participants knowledge and skills acquired during the course.
<b>HEAT courses: the state of the art</b>	16 February, 2018	Background document	<i>Public</i>	The aim of the document is that of providing an overview of the main training curricula currently referred to as Hostile Environment Awareness Training (HEAT), including both ENTRi certified courses and other HEAT curricula. The idea at the basis

				of this comparative work is to analyse the main take-away and differences currently existing between the different training curricula, in order to support the current process and discussion towards the standardization of the HEAT curriculum.
<b>ENTRi HEAT STAKEHOLDERS MEETING 2018 Brussels, 6 March</b>	4 May 2018	Minutes of meeting	<i>Public</i>	<p>The meeting, organized by Scuola Superiore Sant'Anna (SSSA) on behalf of ENTRi, aimed at gathering relevant institutions involved in the development and delivery of HEAT courses as well as those involved in the recruitment of civilians for international field operations for discussing the relevance of the current curricula being used, challenges encountered, the necessity of streamlining and synchronising efforts to ensure that minimum training standards are confirmed and applied throughout the board.</p> <p>The goal was manifold, namely to:</p> <ul style="list-style-type: none"> <li>· Follow up on deliberations of the February 2016 HEAT stakeholders meeting.</li> <li>· Resume discussions on the revision of the ENTRi HEAT curriculum also in light of recent developments within the EU, the UN and other Organisations such as the OSCE and NATO.</li> <li>· Synchronise work on the HEAT curriculum re-visitation with CPCC's activities towards the crafting of an in-country course curriculum for CSDP missions.</li> <li>· Evaluate the appropriateness and usefulness of defining multiple typologies of HEAT (e.g. basic, intermediate, advance) and subsequently proceeding in identifying the minimum standards of the diversified HEAT curricula, in light of the current differences existing in the state of the art of the HEAT courses delivered.</li> </ul>
<b>ENTRi HEAT STAKEHOLDERS MEETING 2019 Background note</b>	11 March 2019	Background note	<i>Public</i>	Background note to the meeting of 11 April 2019 with an overview of steps undertaken so far and way ahead.



<b>ENTRi HEAT STAKEHOLDERS MEETING 2019 Berlin, 11 April 2019</b>	13 May 2019	Minutes of meeting	Public	ENTRi organised a third and final HEAT stakeholders meeting, on April 11, 2019 in Berlin, Germany. The event aimed at gathering relevant institutions involved in the development and delivery of HEAT courses as well as those involved in the recruitment of civilians for international field operations for discussing and providing additional comments to the updated version of the HEAT course curriculum and programme that has been prepared by the UK Stabilisation Unit and endorsed by the ENTRi Working Group on Certification. Afterwards, the concept was consolidated and formally approved by the ENTRi consortium.
<b>Workshop on the development of a refresher curriculum of the Hostile Environment Awareness Training (Re-HEAT) ZIF Berlin, 14 November 2019</b>	14 November 2019	Minutes of meeting	Public (file with the authors)	The Center for International Peace Operations (hereafter ZIF) invited security and training experts of partner organisations to discuss the development of a refresher curriculum of the Hostile Environment Awareness Training (hereafter Re-HEAT). The discussion focused on the overall “HEAT life cycle”, relevant course contents and methodical approaches of a future Re-HEAT course.



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## ***Capability Cluster “Duty of Care & Code of Conduct”***

### ***EU Civilian Training Area: Safety & Security***

#### ***Survey for CSDP missions’ staff***

#### ***Analysis of responses*** *(Version 1.0)*

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## Introduction

The Scuola Superiore Sant'Anna as CCT on Safety & Security is working on the Training Requirements Analysis (TRA) for the area of safety and security. To this end it launched a survey directed to current CSDP mission staff (including Brussels support elements) to help identifying training needs and challenges faced as it relates to this relevant thematic area in civilian crisis management missions.

The 19-question online survey (Annex A) was launched and remained open from 1 August to 10 September 2020. CSDP mission staff were invited to fill in the online questionnaire that was transmitted to them through CPCC. At the cut-off date, 150 international staff of CSDP missions had responded to the online opinion poll.

In agreement with CPCC, 228 questionnaires were distributed to staff of the following missions (70% of questionnaires to be distributed to operational staff, 25% to middle level staff and 5% to senior level staff and with a Mission-specific gender balance):

EULEX Kosovo: (90 questionnaires)

EUMM Georgia: (35 questionnaires)

EUAM Ukraine: (28 questionnaires)

EUCAP Sahel Mali: (20 questionnaires)

EUCAP Sahel Niger: (18 questionnaires)

EUCAP Somalia: (14 questionnaires)

EUAM Iraq: (8 questionnaires)

EUPOL COPPS: (6 questionnaires)

EUBAM Rafah: (2 questionnaires)

EUBAM Libya: (7 questionnaires)

EUAM RCA: was not included in the survey as only parts of the Core Team had already deployed.

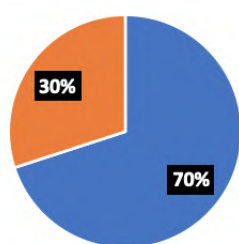
The actual respondents (representation per mission can be seen at fig. 7 below) constituted a highly qualified audience with a vast mission experience mirroring the mission population in terms of contractual status (fig. 3), gender (fig. 1), professional category (fig. 2), component/department of actual service (fig. 4) and mission risk level (fig. 5). The following pages contain a synthesis and an analysis of responses received.

The survey helped to delineate skills and knowledge considered strategic to confront several safety and security challenges while working in a CSDP mission and gaps in training attended. It was also instrumental for triggering some reflection on the way security training is and could be further conducted: periodic rehearsals in missions, regular training versus training only prior to deployment (hence a security training pathway for staff to follow through their mission career), exercises, peer training and support.

The information (both quantitative and qualitative) gathered from the present survey together with data gathered through a task analysis, the mapping of existing training courses and information collected through structured interviews, will be used to conduct a gap analysis and to triangulate results. This will allow for the drafting of a row TRA report that will be validated through a stakeholders' workshop.

## 1. Respondents' profile

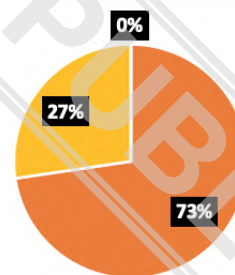
Staff composition (gender)



■ Men ■ Women

Fig.1

personnel category



■ civilian ■ police ■ military

Fig. 2

contractual typology of respondents

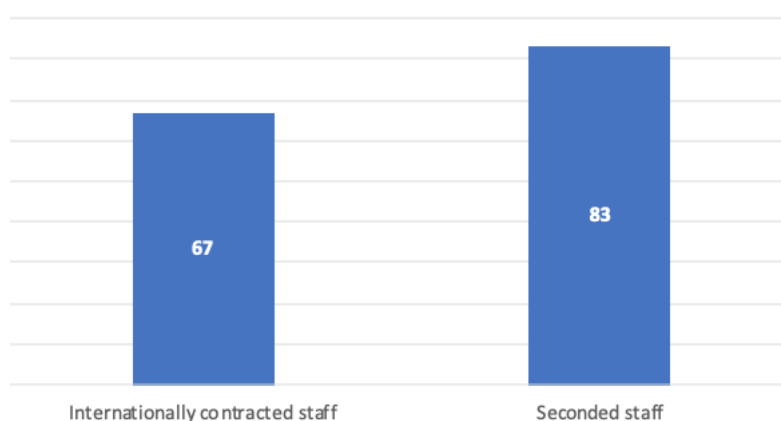
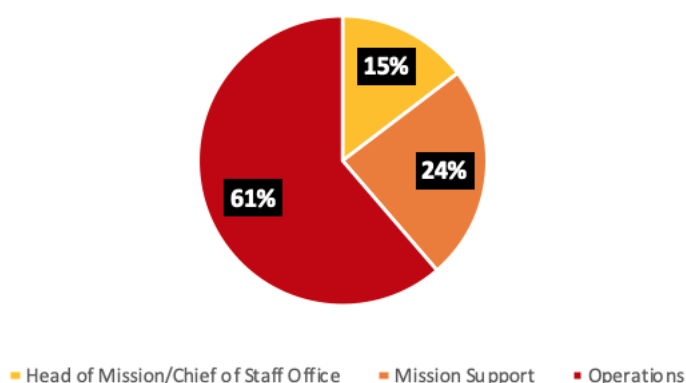


Fig. 3

When asked in which component/department they were performing their tasks within CSDP missions, 15% of respondents replied that they were working in the HoM/CoS Office, 61% at the “operations” level and the remaining 24% in mission support.

Component/department

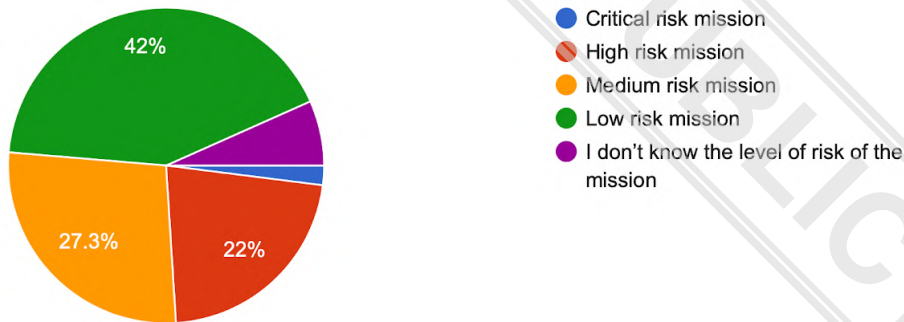


■ Head of Mission/Chief of Staff Office ■ Mission Support ■ Operations

Fig. 4

## 2. Respondents' mission environment

Current mission environment [Q2]



Previous experience in medium/high-risk environments [Q8] Fig. 5

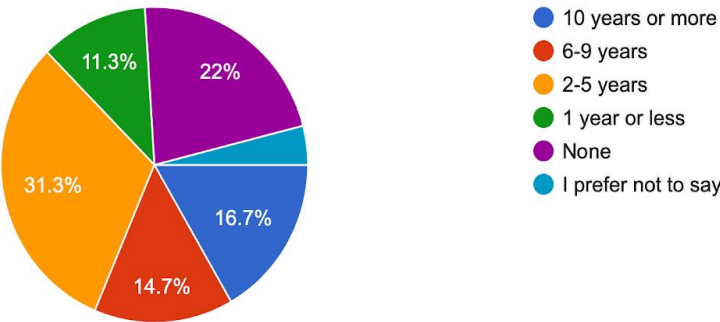


Fig. 6

Respondents were asked to indicate their CSDP mission assignments starting from their current one. [Q7] Those who replied indicated what follows. Note that in the chart below only the latest assignment is reproduced.

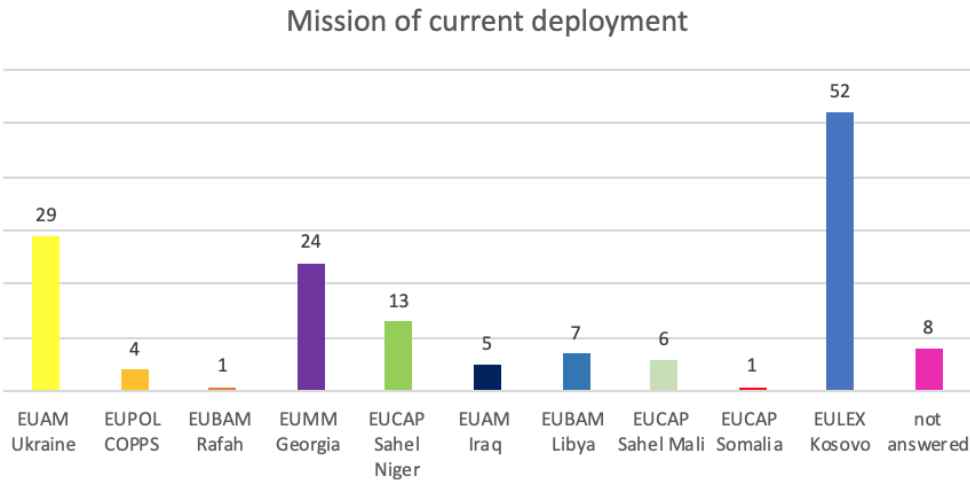


Fig. 7

### 3. Respondents' self-assessment of safety & security knowledge and personal competences

Self-evaluation of knowledge on safety and security [Q9]

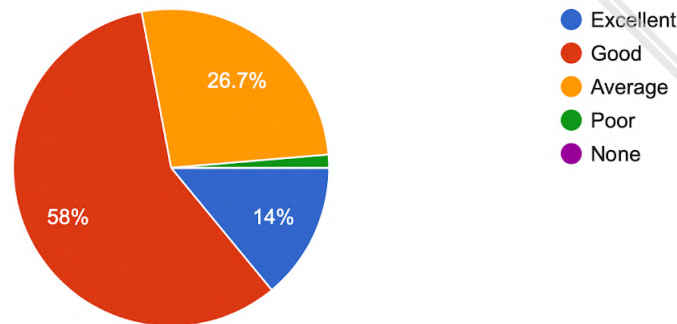


Fig. 8

Self-evaluation of personal competencies in safety and security [Q10]

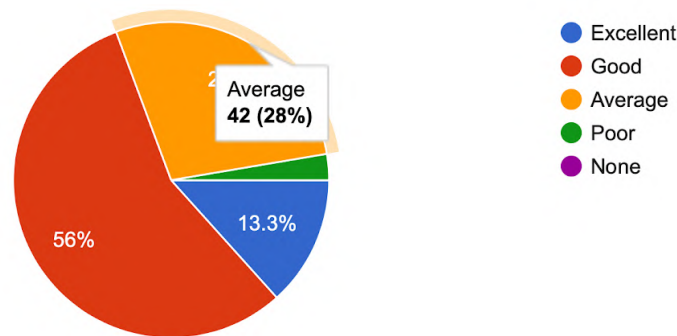
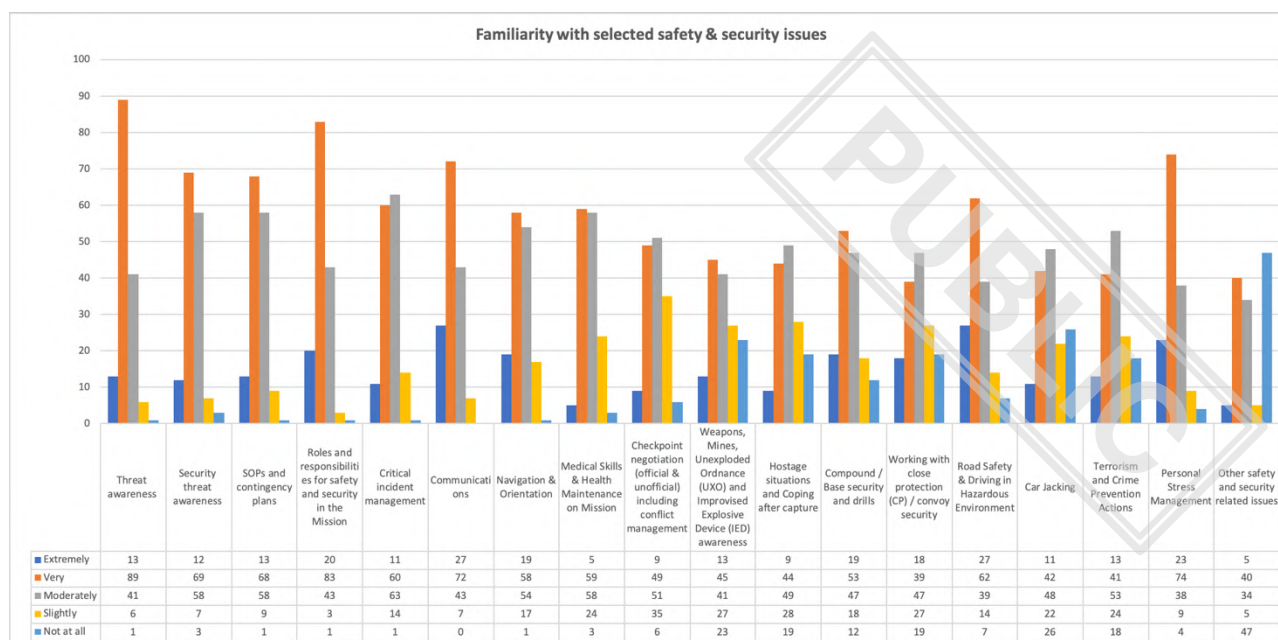


Fig. 9

Familiarity with safety and security issues [Q.11] Fig. 10



On average, respondents indicated to be very familiar with the safety and security issues indicated in Q 11. Among the “other” safety and security related issues flagged by respondents, there were: maritime security, personal impact of mission security, health and safety, first aid, awareness and checking of potential threats and risks in own residence and hotel accommodation, sanitary issues due to a pandemic, cultural behavior for a woman in a Muslim high risk country, how pandemic and following isolation affects safety and security, sensitive buildings issues, safety and security of documents in the office, airport security and safety issues, civilian threats in urban environment, health management of facilities, health and physical condition preparedness, cybersecurity, vehicle equipment, maintenance, management, internal investigations, PTSD handling, protection by national guards of the compound, monitoring active combat situations, counter intelligence, earthquakes, medical and epidemiological risk mitigation and related measures, self-defense, correctional field related specific security issues, cultural awareness, warden system, data protection, dealing with radicalized persons (prisoners), Information technology, intelligence gathering and agent handling.

#### 4. Safety and security related issues while performing own tasks and responsibilities in CSDP missions [Q.12]

Respondents were asked to indicate whether they had been dealing with safety and security issues while performing the tasks assigned. While staff who responded to the survey is not part of security teams/departments of their respective missions, they indicated several safety and security related issues they were dealing with. A distinction, in the analysis of responses, must be made between staff deployed in high risk areas, staff whose duties are strictly related to safety and security functions and the rest of the mission population. The underlying understanding throughout all answers received is that safety and security is a matter that is being mainstreamed throughout: everyone has a personal responsibility to be aware of safety and security guidelines and needs to be vigilant.

##### Staff deployed in critical/high risk missions



Personnel serving in critical/high risk areas underlined the fact that they are dealing with safety and security issues on a daily basis while working in a hostile environment context. The issue of having to work closely with the Close Protection team was underlined several times together with the need to take into consideration security measurements in the host country, rehearsing hostage and kidnapping situations. The daily security situation is taken into consideration on all planned activities outside the compound. In a critical mission one always need to take into account what was learned during HEAT or other trainings. Once staff leave MHQ - even with armored cars – there is the need to be prepared that incidents can happen (you pass checkpoints, you can be shot at, you can be kidnapped, you may need to be evacuated due to terrorist attacks, carry out investigations in hostile environments, interviews, recce in mine fields).

### **All staff**

More in general, all mission staff who responded to the survey indicated that they have and are dealing with security issues as "end users" by applying SOPs and security practices in their daily life and work in the Mission, hence, not prescribing or assessing, just applying and complying. Below a list of safety and security issues highlighted.

Mobile security: being escorted during movement in field mission areas; daily checks of vehicles before patrolling and constant communication with field office during patrols as per SOPs; curfews, roadblocks; road safety & driving in hazardous environment, car-jacking; daily patrol safety issues; reporting a car incident, informing security above movements, and driving in armored vehicle with close protection; safety driving on off-road conditions; general traffic hazards, surveillance; routine safety training, evacuation, checkpoints.

Personal safety and security and security of goods and premises: Personal security, residential security (accommodation) and of premises; protection equipment (helmet and bullet vest); during COVID-19 response and handling/management; planning of activities related to work (workshops in remote areas and regions); security drills; personal security during patrols; having to report on security related incidents (violent incidents and attacks in the host country, security measures by the Mission); dealing with restricted documents.

Communications: Radio communication, navigation & orientation.

Weapons, Mines, Unexploded Ordnance (UXO) and Improvised Explosive Device (IED): familiarity with weapons in order to recognize them, be aware about mines, UXOs, IEDs.

### **Staff with duties and responsibilities functional to safety and security tasks**

- Dealing with safety and security in patrolling, weapon inspections, development of patrol-tasks for the team, within security zone/ WLZ, in general terms in everything related to duty and even off duty in mission AoR.
- There is always a strong correlation between logistics, transport and facilities management and safety and security: examples are fire hazards in buildings or the proper equipping of vehicles with security and safety related items.
- ICT technical specs.
- Ops planning, risk assessment of buildings.
- Vehicle equipment, maintenance, management. Logistics in terms of providing equipment and technical assessment of equipment
- As watchkeeper, communication with patrols on ground during duty, keeping eye of the base.

- As Deputy Head of Field Office, work closely with security staff of compound.
- It is constant requirement to deal with safety and security issues from the financial perspective and not only as the SS issues require extensive cooperation between the Security Department and other departments (as MSD) in support of the SS operational aspects.
- When planning and conducting operations, training, as a Line Manager duty of care.
- Medical related issues.
- Drafting of equipment specifications, SOPs, evacuation drills, conducting of security analysis.
- Cyber security tasks.
- As DHOM part of the Security Management Team and currently chairing an EUAM CVTF Coronavirus Task Force, with the task to conduct crisis management and accordingly planning for Essential rotations and outlining COVID guidelines to Mission staff etc.
- Mainly construction and reinforcement of compounds.
- Procurement and distribution of safety and security equipment
- Part of the gold crisis management team: every time there is a security issue, which may have consequences related to the Mission's image.

## 5. Training on safety and security issues

### Specific safety and security training attended before a mission assignment [Q13]

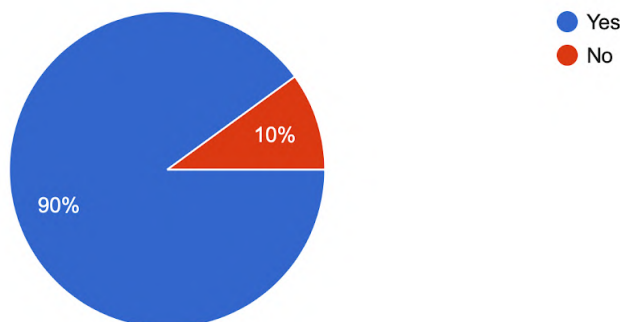
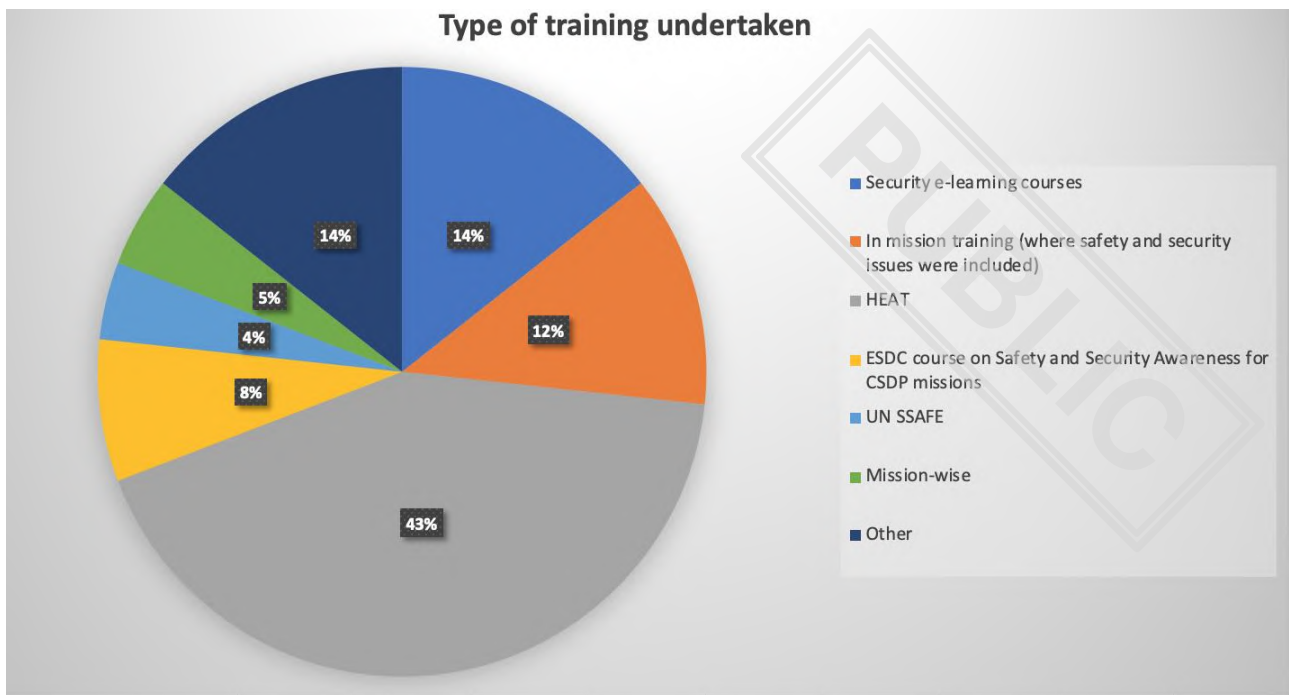


Fig. 11

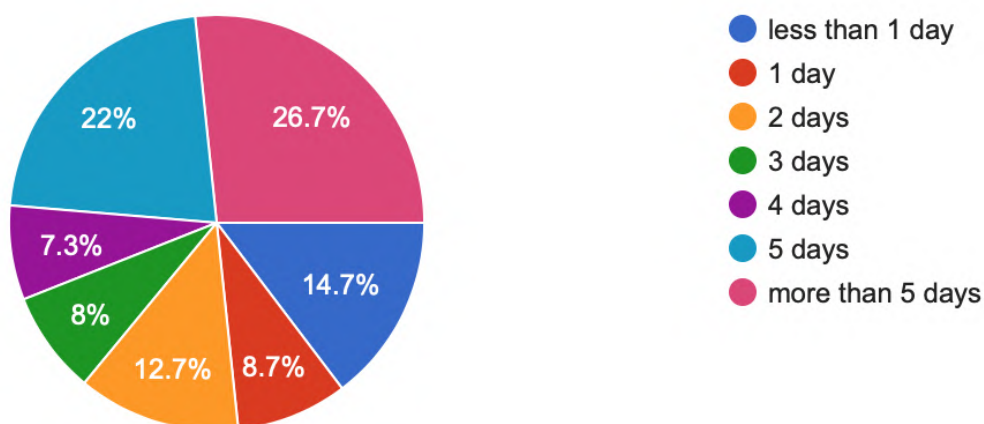


**Fig. 12**

90% of respondents attended a security training, before or during deployment. 43% of them attended a HEAT course.

Those who replied “other” specified either that they had attended more than one course indicated in the question and/or that trainings attended included, *inter alia*, the following: Conduct after Capture - Travel Security Course - UN Field Security Course (e-learning), Crisis Countries Training, specific courses in NATO as a Security Officer; Canadian international post security operations training; online first aid; extensive training; national training for missioners; correctional professional training; equipment training, awareness briefings; mandatory security training before working in embassies of the sending country.

**Length of courses attended Fig. 13**



On average, the length of courses attended was 5 days (22%) or more (27%).

Below a representation of HEAT courses attendance in relation to the level of risk of the mission of deployment. While for critical risks missions, the 3 respondents indicated that they had attended a HEAT course, for other situations numbers vary: 39% of respondents serving in high risk missions attended a HEAT course, 43% for medium risk contexts and 44% for staff in low risk areas.

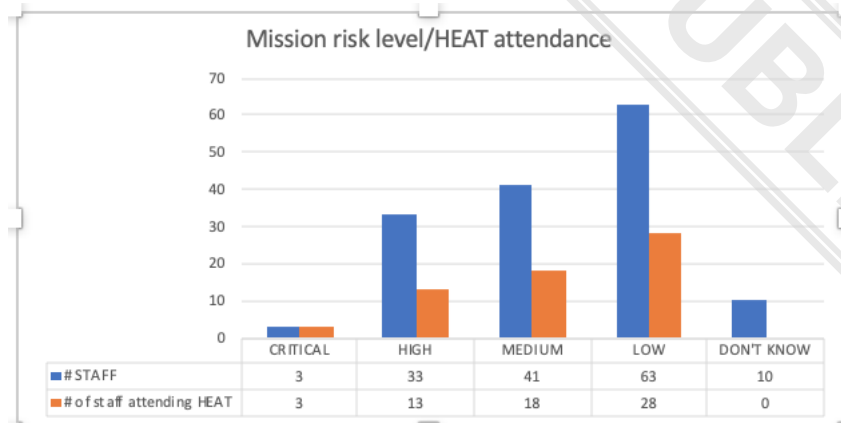


Fig. 14

## 6. Essential training topics before a mission assignment (knowledge & skills)

### Overall overview

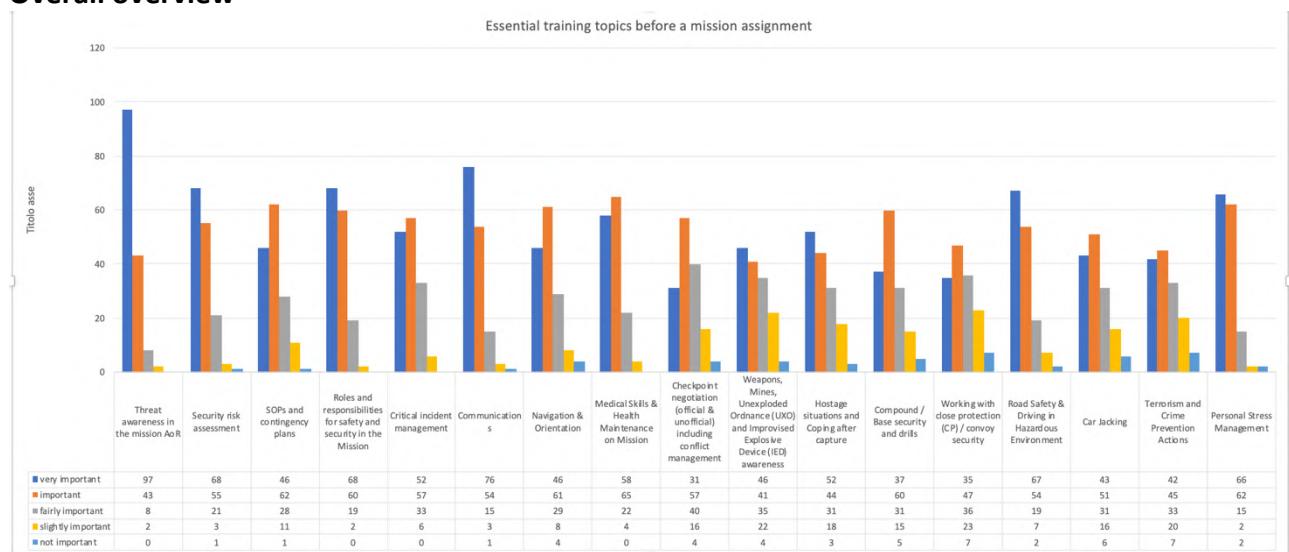
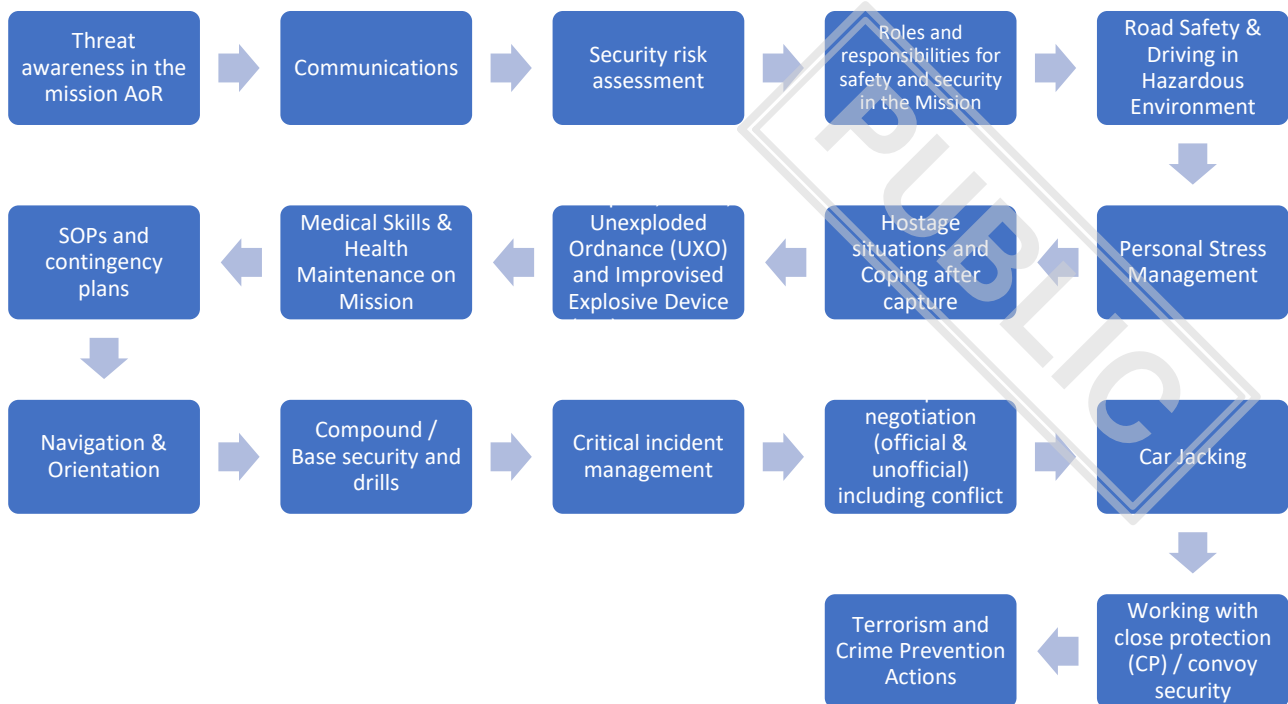


Fig. 15

The following are the topics considered “very important/important” in order of preferences:



Some respondents also indicated as additional essential items to be exposed to before deployment, the following: terrorism, car-jacking, psychological stress management, health management due to COVID-19 but more in general due to possible pandemics, the cultural dimension of security (e.g. woman in a Muslim country), post-pandemic stress management, individual/personal safety and security measures, safety of buildings, urban area threat assessment, social media risks, more emphasis on traffic related security and safety issues, petty crimes and criminal threats; how to report safety and security related issues; mission area hot spots; earthquakes; basic self-defense; equipment and protocol training; relations with the local population off working hours.

If we single out responses of staff working in the different mission components, it is interesting to see some important variations. Indeed, for staff working in **Mission Support**, personal stress management is considered as 'not important' in the majority of cases and more weight as per desirable safety and security skills to acquire before deployment is instead given to overall threat analysis in the mission area, communications, roles and responsibilities for safety and security in the mission, terrorism and crime prevention actions.

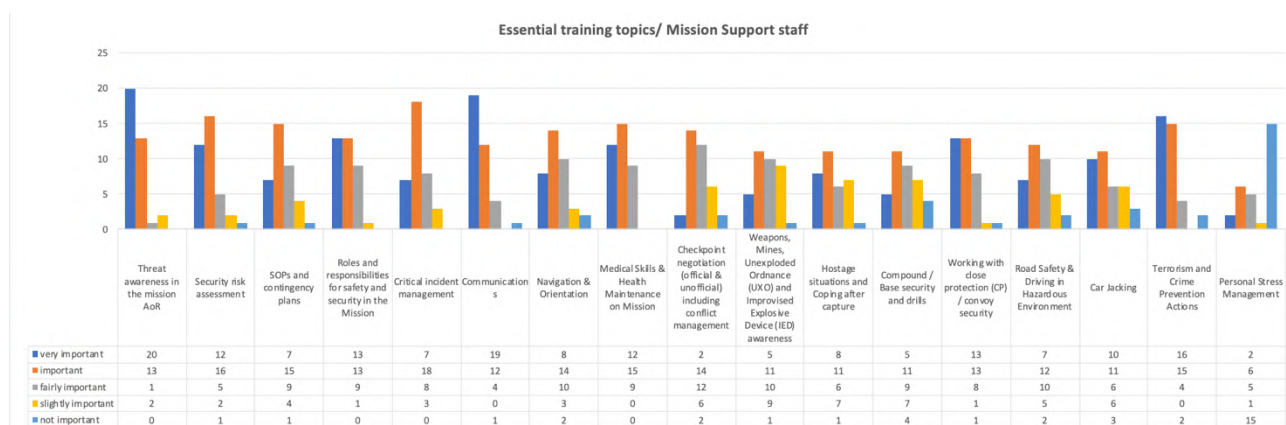


Fig. 16

Staff serving in the **HoM office or the office of the CoS** also have expressed higher importance for topics related to threat risk assessment, working with close protection, personnel stress management, considering then the others as mostly important.

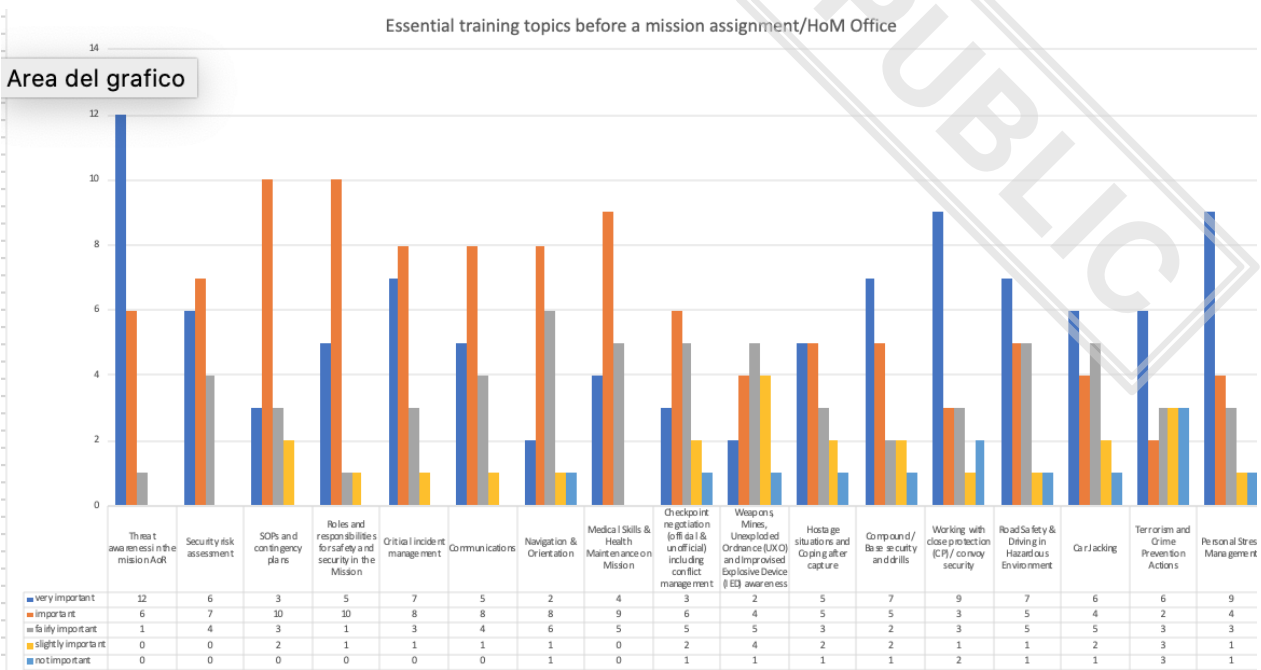


Fig. 17

Respondents working in **Operations** have indicated mostly all topics as very important/important, as exemplified below:

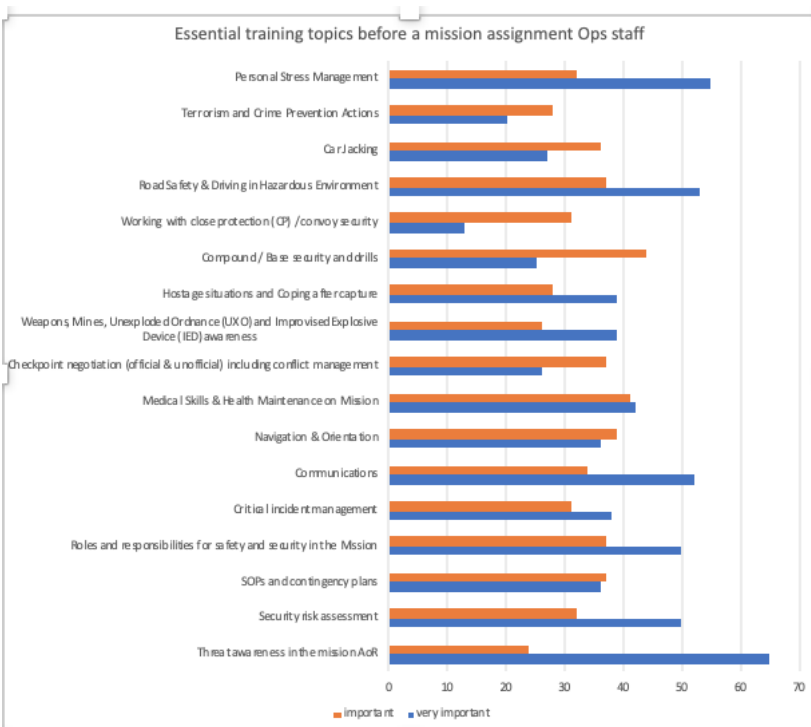


Fig. 18

### **Security skills respondents were requested to possess for performing their tasks [Q.16]**

When requested to indicate the security skills they needed to possess for performing their duties in the field, respondents indicated the following.

#### **Critical/high risk missions**

Personnel deployed in critical risk missions responded that skills they were requested to possess where those they were to acquire through undertaking a HEAT course, mandatory for deployment to such zones. Several of them further specified the following skills: medical training (first responder); stress management, decision capacity, evaluation of potential risk situations; individual/personal safety and security measures; ways to identify, assess, manage risks, as well as risks mitigation; awareness, understanding of the environment, understanding of local customs; working with close protection (CP) / convoy security, medical skills and health maintenance on mission; understanding of roles and responsibilities for safety and security in the mission; broad and in-depth knowledge of Council Information Security regulations; data protection legislation, good understanding of the political, cultural and security situation of the area of deployment; discipline, flexibility, adaptability.

#### **Medium risk missions**

Personnel deployed to medium risk areas indicated as safety and security related skills they were requested to possess in their respective positions, the following: threat awareness in the mission area of operation, security risk assessment, roles and responsibilities for safety and security in the Mission, medical skills & health maintenance on mission, road safety & driving in hazardous environment, critical incident management, weapons, mines, UXOs and IEDs awareness; ability to plan, to manage stress and to cope with different/complex situations; communication and reporting skills, road safety and driving in hazardous environment; firearms experience, protective driving skills with C-license, online network threats; technical competence in security equipment usage, proven ability to operate in hostile environment, negotiation and management skills; safe management of information, confidentiality; dealing with sensitive information in procurement & contract management. cultural awareness especially when dealing with external tenderers/contractors for instance at site visits or information meetings; EU secret habilitation, integrity, confidentiality, knowledge of databases used for criminals and adequate legal framework to combat organized crime.

#### **Low risk missions**

Respondents serving in low risk missions signaled what follows: awareness of SOPs and contingency plans, ability to recognize weapons, mines, UXOs and IEDs; awareness about terrorism and crime prevention actions, car Jacking, hostage situations and coping after capture, checkpoint negotiation and basic medical skills & health maintenance on mission; threat awareness in the Mission AoR; analytical and communication skills, ability to work under pressure, solving problems; hard skin vehicles off road driving skills; critical incident management; conflict management; personal stress management; cooperation/working with Close Protection, Participation at security drills, communication during incident; Firearms, tactical, driving, CP training and experience; medical planning, implementing and response; roles and responsibilities for safety and security in the Mission; navigation and orientation; how to use a radio network and to maintain contact with other mission members in my group; not more than the security clearance + e-HEST /HEAT courses.

## **7. Major safety and security challenges faced as a mission member**

Respondents identified challenges they faced as it relates to safety and security while deployed in the mission area [Q17]. They have been clustered in macro-categories as follows, though several of them are cutting across more than one category.

### **Challenges related to personal security**

Negotiation at gunpoint; terrorist attacks; shooting and bombing; petty crime and residential hazards; exchange of fires; death threats; rocket attacks; theft carjacking/theft while rolling; volatile environment; sniper pointing his gun; detention by local security forces for 45 minutes; house mates inviting local girlfriends into mission house on a daily basis; issues of privacy; theft/pickpocket; hostile encounters with security actors; critical incident management; negligence of security measures by some colleagues; counter surveillance; management of staff in risk assessed field operations; burglary, bomb attacks.

### **Challenges related to mobile security**

Carjacking; traffic accidents; travel security; poor road safety; traffic; IED explosions; roadblocks; mines and UXOs; driving with close protection and staying in a compound; road conditions; local drivers; crowd control; road blockades and communication with people preventing free pass, sudden blockade (by lorry) of the road during the night time, villagers blocking official cars, open treat while trying to collect specific information.

### **Risks related to gathering, protests, demonstrations and riots**

Big and violent demonstrations; media ambush during patrols; locals trying to prevent exhumations; riots/unrest; managing staff caught in a riot / public disturbance situation.

### **Communication**

Interpersonal conflict and communication problems - in general staff members do not possess good communication skills, which causes lots of issues and resulting into resentment and conflicts; communicating with other mission members when regular communications (e.g. telephone networks and internet) are not working; Information security (phishing etc.); Cyber-attacks.

### **Challenges related to security of premises and mission assets**

Safety of accommodations; safeguarding of assets; lack of compound drills; non-existing warden system; terrorist attack on mission compound; fire in apartment house; communication security; cyber-attack against the infrastructure of the mission; rocket and mortar fire around the hotel accommodation; electric hazards; IT security.

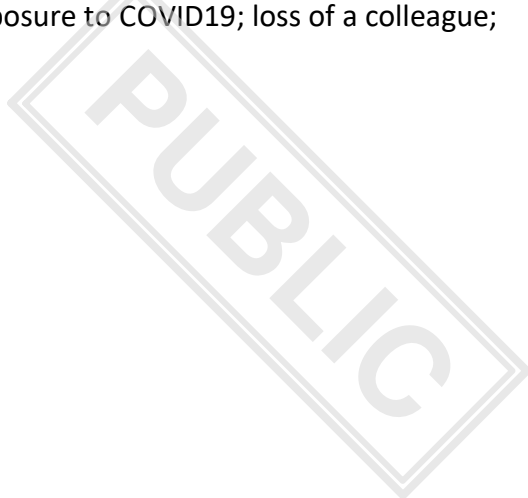
### **Challenges related to the context**

Curfew; ban on walking in the streets; terrorism threats; poor health and sanitation standards of the country; earthquakes; cultural diversity; initial lack of equipment; insufficient access to security information; lack of accountability of security personnel; protection of confidential data or information; being embedded in local institutions entails being constantly confronted to hackers or phone being taped; private security ensuring guarding mission compounds.

### **Challenges related to stress and health-related considerations**



Managing staff with psychological stress; personal stress management during isolation caused by pandemic; stress symptoms by colleagues; potential exposure to COVID19; loss of a colleague; food safety; lack of stringent hygienic conditions.



At **Q.18** respondents were asked to indicate whether knowledge and skills acquired through pre-mission training (if applicable) helped facing challenges identified. Answers are summarized below

NO	YES
<p>Already prepared because had been in the armed forces for almost 20 years.</p> <p>Only personal skills and qualities helped managing these situations</p> <p>During the pre-mission training the topics were more on national rules and general introduction on AoR.</p> <p>Previous background serving in a UN Mission during Critical Incident (loss of 6 lives) and in Bosnia as an Intelligence officer helped stay calm in the challenging situations.</p> <p>Did not attend any pre-mission training besides military training.</p> <p>Previous mission experience was more relevant.</p> <p>Contact with previous mission members and Desk Officer was very helpful.</p> <p>None, pre-mission training contained nothing new due to previous professional training</p> <p>No, unfortunately it was not helpful. In the pre-mission training a nice course on the issue was given but the culture in the mission is a different one.</p> <p>Staff orientation. Upon arrival into the mission had an updated briefing on threats in the area and the Country Office's safety and security policies and procedures.</p> <p>The pre-mission training didn't prepare adequately to face the challenges of the mission. Completed e-hest, a dull and forgettable training course.</p> <p>Can't identify any specific course because already aware of the risks and challenges because had already studied these things at the Police Academy</p> <p>What helped more than training, was the years of experience in missions.</p>	<p>Psychological wellbeing.</p> <p>Awareness and prevention of crimes that may affect personal safety.</p> <p>Awareness raising of the situation on the ground and on the preventive measures to undertake during the duty tour.</p> <p>How to behave in traffic and be aware that locals do not have the same traffic morale. To be able to protect oneself properly with personal equipment during transport in a threatening environment.</p> <p>To protect one's home and be on guard against strangers.</p> <p>To not put oneself in situations that can harm.</p> <p>Measures to be taken during rocket attacks or explosions. It's important to know the procedures in regard to safe havens etc.</p> <p>Knowledge of the use of the protective equipment and dealing with the close protection team is also important.</p> <p>Particularly threat awareness, security risk assessment, personal safety and security measures, HEAT course.</p> <p>If taken hostage and how to react - how to drive in a hostile environment, (convoy mode)- how to progress on a mined path</p> <p>Threat assessment.</p> <p>Being aware of weapons, mines, UXO and IED.</p> <p>Dealing with stressful situations.</p> <p>Overall awareness of the environment and the first person to take care of your security is yourself.</p> <p>Knowing the security procedures allowed to contact the right people at the right time to know exactly the reaction to adopt and the best practices in these special moments.</p> <p>A more regular repetition of security skills and training would be relevant.</p> <p>General understanding why security issues are important.</p>

<p>Real knowledge was received after the deployment and while working in the field. Pre-mission training did not predict all situations that may happen in reality, despite is based on experience, assessment and knowledge.</p> <p>Pre-mission training didn't give skills for mission. Only overall information of hierarchy of EU, EEAS, etc...</p> <p>Training in hostage situations. Training in shooting and explosion situations. Likelihood very low. Everyday exposed to chaotic traffic situations. That is the highest risk we are exposed to, yet Safety &amp; Security training focus on other things.</p>	<p>Road safety and health safety.</p> <p>Threat awareness in the Mission area of Operation.</p> <p>Driving training absolutely necessary to cope with hard off-road conditions.</p> <p>Passive driving and remaining cautious and discrete in public.</p> <p>Medical skills and HEST training curricula.</p> <p>Particularly knowledge of mission issues - background, history, situation, risks to face, problems to deal with.</p> <p>To be aware of different sickness.</p> <p>Checkpoint negotiation.</p> <p>Pre-mission training helped practicing some possible situations that one might encounter in the mission (accidents, stress management etc.) which is helpful.</p> <p>Defense driving, Communication, Threat analysis and risk assessment.</p> <p>All aspects of the HEAT training were very useful. However, in light of the COVID-19 pandemic, learning how to cope with a certain level of unpredictability has proven to be very useful. All other aspects, including first aid training and practical hostage taking exercise, have also helped to be well prepared for the mission.</p> <p>Driving in off road conditions.</p> <p>The HEAT Training and UN DSS Security training were a good basis. But it is necessary to keep close contact with the security personnel on the ground and learn more, participate in exercises, ask critical questions in order to understand the situation on the ground, the actions one has to take.</p> <p>Yes, in general, but more regular practice required, on mission specific issues (i.e. checkpoints in COPPS).</p> <p>It provided a kind of readiness/preparedness on what to expect when arriving to the theater/mission area, however, the security training/drills need to be regular to refresh knowledge, otherwise people tend to be complacent.</p> <p>Checkpoints, mines, first aid.</p>
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	<p>Security Induction &amp; Emergency Planning Briefing.</p> <p>It was helpful in introducing Mission's procedures during a crisis, as well as the set of roles and responsibilities and established instructions for local emergency response and recovery bodies.</p> <p>The information on the structure of crime and traffic risks was particularly useful. The knowledge gained allowed to move around the mission area more safely.</p> <p>Incident reporting. Policies and Procedures details mission's policy regarding the reporting of security incidents.</p> <p>Emergency evacuation.</p> <p>CEPOL Training in Cyber Security challenges in EU institutions - all range of topics mostly including procedures, directives and SOPs.</p> <p>The BASE and SAFE trainings helped for roles and responsibilities of the security staff, stress management in a conflictual situation (rape or violation of rights), awareness to diseases and local dangers.</p> <p>Knowledge and skills acquired through pre-mission training helped to realize soon the dangerous moments and to deal with them with no serious consequences.</p> <p>The skills and knowledge acquired helped in paying attention to the surrounding environment and to be aware of when deployed and what to expect when preparing a mission for example or when planning a movement in the city.</p> <p>HEAT trainings were really helpful to gain more knowledge of the culture of the host nation and improved medical skills.</p> <p>Security awareness training to know how to behave during daily tasks to avoid security incidents.</p> <p>Communication and negotiation skills, risk assessment.</p> <p>Use of portable radio.</p> <p>It was useful to discuss how something that was not perceived as a threat, could actually be a threat.</p> <p>Increased awareness and enabled to obtain many practical tips for instance not to always have the same patterns when traveling to and</p>
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	from work and other places (e.g. route & time) not to disclose unnecessary information to third parties. Respecting these measures always enabled to maintain a low profile and never to be compromised in the work.
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## 8. Suggestions

Finally, personnel who responded to the survey were asked to leave suggestions and recommendations [Q19]. The following is a summary of what they voiced.

Overall, there was appreciation for the survey and for the reflection on safety and security training it has the potential to trigger. The following are the issues put forward by staff.

- Training on terrorism (suicide bomber) seems to be neglected in security training as well as psychological stress management.
- More specific information on the country of deployment and the duty station should be given to staff before leaving either by the respective MFA or EEAS. The staff who flagged this issue was quite surprised that the first didn't provide any training at all and the pre deployment training from the ESDC was so theoretical on the organization of EEAS, completely useless as pre deployment. Receiving more specific info on the mission of secondment would have been preferred since it was the first time ever.
- Training should include more personnel stress management following long isolation of the staff members due to pandemic.
- HEAT training is valid for three years. It is always a good idea to organize in-mission training to keep the mission members focused on the incidents that can occur. It is dangerous when life in a critical mission becomes a routine
- It would be good for many mission members to be aware about roles and responsibility. This should be kept very clear and simple as people should know what to do even when under stress.
- Security staff should undertake a mandatory training on Human Rights and diversity respect, in order to understand that they must also respect the rights of other colleagues in the mission.
- Social media awareness, risks and how to mitigate these should be added to the training.
- Safety and Security is a very important issue for those who are deployed in CSDP missions, thus it needs to be seriously taken into account.
- Safety and Security training should be conducted regularly for mission members, not only before their deployment. For example, practical exercises in the case of fire alarm, evacuation etc. could be organized once per year. The concept of Safety and Security should be broadened: more peer support and psychosocial support for mission members who have experienced stressful situations.
- Safety and Security Personnel in CSDP Missions should communicate more clearly and should rely on basic language skills of the mission country
- Maybe to consider in this survey that some mission members have military and police background, with specific trainings related to actions abroad/overseas.
- Security, safety and assessment should be clearly communicated to all staff members and not only within the Safety Department.
- Dependents in family missions should be aware too. Health matters to be a priority
- It is important that security personnel and in particular its management are seen to be close to and open with staff. They need to understand that they provide a service, they are not a law unto themselves, they are not in command and that rules apply to them as they do to all others.

- Poor coordination of Security Teams with other Departments, Very low quality of warden exercises.
- The online trainings prepared for staff that joined around 2018, like the e-hest were less useful. However, the newer trainings like the one prepared for the Code of Conduct, is far more interactive, memorable and a step in the right direction.
- Maybe a locally based introduction chart so you can "tick" things off when you are a newcomer and with the phone numbers that you Must have. There were many good slides at the introduction, but we did not get them.
- Incorporate a little more training on the Personal and emotional issues of loneliness and separation, Because of Covid 19 personnel experienced long periods of isolation and were unable to get home, there is little reason to believe this will not happen again, many members have been unwilling to extend tours because of this experience. I believe the military training I received in this area was very helpful, Emotional health is as important as physical health

## 9. Conclusions

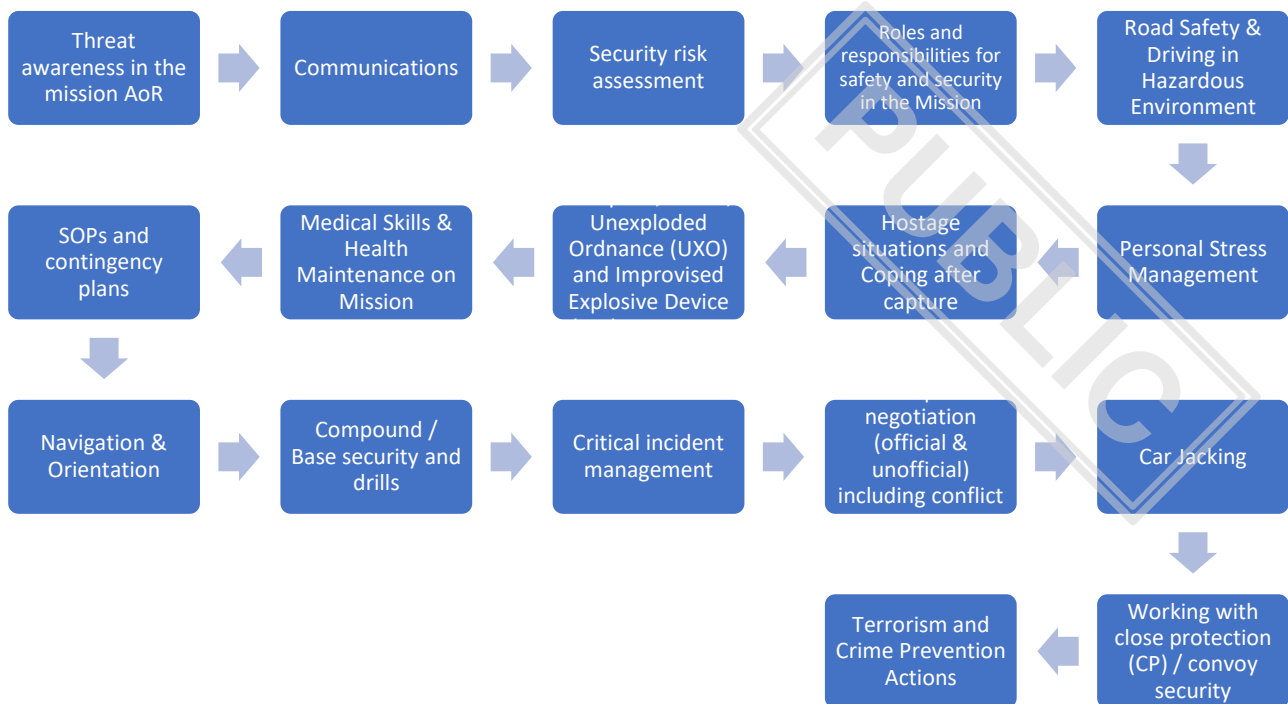
### *Analyzing the information*

Data analysis involved organizing the raw data collected through the survey and extracting useful information from it. Analyzing the information included:

- Checking the data collected for omissions or errors
- Interpreting the data to identify trends and priorities in terms of training needs, including possible differences between male and female learners and personnel performing tasks in missions with a different level of risk and/or at different levels (Office of the HoM/CoS, mission support, operations)

The validating of data with representative learners or other will be the next step through a workshop and interview with selected staff.

Below some trends extrapolated from data gathered, in terms of Knowledge, Skills and Attitudes (KSA), related to safety and security, that need to be built or reinforced through training (at various levels) before a mission deployment and /or while in mission.



A shared view among all respondents is that threat awareness in the mission area, communications, security risk assessment, who is doing what as per security in the mission, aspects related to road safety and mobile security more in general are priority areas to be acquainted to before deployment. The other topics enlisted above (in a priority list based on ranking indicated by respondents) are also considered instrumental for a general, overall understanding of safety and security and the skills necessary for operating safely in a mission area.

When asked to indicate what security skills they were requested to possess for performing their functions, it is interesting to systematize responses based on the level of risk of the mission of deployment. Answers bring to single out the following trends:

	Security skills respondents were requested to possess for performing their tasks
<b>Critical risk missions</b>	Skills to be acquired through undertaking a <b>HEAT</b> course. Several of them further specified the following skills: <b>medical</b> training (first responder); <b>stress management</b> , decision capacity, <b>evaluation of potential risk situations</b> ; <b>individual/personal safety and security measures</b> ; ways to identify, assess, manage risks, as well as risks mitigation; awareness, understanding of the environment, understanding of <b>local customs</b> ; working with <b>close protection (CP) / convoy security</b> , <b>medical skills and health maintenance</b> on mission; understanding of <b>roles and responsibilities</b> for safety and security in the mission; <b>broad and in-depth knowledge of Council Information Security regulations</b> ; data protection legislation, <b>good understanding of the political, cultural and security situation of the area of deployment</b> ; <b>discipline</b> , flexibility, adaptability.
<b>Medium risk missions</b>	<b>Threat awareness</b> in the mission area of operation, <b>security risk assessment</b> , <b>roles and responsibilities</b> for safety and security in the Mission, <b>medical skills &amp; health maintenance on mission</b> , road safety & <b>driving</b> in hazardous environment, <b>critical incident management</b> , <b>weapons, mines, UXOs and IEDs</b> awareness; ability to plan, to <b>manage stress</b> and to cope with different/complex situations; <b>communication</b> and



	reporting skills; firearms experience, protective driving skills with C-license, <b>online network threats</b> ; technical competence in <b>security equipment usage</b> , proven ability to operate in hostile environment, negotiation and management skills; safe management of information, confidentiality; dealing with <b>sensitive information</b> in procurement & contract management; knowledge of databases used for criminals and adequate legal framework to combat organized crime.
<b>Low risk missions</b>	<b>Awareness of SOPs and contingency plans, ability to recognize weapons, mines, UXOs and IEDs; awareness about terrorism and crime prevention actions, car-jacking, hostage situations and coping after capture, checkpoint negotiation and basic medical skills &amp; health maintenance on mission; threat awareness in the Mission AoR; hard skin vehicles off road driving skills; critical incident management; conflict management; personal stress management; cooperation/working with Close Protection, Participation at security drills, communication during incident; medical planning, implementing and response; roles and responsibilities for safety and security in the Mission; navigation and orientation; not more than the security clearance + e-HEST /HEAT courses.</b>

**3: Knowledge and skills instrumental for facing safety and security challenges** Skills and knowledge considered strategic to confront several safety and security challenges while working in a CSDP mission (both internal and external) have been identified in:

*Security risk awareness/awareness of threats*

- ✓ Threat awareness
- ✓ Security risk assessment
- ✓ Personal safety and security measures
- ✓ Knowledge of mission issues - background, history, situation, risks to face, problems to deal with.

*Personal safety & security*

- ✓ Awareness and prevention of crimes that may affect personal safety
- ✓ Awareness of the situation on the ground and on the preventive measures to undertake during the duty tour
- ✓ Ability to protect oneself properly with personal equipment during transport in a threatening environment
- ✓ Awareness of key issues related to protecting one's home and be on guard against strangers
- ✓ If taken hostage how to behave and react
- ✓ Knowing the security procedures to be able to contact the right people at the right time to know exactly the reaction to adopt and the best practices in these special moments
- ✓ Instructions for local emergency response and recovery bodies
- ✓ Incident reporting. Policies and Procedures details mission's policy regarding the reporting of security incidents
- ✓ Security awareness to know how to behave during daily tasks to avoid security incidents.

*Mobile security*

- ✓ Knowledge of the use of the protective equipment and dealing with the close protection team.
- ✓ How to behave in traffic and be aware that locals do not have the same traffic morale.
- ✓ How to drive in a hostile environment, (convoy mode)
- ✓ How to progress on a mined path

- ✓ Being aware of weapons, mines, UXO and IED
- ✓ Road safety, driving training absolutely necessary to cope with hard off-road conditions
- ✓ Checkpoint negotiation

#### *Team under attack*

- ✓ Measures to be taken during rocket attacks or explosions
- ✓ Measures to be taken when in the midst of a violent demonstration or a riot.

#### *Medical aspects and health maintenance on mission*

- ✓ Dealing with stressful situations
- ✓ Overall awareness of the environment and the first person to take care of your security is yourself
- ✓ First aid
- ✓ Psychological wellbeing.

#### *Communication*

- ✓ Communication and negotiation skills
- ✓ Use of portable radio.

**4: Gaps in training attended** Several aspects related to safety and security in a mission for which a gap in existing training attended by respondents has been highlighted (meaning that those topics were missing or not dealt with sufficient emphasis in courses attended) include:

- ✓ Terrorism
- ✓ Carjacking
- ✓ Psychological stress management
- ✓ Health management due to COVID-19 but more in general due to possible pandemics and post-pandemic stress management
- ✓ Cultural dimension of security (e.g. woman in a Muslim country)
- ✓ Safety of buildings
- ✓ Urban area threat assessment
- ✓ Social media risks awareness
- ✓ Traffic related security and safety issues, petty crimes and criminal threats
- ✓ How to report safety and security related issues
- ✓ Mission area hot spots; earthquakes
- ✓ Equipment and protocol training
- ✓ Relations with the local population off working hours
- ✓ More specific information on the country of deployment and the duty station
- ✓ Periodic rehearsal of HEAT training also in a mission to keep the mission members focused on the incidents that can occur. It is dangerous when life in a critical mission becomes a routine. Safety and Security training should be conducted regularly for mission members, not only before their deployment. For example, practical exercises in the case of fire alarm, evacuation etc. could be organized once per year. The concept of Safety and Security should be broadened: more peer support and psychosocial support for mission members who have experienced stressful situations.
- ✓ Personal and emotional issues of loneliness and separation, Emotional health is as important as physical health.

## **5: Attitudes**

Through the analysis of responses, it is also possible to extrapolate attitudes that it would be desirable to develop and/or reinforce as it relates to safety and security so that staff assume their responsibilities and take action to ensure adequate considerations of those aspects in their professional duties. This process is linked to the personnel's' values and beliefs. These relates in particular to:

- a) Ensuring that safety and security aspects are a daily practical commitment, engagement and endeavor of both mission leadership and staff to operationalize, in practice, in the real life of the mission, internally, as well as in favor of the local counterparts;
- (b) Ensuring the understanding and implementation of safety and security regulations and practices so as to foster a Mission culture of security since everyone has a personal responsibility to be aware of safety and security guidelines and needs to be vigilant.
- (c) Ensuring that safety and security staff of the mission convey in a clear manner information and guidance to staff related to the risks they are exposed to.

# Towards a Training Requirements Analysis (TRA) for EU Civilian Training Area Safety & Security

## *Survey for CSDP Missions staff*

### **Background**

The EU Civilian Training Group (EUCTG) is the recognized body for the systematic process of managing CSDP Training Requirements for CSDP civilian training. Its overall responsibility is to prepare the CSDP Training Requirements for CSDP training, the biennial CSDP training program and the Comprehensive Assessment Report on CSDP training. The EUCTG is a configuration of CIVCOM composed of training experts, supported by ISP and CPCC.

According to its ToRs, the EUCTG primarily concentrates on how to link the political strategic level to relevant training requirements and overarching learning outcomes. This in turn will be a support for the implementation by the relevant training actors. To this end, priority training areas have been identified to support the development of training requirements and High-Level Learning Outcomes.

To carry out such exercise, the aforementioned body nominated Civilian Coordinators for Training (CCT) tasked with the analysis of training requirements and subsequent preparation of a Training Requirements Analysis (TRA). **Safety & Security has been identified as a priority training area** and the Scuola Superiore Sant'Anna di Studi Universitari e di Perfezionamento, Pisa Italy is the CCT that will carry out such work<sup>10</sup>.

### **This survey**

We are currently working on the Training Requirements Analysis (TRA) for **Safety & Security** and the present survey is directed to you in your capacity as former and current CSDP mission staff to help us identifying training needs and challenges you faced as it relates to Safety and Security in civilian crisis management missions.

You constitute a very important “opinion pool” to help us informing the TRA that is tailored to the real needs and expectations of those who work in the field implementing capacity building mandates and is linked to and compounded by the strategic political priorities in such fields. Data gathered through this survey will be used for the purposes of preparing a thorough TRA report aimed at improving training in the EU Civilian Training Area Safety & Security.

Thank you in advance for dedicating some of your time in undertaking the survey. It will only take 15-20 minutes!

This survey will remain open for compilation until **August 31 2020**.

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<sup>10</sup> The Scuola Superiore Sant'Anna (SSSA) is a public University located in Pisa, Italy. Its scientific and research activities in the field of social sciences are concentrated within the DIRPOLIS Institute that carries out innovative research in the fields of law, economics and political sciences. One of the core missions of the Institute is to conduct state-of-the-art research in the fields of conflict prevention and management, human rights, post-war reconstruction and sustainable development. For further info, visit [www.santannapisa.it](http://www.santannapisa.it)

## Definitions

Training in the area of safety and security is undertaken at different levels either as a cross-cutting issue in larger training courses or in trainings specifically devoted to those aspects.

For CSDP civilian crisis management missions, security training is an integrated part of the policy requirements. This includes e-learning, briefings and trainings on EU Classified Information, Basic Life Support, Fire drills, emergency communications and a specific Security Induction Briefing for all newcomers to all civilian CSDP Missions. In missions with higher threat ratings than MEDIUM it also includes HEAT and Trauma Risk Management and possible trainings in Personal Protection Equipment, Armoured Vehicle driving, small arms awareness and hostage/kidnapping avoidance and survival.

The overall training objectives for security training are defined as:

- ensuring integration of security considerations in Mission activities;
- establishing and maintaining continuous individual and collective security awareness of all Mission members;
- ensuring understanding of individual and collective responsibilities for the Mission Security Plan;
- providing understanding of security measures for EU Classified Information.

Training in the area of safety and security with a specific focus on hostile environment awareness aims to enhance the safety of personnel by providing them with the knowledge and skills to assist them to deal effectively with risks and challenging situations associated with civilian crisis-type missions, wherever they may be. The intention is for participants to be trained in approaches and exposed to experiences in a safe, realistic manner that enhances their security awareness, encourages them to consider how security situations may be avoided or pre-empted, as well as in skills and responses that enable them to more effectively deal with security threats, medical emergency situations and/or incidents involving mission or local vehicles should they occur.

## The survey

### Information about you and your current role

Q.1: I am a:

- M Male
- Female

Q.2: I'm working in a:

- Critical risk mission
- High risk mission
- Medium risk mission
- Low risk mission
- I don't know the level of risk of the mission

Q.3: I'm currently working in one of these personnel categories:

- Civilian
- Military
- Police

Q.4: I'm working as:

- Internationally contracted staff
- Seconded staff

Q.5: I'm working in the following Mission Department:

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Q.6: Please indicate when and where, if you have previously been working in a CSDP mission:

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Q.7: What were your main tasks and responsibilities?

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Q.8: I have previous experience working in medium or high-risk environments:

- 10 years or more
- 6-9 years
- 2-5 years
- 1 year or less
- None
- I prefer not to say

Q.9: How would you evaluate, in general terms, your **general knowledge** about safety and security?

- Excellent
- Good
- Average
- Poor
- None

Q.10: How would you evaluate, in general, your **personal competencies** in safety and security?

- Excellent
- Good
- Average
- Poor
- None

Q.11: I'm familiar with the following safety and security concepts and issues:

	<i>Extremely</i>	<i>Very</i>	<i>Moderately</i>	<i>Slightly</i>	<i>Not at all</i>
Threat awareness					
Security Threat Assessment					
SOPs and contingency plans					
Roles and responsibilities for safety and security					
Critical incident management					
Communications					
Navigation & Orientation					
Medical Skills & Health Maintenance on Mission					
Checkpoint procedures (official & unofficial) including conflict management					
Weapons, Mines, Unexploded Ordnance (UXO) and Improvised Explosive Device (IED) awareness					
Hostage situations and Coping after capture					
Compound / Base security and drills					
Working with close protection (CP) / convoy security					
Road Safety & Driving in Hazardous Environment					
Car Jacking					
Terrorism and Crime Prevention Actions					

Personal Stress Management					
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If you ticked "Other safety and security related issues" please specify:

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Q.12: Please indicate whether and to what extent you have been dealing with safety and security related issues while performing your tasks and responsibilities in a CSDP mission.

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Q.13: Did you undertake specific training focused on safety and security before starting your assignment?

- Yes
- No

If yes, please, describe what kind of training you did undertake:

- Security e-Learning courses
- In mission training (where security and safety issues were included)
- Hostile Environment Awareness Training (HEAT)
- ESCD course on Safety and Security Awareness Training for CSDP Missions
- UN Safe and Secure Approaches in Field Environments (SSAFE)
- Missionwise
- Other

If you ticked "Other" please specify:

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Q.14: What was the length of the HEAT courses you've attended?

- less than 1 day
- 1 day



- 2 days
- 3 days
- 4 days
- 5 days
- more than 5 days

### Professional skills required

Q.15: Based on your mission experience, which training topics do you think of as essential before starting a mission assignment? (Please evaluate each of them)

	<b><i>Very important</i></b>	<b><i>Important</i></b>	<b><i>Fairly important</i></b>	<b><i>Slightly important</i></b>	<b><i>Not important</i></b>
Threat awareness in the Mission Area of Operation					
Security Threat Assessments					
SOPs and contingency plans					
Roles and responsibilities for safety and security in the Mission					
Critical incident management					
Communications					
Navigation & Orientation					
Medical Skills & Health Maintenance on Mission					
Checkpoint procedures (official & unofficial) including conflict management					
Weapons, Mines, Unexploded Ordnance (UXO) and Improvised Explosive Device (IED) awareness					
Hostage situations and Coping after capture					
Terrorism: and Crime Prevention Actions					
Personal stress management					
Carjacking					
Compound / Base security and drills					
Working with close protection (CP) / convoy security					
Road Safety & Driving in Hazardous Environment					
Other safety and security related issues					

If you ticked "other" please specify:

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Q.16: Which are the security skills you're requested to possess for performing your task in a medium/high-risk environment? Please elaborate

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Q.17: Please indicate the 3 most important safety and security challenges you faced as a mission staff

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Q.18: Did the knowledge and skills acquired through pre-mission training (if applicable) help you face such challenges? Please specify what contents of the course were useful and how it helped you:

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#### **Possible recommendations & follow up**

Q.19: Anything else you wish to express?

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#### **Contacts**

If you wish to contact directly the staff working on this task for further information or clarifications, please send an email to: [annalisa.creta@santannapisa.it](mailto:annalisa.creta@santannapisa.it)

#### **Technical note**

This survey will be launched through google modules. A link will be provided to all Mission members identified by CPCC for their online compilation.

Link: <https://forms.gle/9Nbo4mt18mhVdXyYA>



**Sant'Anna**  
School of Advanced Studies – Pisa

## ***Capability Cluster “Duty of Care & Code of Conduct”***

### ***EU Civilian Training Area: Safety & Security***

#### ***Task Analysis Matrix of job descriptions***

***(Version 1.0)***

## Introduction

The Scuola Superiore Sant'Anna as CCT on Safety and Security is working on the Training Requirements Analysis (TRA) for Safety and Security.

The present document contains a matrix of CSDP missions job descriptions (JDs) where tasks and responsibilities relevant for safety and security related tasks (both in terms of functions and in terms of required skills, knowledge and attitudes to work in a host country environment) have been extrapolated for selected positions (more or less corresponding to those indicated and held by the pool of respondents to the survey launched within such exercise).

The matrix is instrumental for conducting a task analysis, which involves an analysis of the CSDP mission staff actual job tasks/responsibilities in the missions to determine the safety and security knowledge, skills, abilities and attitudes/behaviours required to best contribute to guaranteeing and maintaining a safe and secure mission environment.

Data gathered through the task analysis, the information (both quantitative and qualitative) gathered from the survey, the mapping of existing training courses and information collected through possible structured interviews, will be used to conduct a gap analysis and to triangulate results. This will allow for the drafting of a TRA report that will be validated through a stakeholders' workshop.

JDs matrix for task analysis

Position name	What tasks do learners carry out in their organizations that require safety and security knowledge, skills, attitudes/ behaviours?	What specific safety and security related knowledge, skills, abilities and attitudes/behaviors do learners require to carry out these tasks?	Related safety and security tasks as indicated by respondents in the survey (where they were not the primary task)
<b>JDs with specific safety and security reference in their ToRs<sup>11</sup></b>			
<b>OFFICES OF THE HEAD OF MISSION AND THE CHIEF OF STAFF</b>			
<b>Deputy Head of Mission</b>	<ul style="list-style-type: none"> <li>• To support the HoM in leading, managing and directing Mission activities and in ensuring that the Mission's mandate and tasks as set out in the planning documents, including oversight of the development and implementation of the Mission Implementation Plan (MIP) in consultation with the Chief of Staff;</li> <li>• To deputise for the HoM in his/her absence;</li> <li>• To support the HoM in liaising with the host-country authorities, international organisations and diplomatic representatives;</li> <li>• To act as the primary interlocutor at senior management level for the National Contingent Leaders (NCL)/National Points of Contact (NPC) on matters falling within the scope of action of the NCL/NPC;</li> <li>• To act as the primary interlocutor at senior management level for the Local Staff Committee;</li> <li>• To supervise the implementation of mechanisms in the Mission for monitoring, implementing and evaluating EU and additional relevant international instruments for gender equality, mainstreaming and WPS;</li> <li>• To ensure the discipline of Mission staff, including internal investigations in line with the relevant rules and procedures in coherence with the code of conduct and discipline;</li> </ul>		

<sup>11</sup> Main tasks and responsibilities for each position have been taken from generic job descriptions contained in CPCC, *Force Generation Handbook for CSDP Civilian Missions*, 2017.

Position name	What tasks do learners carry out in their organizations that require safety and security knowledge, skills, attitudes/ behaviours?	What specific safety and security related knowledge, skills, abilities and attitudes/behaviors do learners require to carry out these tasks?	Related safety and security tasks as indicated by respondents in the survey (where they were not the primary task)
	<ul style="list-style-type: none"> <li>To identify, manage and report the risks arising from the specific processes/systems/projects implemented under his/her responsibility;</li> <li>To undertake any other related tasks as requested by the HoM.</li> </ul>		
<b>Chief of Staff</b>	<ul style="list-style-type: none"> <li>To manage and oversee day-to-day coordination of the Main Headquarters' organisational units, including Mission Support, in order to ensure that all aspects are globally considered when preparing for HoM's decision-making, and when analysing the internal and external reporting of Mission activities.</li> <li>To support the Head of Mission in operationalising the Mission mandate to ensure delivery on the Mission mandate and tasks as set out in planning documents, the Mission Implementation Plan (MIP), and instructions issued by the HoM;</li> <li>To lead and manage the work of the Chief of Staff Office;</li> <li>To identify, assign and take appropriate and timely action on incoming requests and correspondence within the HoM's Office;</li> <li>To ensure quality control in the planning and implementation of Mission activities according to the OPLAN and HoM's directions as appropriate;</li> <li>To supervise the development and periodic review of the Mission Implementation Plan (MIP), and to keep track of Mission benchmarking;</li> <li>To ensure that Mission Standard Operating Procedures (SOPs) are properly developed, implemented and periodically reviewed;</li> <li>To ensure that liaison and coordination are maintained with the EU Delegation, (and/or "the Office of the EUSR," if applicable) the representatives of EU Member States and Contributing Third States, according to HoM's directions;</li> </ul>	<ul style="list-style-type: none"> <li>Skills in security and threat assessment.</li> <li>General skills of the themes mentioned above.</li> </ul>	

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	<ul style="list-style-type: none"> <li>• To liaise externally with international organisations, agencies and interlocutors as appropriate;</li> <li>• To ensure drafting of reports and other correspondence on behalf of the HoM as appropriate;</li> <li>• To ensure that documents, reports and letters are prepared for the HoM as appropriate;</li> <li>• To request information and briefing materials for HoM, including documents for use with external agencies, organisations and interlocutors;</li> <li>• To attend internal and external meeting with and on behalf of HoM;</li> <li>• To ensure assignments are properly tasked and receive proper follow up;</li> <li>• To communicate to HoM the status of action items, projects, or any other activity to HoM's Office;</li> <li>• To be the central point of entry for communication between the Mission and the Operational Headquarters (EEAS/CPCC);</li> <li>• To identify, manage and report the risks arising from the specific processes/systems/projects implemented under his/her responsibility;</li> <li>• To undertake any other related tasks as requested by the Line Manager(s).</li> </ul>		
<b>Head of Coordination and Cooperation Unit</b>	<ul style="list-style-type: none"> <li>• To lead, direct and manage the work and staff of the Co-Ordination and Co-operation Unit, in</li> <li>• accordance with the OPLAN and relevant planning documents;</li> <li>• To oversee the mapping, assessment and review of bilateral and multilateral assistance in the areas covered by the Mission's mandate;</li> </ul>	<ul style="list-style-type: none"> <li>• Risk awareness, proper preparation (to any trip etc.), contingency plan, "safe heaven" awareness.</li> </ul>	

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	<ul style="list-style-type: none"> <li>• To supervise the Mission's coordination and cooperation activities with local, EU and international counterparts;</li> <li>• To ensure that Mission's operational activities are coordinated with other local, EU and international actors to avoid duplication in the areas covered by the Mission's mandate and advise on the consistency, complementarity and sustainability of Mission's activities with other international initiatives;</li> <li>• To supervise the design and establishment of local coordination mechanisms, and represent the Mission in these mechanisms, together with Operational representatives if applicable;</li> <li>• To supervise the Coordination and Cooperation Unit input to the development and regular updating of the Mission Implementation Plan;</li> <li>• To supervise the Coordination and Cooperation Unit's contribution to the Mission's internal and external reporting against benchmarking, also assessing the consistency and sustainability of Mission's operational activities over time, and to provide recommendations for the improvement of Mission's performance;</li> <li>• To identify, manage and report the risks arising from the specific processes/systems/projects implemented under his/her responsibility;</li> <li>• To undertake any other related tasks as requested by the Line Manager(s)</li> </ul>		
<b>Head of Press and Public Information Office</b>	<ul style="list-style-type: none"> <li>• To act as the Mission's main spokesperson and to communicate the work of the Mission to the public;</li> <li>• To lead, direct and manage the work and staff of the Press and Public Information Office (PPIO);</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to cope with personal stress / ability to communicate effectively in crisis situations</li> </ul>	<ul style="list-style-type: none"> <li>• Acting as the Mission's main spokesperson and communicating the work of the Mission to the Iraqi public and international audiences.</li> </ul>



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	<ul style="list-style-type: none"> <li>• To supervise the Press and Public Information budget and procurement processes as well as all contract/tender/designs for Mission visibility items;</li> <li>• To draft if necessary, keep under review, and implement the Strategic Communications Plan of the Mission;</li> <li>• To organise and conduct press conferences, briefings and other media events;</li> <li>• To cover the media aspects of high-level visits as well as supervise and coordinate arrangements for visiting journalists/media;</li> <li>• To supervise the development and maintenance of an effective Mission website and, if relevant, social media platforms;</li> <li>• To supervise the drafting of press releases, public statements, articles and features, and to seek clearance from the HOM's office if appropriate. To co-ordinate same with other EU actors in theatre if appropriate;</li> <li>• To ensure coordination with the press offices of other EU actors in the host state;</li> <li>• To undertake any other related tasks as requested by the Line Manager(s).</li> </ul>		<ul style="list-style-type: none"> <li>• Organizing and conducting press conferences, briefings and other public information events.</li> <li>• Coordinating high-level visits to Iraq and organizing media visits for international journalists and media.</li> <li>• Developing various communication tools such as social media platforms as well as maintaining an accurate Mission website.</li> <li>• Drafting press releases, public statements and articles for different types of audiences.</li> </ul>
<b>Senior POLAD</b>	<ul style="list-style-type: none"> <li>• To follow the political developments in theatre and the region and to provide analysis and advice on same, particularly in view of their possible impact on the Mission mandate implementation;</li> <li>• To ensure the HoM and senior Mission management as appropriate are regularly updated on relevant political developments;</li> </ul>		

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	<ul style="list-style-type: none"> <li>• To follow the policy matters pertaining to the Mission mandate implementation and to provide analysis and advice on same to the HoM and senior Mission management;</li> <li>• To liaise and develop relationships with relevant political actors, parliamentarians, local authorities, civil society, EU actors, Contributing Third States and international organisations</li> <li>• To prepare/contribute to briefings and notes in a timely manner for the HoM;</li> <li>• To contribute to the political aspects of press and public information activities, including to assist</li> <li>• in clearance of draft press releases, public statements and articles as appropriate;</li> <li>• To review regular Mission reporting and other reports, papers and briefings in relation to the implementation of the Mission mandate;</li> <li>• Without prejudice to the chain of command, to contribute to the regular liaison/coordination with Civilian Planning and Conduct Capability (CPCC);</li> <li>• To conduct briefings for Mission staff and other individuals or groups as appropriate;</li> <li>• To contribute to lessons identified/learned identification;</li> <li>• To undertake any other related tasks as requested by the Line Manager(s).</li> </ul>		
<b>Reporting officer</b>	<ul style="list-style-type: none"> <li>• To monitor and collect information on political events and trends, with a particular focus on the host country, EU and international relevant stakeholders, that may impact on the situation in the Missions' area of responsibility;</li> </ul>		

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	<ul style="list-style-type: none"> <li>• To communicate with key Mission staff members on information management, analysis and reporting procedures in order to ensure submission of high-quality information;</li> <li>• To collate and support the quantitative and qualitative analysis of inputs originating from the Mission's operational elements on their operational activities against benchmarking;</li> <li>• To produce timely and accurate periodic and ad-hoc reports for submission to the chain of command, the Mission's operational headquarters, and EU Member States regarding Mission's mandate implementation;</li> <li>• To contribute to the development and regular updating of the Mission Implementation Plan (MIP);</li> <li>• To prepare and give presentations; produce talking points, speeches and presentations on behalf of others; and take meeting minutes;</li> <li>• To contribute to the collection of the Mission's lessons learned observations;</li> <li>• To undertake any other related tasks as requested by the Line Manager(s).</li> </ul>		
<b>Verification officer (Mission support)</b>	<ul style="list-style-type: none"> <li>• To perform, in coordination with the Finance Unit and other Units/Offices of the Mission, ex-ante checks put in place by the Authorising Officer;</li> <li>• To ensure that each expense is in line with criteria of eligibility as well as with the requirements referred to in the applicable regulations, for example the Financial Regulations, Guide to Missions, European Commission's Communication related to the employment of international and local staff etc.;</li> <li>• To verify, in accordance with the provisions of the ex-post regimen, that the Mission procurement procedures are</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness, understanding of the environment, understanding of local customs</li> <li>• Cooperation/working with Close Protection, Participation at security drills, Communication during incident</li> </ul>	

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	<p>conducted in line with the rules of the Practical Guide to Contract Procedures for EC External Actions;</p> <ul style="list-style-type: none"> <li>• To define and implement, with the aim of informing project managers and task officers from various areas of the Mission, a regular training schedule on the authorising and validation process;</li> <li>• To undertake any other related tasks as requested by the Line Manager(s).</li> </ul>	<ul style="list-style-type: none"> <li>• Stress management, compound security, road safety, host and attack situation</li> </ul>	
<b>Information Security Officer</b>	<ul style="list-style-type: none"> <li>• To develop and to ensure application of relevant Standard Operating Procedures for secure information handling, and all other communications issues – particularly in relation to Security Operating Procedures for Mission classified information systems - in accordance with the provisions of the Council Security Regulations;</li> <li>• To liaise in conjunction with the SMSO, Chief of CIS and with the European External Action Service (EEAS) Security Office for information security issues and especially in case of incidents</li> <li>• To provide input and assessment of existing and future IT infrastructure and application architecture from a security perspective;</li> <li>• To assume responsibilities as the Crypto Custodian for the Mission, including;</li> <li>• Ensuring registration, protection and transfer of accountable security items (crypto devices, smartcard, keys, etc);</li> <li>• Informing immediately the EU Crypto Custodian (within DGA5-SSICS) in case of compromise or suspicion of compromise;</li> <li>• To be the Mission focal point for information security compromise or suspicion of compromise;</li> <li>• To report to the SMSO any IT security related incidents;</li> </ul>	<ul style="list-style-type: none"> <li>• Broad and in-depth knowledge of Council Information Security Regulations,</li> <li>• Data Protection legislation,</li> <li>• Good understanding of the political, cultural and security situation of the mission area</li> <li>• International experience, particularly in crisis areas with multi-national and international organisations;</li> </ul>	

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	<ul style="list-style-type: none"> <li>• To be the Mission focal point for Data Protection issues;</li> <li>• To develop awareness with regard to IT security for the Mission staff;</li> <li>• To verify periodically the security posture of IT systems (for example through log analysis, integrity of seals, suspicious elements);</li> <li>• To advise and monitor the vulnerability detection and remedial efforts and oversee vulnerability testing;</li> <li>• To advise and monitor the institution's policies on anti-SPAM, anti-virus, anti-spyware, and other "malware" protection;</li> <li>• To undertake any other related tasks as requested by the Line Manager(s).</li> </ul>		
<b>Press and Public Information Officer</b>	<ul style="list-style-type: none"> <li>• To assist in the implementation of the Mission Strategic Communications Plan;</li> <li>• To organise contract/tender/designs for Mission visibility items on request of the Head of Press and Public Information;</li> <li>• To organise and conduct press conferences, briefings and other media events;</li> <li>• To coordinate arrangements for visiting journalists;</li> <li>• To populate the Mission's website and, if relevant, social media platforms, with content;</li> <li>• To draft press releases, public statements, articles and features;</li> <li>• To write and design public information material and factsheets;</li> <li>• To act as spokesperson in the absence of the Head of Press and Public Information;</li> <li>• To undertake any other related tasks as requested by the Line Manager(s).</li> </ul>		<ul style="list-style-type: none"> <li>• To coordinate arrangements for visiting journalists;</li> <li>• To organize and implement public information campaigns, Mission and/or EU related events;</li> <li>• To populate the Mission's website and, if relevant, social media platforms, with content;</li> <li>• To substitute the Head of Public Information Department / Senior Spokesperson in his/her absence; To assist in the implementation of the</li> </ul>

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			<p>Mission Strategic Communications Plan;</p> <ul style="list-style-type: none"> <li>• To organize and conduct press conferences, briefings and other media events;</li> <li>• To undertake any other related tasks as requested by the Line Manager.</li> </ul>
<b>OPERATIONS</b>			
<b>Head of Operations</b>	<ul style="list-style-type: none"> <li>• To implement the Mission's operational activities including in Field Office(s) (if applicable) in accordance with the Mission's OPLAN and the HoM's guidance, through Line Managers responsible for the respective Lines of Operation, and to ensure their operational coherence in support of the Mission's mandate;</li> <li>• To lead, direct and manage the work and staff of the Operations Department;</li> <li>• To input to the development and regular updating of the Mission Implementation Plan by supporting the identification of Mission's operational requirements;</li> <li>• To ensure timely internal reporting from the operational perspective against benchmarking;</li> <li>• To contribute to the Mission's external reporting against benchmarking;</li> <li>• To ensure the consistency and sustainability of Mission's operational activities over time;</li> <li>• In coordination with the Mission's Coordination and Cooperation Component (if applicable), to coordinate/cooperate and/or</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of the situation, calm and quiet attitude</li> <li>• SOPs and contingency plans - skills for quick orientation in an emergency situation, and clear plan for follow-up action.</li> <li>• Personal Stress Management - skills for stress management and adaption to a new atmosphere and working environment.</li> </ul>	

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	<p>oversee the coordination/cooperation of the Components/Unit's members as appropriate with local authorities at the relevant level as well as with local EU and international actors within the scope of the Mission's mandate;</p> <ul style="list-style-type: none"> <li>• To work in close cooperation with the other Mission's components;</li> <li>• To ensure that Mission staff members working under the Head of Operations responsibility receive proper induction training;</li> <li>• To ensure that Operational Standard Operating Procedures (SOPs) are properly developed, implemented and periodically reviewed;</li> <li>• To ensure that Mission staff members working under the Head of Operations responsibility identify and report lessons and best practices within their respective fields of responsibility;</li> <li>• To ensure that Mission staff members working under the Head of Operation' responsibility are periodically updated on Mission's mandate implementation progress;</li> <li>• To identify, manage and report the risks arising from the specific processes/systems/projects implemented under his/her responsibility;</li> <li>• To undertake any other related tasks as requested by the Line Manager(s).</li> </ul>		
<b>Head of Unit</b>	<ul style="list-style-type: none"> <li>• To operationalise the Mission mandate and tasks as set out in the planning documents and the</li> <li>• Mission Implementation Plan (MIP);</li> <li>• To lead, direct and manage the work and staff of the Unit to ensure it delivers on Mission mandate within its field of responsibility and tasks as set out in the planning documents, the MIP and instructions issued by Head of Mission;</li> </ul>	<ul style="list-style-type: none"> <li>• Stress management, contingency plans, driving skills, check-point management</li> <li>• Threat awareness in the Mission area of Operation, Security</li> </ul>	

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	<ul style="list-style-type: none"> <li>• To ensure timely reporting on activities within the field of responsibility as per planning documents, in particular progress and/or lack of progress, including the updating of the MIP and benchmarking in the relevant Line of Operation;</li> <li>• To ensure, at operational level, co-ordination with other relevant operational Units within the Mission;</li> <li>• To maintain necessary contacts and build relationships with relevant local counterparts and international actors in the field of responsibility;</li> <li>• To act, as appropriate, as the representative of the Unit in contacts with external interlocutors;</li> <li>• To ensure compliance with instruction/direction from Mission management and to issue clear instructions to the members of the Unit;</li> <li>• To identify best practice and lessons identified/learned within the field of responsibility;</li> <li>• To identify, manage and report the risks arising from the specific processes/systems/projects implemented under his/her responsibility;</li> <li>• To undertake any other related tasks as requested by the Line Manager(s).</li> </ul>	<p>Risk Assessment, Roles and responsibilities for safety and security in the Mission</p> <ul style="list-style-type: none"> <li>• Medical Skills &amp; Health Maintenance on Mission, Road Safety &amp; Driving in Hazardous Environment, Critical incident management, Weapons, Mines, Unexploded Ordnance (UXO) and Improvised Explosive Device (IED) awareness</li> </ul>	
<b>Project Manager</b>	<ul style="list-style-type: none"> <li>• To lead, direct and manage the work and staff of the Project Cell's tasks in accordance with the OPLAN and relevant planning documents;</li> <li>• To ensure that project proposals are properly coordinated within the Mission as well as with external stakeholders;</li> <li>• To assist the Mission's operational component and unit heads in project planning and development and co-ordinate the</li> </ul>	<ul style="list-style-type: none"> <li>• Road safety</li> <li>• Basic first aid, personal safety, stress management</li> <li>• Identifying the sources of risk by category is a method for exploring potential risk.</li> </ul>	



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	<p>implementation of the Mission's projects with other stakeholders;</p> <ul style="list-style-type: none"> <li>• To assess project proposals and make recommendations on the feasibility and sustainability of projects in co-operation with operational component and unit heads and Mission's Finance Office;</li> <li>• In close coordination with the Mission's Coordination and Cooperation Capability, to establish and maintain contacts with International Organisations and NGOs to identify potential project partners and funding;</li> <li>• To develop the Mission's Projects Database and to maintain a record of the Mission's project history and ongoing activities in order to ensure transparency and compliance with EU regulations;</li> <li>• Upon project completion, to ensure that post-project reporting and evaluation have been completed;</li> <li>• To maintain and develop project management procedures;</li> <li>• To develop best practices on project management, make training recommendations and record lessons identified/learned;</li> <li>• To identify, manage and report the risks arising from the specific processes/systems/projects implemented under his/her responsibility;</li> <li>• To undertake any other related tasks as requested by the Line Manager(s).</li> </ul>	<ul style="list-style-type: none"> <li>• Determine the adequacy of existing measures and identify people, information and assets that are critical to the ongoing operation.</li> </ul>	
<b>Justice Advisor</b>	<ul style="list-style-type: none"> <li>• To act as the Mission focal point for Rule of Law/Justice matters;</li> <li>• In close coordination with the Mission's operational components, to advise on the promotion of RoL/Justice aspects among host state authorities and ensure that these aspects are</li> </ul>	<ul style="list-style-type: none"> <li>• Handling Hostage situations</li> <li>• Awareness of the surroundings and environment- be ready</li> </ul>	

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	<p>incorporated in a coordinated and consistent manner in the Mission's Implementation Plan;</p> <ul style="list-style-type: none"> <li>• To monitor and analyse the RoL/Justice situation in the host state;</li> <li>• To liaise with and advise the host state justice authorities and relevant security sector reform actors;</li> <li>• To develop and organise integrated courses to improve the coordination and cooperation between the judiciary, the police/internal security forces and the penitentiary system;</li> <li>• To act as a trainer on RoL/justice related matters for the police/internal security forces of the host state if applicable;</li> <li>• To liaise with other international actors;</li> <li>• To ensure timely reporting and information flow on RoL/justice issues;</li> <li>• To contribute to identify and report on lessons and best practices within the field of RoL/justice;</li> <li>• To undertake any other related task as requested by the Line Manager(s).</li> </ul>	<p>to act accordingly to the security instructions given- familiarize with the PPE and the radio to communicate and be ready to use the equipment accordingly</p> <ul style="list-style-type: none"> <li>• Stress management due to conditions of work/accommodation</li> <li>• Communication skills, risk assessment, driving in hostile environment, mine awareness.</li> </ul>	
<b>Legal Advisor</b>	<ul style="list-style-type: none"> <li>• To assess local legislative/normative/regulatory frameworks, including in respect of legal policy, legislative drafting needs, legislative and legal policy capacity building and legislative priorities and identify areas requiring improvement/reform in line with the Mission OPLAN;</li> <li>• To advise the Head of Component/Unit regarding identified host state needs and recommended support by the Mission;</li> <li>• To provide input to the development and regular updating of the Mission Implementation Plan by supporting the identification of Mission's operational requirements;</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding risk and mitigating risks in planning</li> <li>• Communication skills, surveillance and written communication</li> </ul>	

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	<ul style="list-style-type: none"> <li>• To support host state authorities as directed by the Head of Component;</li> <li>• In coordination with the Mission's Coordination and Cooperation capability, to closely coordinate with other EU/international actors involved in this field;</li> <li>• To support the Component's contribution to the Mission's internal and external reporting against benchmarking, also assessing the consistency and sustainability of Mission's training activities across time, and to provide recommendations for the improvement of Mission's performance;</li> <li>• To contribute to Mission induction training of Mission personnel as required;</li> <li>• To identify and report on lessons and best practices within the field of responsibility;</li> <li>• To undertake any other related task as requested by the Line Manager(s).</li> </ul>		
<b>Senior expert/advisor</b>	<ul style="list-style-type: none"> <li>• To operationalise the Mission mandate and tasks as set out in the planning documents and the</li> <li>• Mission Implementation Plan (MIP) by advising and mentoring local counterpart(s) on the strategic and operational level as appropriate;</li> <li>• To support the Mission's efforts in addressing areas of structural weaknesses in the performance and accountability of counterparts/institutions and to propose solutions for strengthening same;</li> <li>• To provide analysis and recommendations to the local counterpart in the area of responsibility;</li> <li>• To be embedded within the local institution, security permitting;</li> </ul>	<ul style="list-style-type: none"> <li>• Threat awareness and all the Security related issues</li> <li>• Roles and responsibilities for safety and security in the Mission</li> <li>• Threat awareness in the Mission area of Operation - Security Risk Assessment</li> </ul>	

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	<ul style="list-style-type: none"> <li>• To ensure timely reporting on activities within the field of responsibility as per planning documents, in particular progress and/or lack of progress;</li> <li>• To maintain necessary contacts and build relationships with relevant local counterparts;</li> <li>• To ensure compliance with instruction/direction from Mission management;</li> <li>• To liaise closely with other Senior Advisers and Advisers as appropriate;</li> <li>• To identify best practice and lessons learned within the field of responsibility;</li> <li>• To design and deliver training, as appropriate;</li> <li>• To undertake any other related task as requested by the Line Manager(s).</li> </ul>	<ul style="list-style-type: none"> <li>• Stress control, decision capacity, evaluation of potential risk situations</li> </ul>	
<b>Advisor/expert</b>	<ul style="list-style-type: none"> <li>• To operationalise the Mission mandate and tasks as set out in the planning documents and the Mission Implementation Plan (MIP) by advising and mentoring local counterpart(s) in a structured manner;</li> <li>• To support the Mission's efforts in addressing areas of structural weaknesses in the performance and accountability of respective counterparts/institutions and to propose solutions for strengthening same;</li> <li>• To provide analysis and recommendations to the local counterpart in the area of responsibility</li> <li>• To be embedded within the local institution, security permitting;</li> <li>• To ensure timely reporting on activities within the field of responsibility as per planning documents, in particular progress and/or lack of progress;</li> </ul>	<ul style="list-style-type: none"> <li>• HEAT - CaC and medical training (first responder)</li> <li>• Passing e-learning courses BASE, SAFE, HEST.</li> <li>• Hard skin vehicles off road driving skills,</li> </ul>	

Position name	What tasks do learners carry out in their organizations that require safety and security knowledge, skills, attitudes/ behaviours?	What specific safety and security related knowledge, skills, abilities and attitudes/behaviors do learners require to carry out these tasks?	Related safety and security tasks as indicated by respondents in the survey (where they were not the primary task)
	<ul style="list-style-type: none"> <li>• To collect and collate statistics about the workload/performance of local counterparts;</li> <li>• To maintain necessary contacts and build relationships with relevant local counterparts;</li> <li>• To ensure compliance with instruction/direction from Mission management;</li> <li>• To liaise closely with other Senior Advisers and Advisers as appropriate;</li> <li>• To identify best practice and lessons learned within the field of responsibility;</li> <li>• To design and deliver training, as appropriate;</li> <li>• To undertake any other related task as requested by the Line Manager(s).</li> </ul>		
<b>Human Rights Advisor</b>	<ul style="list-style-type: none"> <li>• To act as the Mission focal point for human rights matters;</li> <li>• To advise on human rights mainstreaming throughout the Mission's activities;</li> <li>• In close coordination with the Mission's operational components, to advise on the promotion of human rights among host state authorities and ensure that these aspects are incorporated in a coordinated and consistent manner in the Mission's Implementation Plan;</li> <li>• To monitor and analyse the Human rights situation in the host state;</li> <li>• To liaise with local and international entities involved in the promotion and monitoring of human rights in the host state;</li> <li>• To advise on the development and management of strategic communications with regards to human rights;</li> <li>• To contribute to the development and periodic review of relevant Mission Standard Operating Procedures (SOPs);</li> </ul>	<ul style="list-style-type: none"> <li>• Negotiation, mediation, team building</li> <li>• Handling Hostage situations</li> <li>• Navigation and orientation when in Ramallah, it was important to quickly know where the check points were located.</li> <li>• Threat awareness and how to behave towards Israeli check points</li> <li>• Use of Handheld radio.</li> </ul>	

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	<ul style="list-style-type: none"> <li>• To contribute to Mission's reporting and information flow on human rights related aspects;</li> <li>• To contribute to the induction training of Mission's staff members as required;</li> <li>• To contribute to identify and report on lessons learned and best practices within the field of human rights;</li> <li>• To undertake any other related task as requested by the Line Manager(s).</li> </ul>	<ul style="list-style-type: none"> <li>• Communication skills, surveillance and written communication</li> </ul>	
<b>Project Management Officer</b>	<ul style="list-style-type: none"> <li>• To assist in project planning and development and co-ordinate the implementation of the Mission's projects;</li> <li>• To assess project proposals and make recommendations on the feasibility and sustainability of projects;</li> <li>• To advise project leaders (within the Mission's operational components) in preparing project documents, such as project proposals, project budgets, notes of understanding, project agreements, etc.;</li> <li>• To ensure that project proposals are in line with the Mission's programmes and are properly coordinated within the Mission and with external stakeholders;</li> <li>• To act as the interface between project leaders and various elements of Mission Support;</li> <li>• To maintain a record of the Mission's project history and ongoing activities;</li> <li>• To conduct, upon project completion, post-project reporting and evaluation;</li> <li>• To develop best practices on project management, make training recommendations and record lessons identified/learnt;</li> <li>• To receive, review, analyse, assign, process and track certified requisitions submitted for procurement action;</li> </ul>	<ul style="list-style-type: none"> <li>• Everything included in the HEAT training</li> <li>• Basic first aid, personal safety, stress management</li> <li>• Road safety</li> <li>• HEAT training</li> </ul>	

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	<ul style="list-style-type: none"> <li>To liaise with the Mission's international partners in close coordination with the Mission's Coordination and Cooperation capability;</li> <li>To undertake any other related tasks as required by the Line Manager(s).</li> </ul>		
<b>Coordination and Cooperation officer</b>	<ul style="list-style-type: none"> <li>To map, assess and review current bilateral and multilateral assistance in the areas covered by the Mission's mandate;</li> <li>To closely coordinate with the Mission's operational components/units to ensure that Mission's operational activities are coordinated with other local, EU and international actors to avoid duplication and advise on the consistency, complementarity and sustainability of Mission's activities with other international initiatives;</li> <li>To facilitate liaison and coordination between Mission operational components/units and relevant stakeholders;</li> <li>To provide advice in the design and establishment of local coordination mechanisms, and represent the Mission in these mechanisms, together with Operational Components representatives;</li> <li>To contribute to the development and regular updating of the Mission Implementation Plan;</li> <li>To contribute to Mission's internal and external reporting against benchmarking;</li> <li>To undertake any other related tasks as requested by the Line Manager(s).</li> </ul>	<ul style="list-style-type: none"> <li>Risk awareness, proper preparation (to any trip etc.), contingency plan, "safe heaven" awareness</li> </ul>	
<b>Monitor</b>	<ul style="list-style-type: none"> <li>To conduct monitoring activities in full compliance with the Mission's mandate;</li> </ul>	<ul style="list-style-type: none"> <li>Basic first aid, personal safety, stress management</li> </ul>	

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	<ul style="list-style-type: none"> <li>• To monitor, analyse and report on requested issues pertaining to the situation in the FO Area of Responsibility (AoR), in line with the various components of the Mission's mandate;</li> <li>• To contribute to the production of accurate and objective reports and to make recommendations for improvement, as necessary;</li> <li>• To assist, advise and update the Line Management on critical or emergency incidents/events in areas covered by the Mission's mandate that require immediate action/reaction by Line Management;</li> <li>• To undertake any other related tasks, as requested by the Line Manager(s).</li> </ul>	<ul style="list-style-type: none"> <li>• Threat awareness in the Mission area of Operation, Security Risk Assessment, Roles and responsibilities for safety and security in the Mission</li> <li>• Medical Skills &amp; Health Maintenance on Mission</li> <li>• Road Safety &amp; Driving in Hazardous Environment, Critical incident management</li> <li>• Weapons, Mines, Unexploded Ordnance (UXO) and Improvised Explosive Device (IED) awareness</li> <li>• Analytical and communication skills, ability to work under pressure, solving problems.</li> </ul>	
<b>Head/Deputy of Field Office</b>	<ul style="list-style-type: none"> <li>• To lead, direct and manage the work and staff of the Field Office in accordance with the Mission's OPLAN, and relevant planning documents;</li> <li>• To oversee the FO's contribution to the Mission's internal and external reporting;</li> </ul>	<ul style="list-style-type: none"> <li>• Threat awareness in the Mission AoR;</li> <li>• Weapons, Mines, Unexploded Ordnance (UXO) and Improvised</li> </ul>	



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	<ul style="list-style-type: none"> <li>• To coordinate the Mission Support related aspects of the FO, under the guidance of the Mission's Head of Mission Support Department;</li> <li>• To assess the consistency and sustainability of Mission's operational activities across time, and to provide recommendations for the improvement of Mission's performance;</li> <li>• To co-operate with relevant local (municipal and regional) authorities and international organisations (if applicable), including with a view to monitoring problematic areas in the FO AoR;</li> <li>• To ensure, in coordination with the SMSO/MSO/FSO, that field office staff perform their work in a secure and safe environment, in the FO AoR;</li> <li>• To ensure that Standard Operating Procedures (SOPs) are properly implemented within the Field Office;</li> <li>• To supervise the FO's input to the development and regular updating of the Mission Implementation Plan by supporting the identification of Mission's operational requirements in the FO AoR;</li> <li>• To ensure close coordination with the other Mission's operational and support components;</li> <li>• To supervise the FO's contribution to the Mission's internal and external reporting against benchmarking, and to provide recommendations for the improvement of Mission's performance;</li> <li>• To ensure that Mission Staff Members of the FO contribute to identify and report lessons learned and best practices within their respective area of responsibility;</li> </ul>	<p>Explosive Device (IED) awareness;</p> <ul style="list-style-type: none"> <li>• Communications, Security Risk Assessment;</li> <li>• SOPs and contingency plans.</li> </ul>	

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	<ul style="list-style-type: none"> <li>To ensure that the Field Office Mission Members are periodically updated on Mission's mandate implementation progress;</li> <li>To undertake any other related tasks, as requested by the Line Manager(s).</li> </ul>		
<b>Operational officer</b>	<ul style="list-style-type: none"> <li>To analyse and assess the development and progress of the Unit's performance against the</li> <li>Mission's mandate, tasks and priorities set in the Mission's planning documents and the Mission</li> <li>Implementation Plan;</li> <li>To conduct quantitative and qualitative analysis of inputs originating from the Unit's operational activities and state of play on mandate implementation;</li> <li>To produce timely and accurate periodic and ad-hoc reports for submission to the chain of command, the Mission's operational headquarters, and EU Member States on the status of the Mission's mandate implementation;</li> <li>To liaise regularly with other Mission operational elements;</li> <li>To contribute, in support of the Mission's Project Cell, to identify and develop new projects according to the objectives of the Mission's mandate;</li> <li>To support and contribute to the development and regular updating of the Mission Implementation Plan (MIP);</li> <li>To support and contribute to the collection of the Mission's lessons learned, originating from and having an effect on CSDP activities, from operational and tactical levels of planning and conduct;</li> <li>To undertake any other related tasks as requested by the Line Manager(s).</li> </ul>	<ul style="list-style-type: none"> <li>Ability to assess the situation, identification of risks</li> </ul>	<ul style="list-style-type: none"> <li>Assisting the Head and the Deputy Head of Operations Pillar in running the office and ensuring an efficient exchange of information between the units subordinated to the Head of Operations.</li> <li>Preparing timely reports and reports resulting from mission planning documents.</li> </ul>

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<b>Training officer/advisor</b>	<ul style="list-style-type: none"> <li>• To support host state authorities in developing training strategies/policies/plans/curricula/ training institutions as directed by the Head of Training;</li> <li>• To identify required reforms and appropriate support to be provided by the Mission, including through advice/mentoring and/or direct training;</li> <li>• To provide input to the development and regular updating of the Mission Implementation Plan in the field of training;</li> <li>• To conduct Mission direct training activities according to the Mission Implementation Plan (MIP) and the relevant agreed internal and external training curricula;</li> <li>• To contribute to the Unit's contribution to the Mission's internal and external reporting against benchmarking, also assessing the consistency and sustainability of Mission's training activities over time, and to provide recommendations for the improvement of Mission's performance;</li> <li>• To identify and report on lessons identified/learned and best practices within the respective field of responsibility;</li> <li>• To prepare, chair and/or take part in briefings related to trainings with other Mission's units/components;</li> <li>• To undertake any other related tasks as requested by the Line Manager(s).</li> </ul>	<ul style="list-style-type: none"> <li>• Individual/personal safety and security measures</li> <li>• Ways to identify, assess, manage risks, as well as risks mitigation</li> <li>• Road safety and driving in hazardous environments</li> <li>• Hostage situations and Coping after capture- Threat awareness in the Mission area of Operation</li> <li>• Radio communication skills, ability to drive a 4 x 4 car</li> <li>• Ability to communicate by radio, by phone, person to person, under stress, in conflicts</li> <li>• Firearms, tactical, driving, CP training and experience</li> <li>• PPE, convoy driving, ambush training, critical incident management, first aid skills,</li> </ul>	

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		<p>communications, SOPs on CPs</p> <ul style="list-style-type: none"> <li>• Personal fitness and regular police skills were re-evaluated</li> </ul>	
MISSION SUPPORT			
<b>Head of Mission Support Department</b>	<ul style="list-style-type: none"> <li>• To assist and advise the HoM on all administrative and general support issues;</li> <li>• To lead, direct and manage the Mission Support Department (usually comprising Human Resources, Procurement and Contracting, Finance, General Services, Communication Information Systems, Information Technology and Software Development);</li> <li>• To ensure that all Mission Support subordinate units and the operational units work in a coordinated and cohesive manner to support the mission mandate and implementation plan and tasks ad directed by HoM;</li> <li>• To be responsible for the implementation of the budget in accordance with the Financial Regulations applicable to the General Budget of the European Union and its implementing Rules and the internal guidelines created for the Mission;</li> <li>• To be responsible for the effective financial control of designated funds allocated to the Mission and all necessary internal and external administrative functions related to the efficient expenditure, including efficient data management and the provision of supporting documentation concerning expenditure;</li> <li>• To supervise the efficient monitoring and review of legal contracts relating to international civilian and local</li> </ul>	<ul style="list-style-type: none"> <li>• Mostly to manage the stress during the decision making.</li> </ul>	

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	<p>personnel, and enable timely recruitment to cover absence and job vacancies, utilizing established advertising procedures;</p> <ul style="list-style-type: none"> <li>• To monitor and direct day-to-day personnel, financial and administrative operations of the Mission, as well as prepare all related reports, including figures, statistics, inventories and analysis of current and future requirements;</li> <li>• To coordinate on strategic and operative Mission Support matters with internal, external and relevant EU functions;</li> <li>• To coordinate the set-up of the Mission Support Management Information System;</li> <li>• To follow internal and external developments relating to the Mission goals and fully brief the Head of Mission on the administrative implications;</li> <li>• To be responsible for the efficient monitoring and review of legal contracts relating with the acquisitions and maintenance/service contracts, including insurance issues;</li> <li>• To identify, manage and report the risks arising from the specific processes/systems/projects implemented under his/her responsibility;</li> <li>• To undertake any other related tasks as requested by the Line Manager(s).</li> </ul>		
<b>Head of procurement</b>	<ul style="list-style-type: none"> <li>• To lead, direct and manage the work and staff of the Procurement Unit;</li> <li>• To lead, develop, manage and co-ordinate the CSDP Mission contracting and procurement processes in accordance with established professional and transparent procurement policies and procedures of EC legislation and regulations;</li> </ul>	<ul style="list-style-type: none"> <li>• Not more than the security clearance + e-HEAT courses</li> <li>• Integrity, safe management of information, confidentiality.</li> </ul>	

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	<ul style="list-style-type: none"> <li>To assist and advise the chain of command on all contracting and procurement issues;</li> <li>To provide assistance to the Mission members related with all contracting and procurement matters;</li> <li>To develop professional relationships and work partnership with the EU Commission in the field of contracting and procurement for the Mission;</li> <li>To identify, manage and report the risks arising from the specific processes/systems/projects implemented under his/her responsibility;</li> <li>To undertake any other related tasks as requested by the Line Manager(s).</li> </ul>	<ul style="list-style-type: none"> <li>Dealing with sensitive information in Procurement &amp; contract management.</li> <li>Cultural awareness especially when dealing with external tenderers/contractors for instance at site visits or information meetings.</li> <li>In general, was not requested to possess specific security skills</li> </ul>	
<b>Head of Human Resources</b>	<ul style="list-style-type: none"> <li>To lead, direct and manage the Human Resources Unit;</li> <li>To be responsible for the implementation of all relevant Council/Commission legislation and instructions, as well as for the setting up and implementation of relevant Mission internal strategies, policies and procedures;</li> <li>To ensure an effective and transparent Human Resources planning and recruitment process;</li> <li>To ensure a fair, effective and transparent performance appraisal process;</li> <li>To ensure an effective and efficient Human Resources administration process;</li> <li>To support the Mission management in implementing the Mission's mandate in accordance with the Mission key documents and ensuring effective training activities for staff members and other relevant support during their tenure;</li> </ul>	<ul style="list-style-type: none"> <li>Ability to plan, to manage stress and to cope with different/complex situations.</li> <li>As human resources officer not be requested to possess special security skills</li> </ul>	<ul style="list-style-type: none"> <li>To provide expertise to strengthen the capabilities in the Human Resources field;</li> <li>To support the adoption of a service-minded and citizen-oriented approach through the development and implementation of SOPs and manuals;</li> <li>To identify and advise the relevant partners on the capacity and training opportunities in the Human Resources field;</li> <li>To develop curricula within Human Resources</li> </ul>

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	<ul style="list-style-type: none"> <li>• To ensure that line managers of the Mission get the necessary advice and support in Human Resources matters;</li> <li>• To coordinate as appropriate with the EEAS (CPCC) and the EU Commission (FPI) as well as with the Brussels Support Element on all issues pertaining to his/her portfolio;</li> <li>• To ensure timely reporting to the Mission management and the EEAS (CPCC) on Human Resources related issues;</li> <li>• To act as a key interlocutor with staff and their representatives, such as the Staff Committees and National Contingent Leaders/National Points of Contact, on matters affecting staff members, and to facilitate bringing closer the concerns of staff to the Senior Management;</li> <li>• To identify, manage and report the risks arising from the specific processes/systems/projects implemented under his/her responsibility;</li> <li>• To undertake any other related tasks as requested by the Line Manager(s).</li> </ul>		Development and deliver training.
<b>Head of Logistics</b>	<ul style="list-style-type: none"> <li>• To lead, direct and manage the Logistics Unit;</li> <li>• To lead logistics, support facility management, transportation and services management in a cost efficient approach while ensuring delivery of necessary services to contribute to the objectives of the Mission;</li> <li>• To advise the Mission on the logistical requirements related to operational decisions within budgetary and time constraints;</li> <li>• To advise the Senior Mission Security Officer of logistical requirements in relation to Contingency Plans;</li> </ul>	<ul style="list-style-type: none"> <li>• Talk in VHF radio, basic knowledge of First Aid. Attend SSAFE and do e-HEST</li> </ul>	

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	<ul style="list-style-type: none"> <li>• To develop Standard Operating Procedures (SOPs) related to Logistics support facility management, transportation and services management;</li> <li>• To maintain asset registers of all Mission assets ensuring contribution/compliance by all Mission sub units such as CIS, Security etc;</li> <li>• To ensure acceptance/rejection status on goods, inspection reports or discrepancy reports on equipment entering the Mission;</li> <li>• To liaise with the procurement department as necessary in the preparation of tenders with particular reference to the preparation of technical specifications;</li> <li>• To organise the appropriate storage and rotation of any stock held and also the disposal of same if and when considered appropriate in line with the rules for such disposal;</li> <li>• To identify, manage and report the risks arising from the specific processes/systems/projects implemented under his/her responsibility;</li> <li>• To undertake any other related tasks requested by the Line Manager(s).</li> </ul>		
<b>Head of Communication &amp; Information Systems</b>	<ul style="list-style-type: none"> <li>• To lead, direct and manage the work and staff of the CIS Unit;</li> <li>• To advise the Head of Mission Support on the development and implementation of CIS strategy, and on CIS operational matters affecting the Mission;</li> <li>• To set the overall direction for technology for the Mission through strategic planning and developing multi-year work plans for the CIS Department in alignment with organizational technology needs;</li> </ul>	<ul style="list-style-type: none"> <li>• Threat awareness in the Mission area</li> <li>• Driving skills in the convoy of mission cars together with the cars seized during the operation</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperating closely with Networks and Servers administrators for enhanced understanding of Mission ICT environment.</li> <li>• Taking an active role together with CIS team in</li> </ul>



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	<ul style="list-style-type: none"> <li>• To establish and monitor the CIS departmental budget to maintain operational capabilities and ensure a continuing evolution of technology implementation;</li> <li>• To establish and maintain strategic service provider partnerships to provide best-in-class services to the Mission, and optimize costs of services through a mix of internal and external resources;</li> <li>• To coordinate all information technology activities and services, including Service Management Services, Information Systems Services, Systems Administration Services, Network Services, Regional Support Services, and Communications in the Mission;</li> <li>• To ensure the implementation and monitoring of information systems security measures to safeguard the Mission's critical data and systems from cyber threats;</li> <li>• To manage contracts and vendor relations with regard to outsourced and procured goods and services, including hardware and software, network connectivity services, satellite communication services, internet services, telephony services, and expert consultancies and external support services;</li> <li>• To identify, manage and report the risks arising from the specific processes/systems/projects implemented under his/her responsibility;</li> <li>• To undertake any other related tasks as requested by the Line Manager(s).</li> </ul>	<ul style="list-style-type: none"> <li>• Security Risk assessment, Personal Stress management</li> </ul>	<p>searching for suitable measures for solving any persistent issues following the recent on site Microsoft Security Assessment.</p> <ul style="list-style-type: none"> <li>• Cooperation with Networks a Servers administrators in ensuring IT infrastructure integrity.</li> <li>• Building a basic IT forensic capability.</li> <li>• Reviewing the relationship with CERT-EU and analyzing the possibility for usage of extended services including management and integration of IOCs as well as other dedicated services.</li> <li>• Analyzing the possibility for integration of other dedicated cybersecurity tools such as SIEM, IPS, audit tools.</li> <li>• Drafting an initial Computer Security Incident Response Plan</li> </ul>

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			<p>for implementation of methods to handle different situations, should they arise.</p> <ul style="list-style-type: none"> <li>• Promoting a plan for IT security awareness amongst mission employees.</li> <li>• Drafting a report with further proposals for improvement of cybersecurity status.</li> </ul>
<b>Procurement Officer</b>	<ul style="list-style-type: none"> <li>• To conduct procurement processes for the Mission in line with legally established, professional and transparent procurement policies and procedures of EC legislation and regulations.</li> <li>• To assist and advise the Chief of Procurement on all legal issues related to the procurement cycle (from the strategic planning to contract).</li> <li>• To provide assistance to the Mission departments related with all contracting and procurement matters and procedures.</li> <li>• To develop professional relationships and work partnership with European Commission and EEAS (CPCC and the Security Department) in the field of procurement for the Mission.</li> <li>• To undertake any other related tasks as requested by the Line Manager(s).</li> </ul>	<ul style="list-style-type: none"> <li>• Not more than the security clearance + e-HEAT courses</li> </ul>	
<b>Records Management Assistant</b>	<ul style="list-style-type: none"> <li>• To manage the Mission's records and archives appropriate and effectively;</li> </ul>	<ul style="list-style-type: none"> <li>• Heat training</li> </ul>	

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	<ul style="list-style-type: none"> <li>• To assist the Mission with preparation and management of various metrics/reports – perform document collection, archiving and filing of various records;</li> <li>• To maintain office services by organising office operations and procedures, controlling correspondence, designing filing systems, reviewing and approving supply requisitions;</li> <li>• To register and distribute all official incoming and outgoing communications in the correspondence registration database;</li> <li>• To assist in the identification, development and implementation of appropriate policies, procedures and guidelines and keep these up to date;</li> <li>• To ensure secure destruction for "restricted" records authorised for destruction;</li> <li>• To facilitate in the development of single centralised filing system and maintaining it to meet organisational requirements;</li> <li>• To identify, develop and maintain effective relationships and networks with information, knowledge, records and archives management;</li> <li>• To store arrange and index classified records;</li> <li>• To research new technologies, automation and new soft- and hardware for archives and records unit;</li> <li>• To ensure the security, integrity and optimal performance of the document management system;</li> <li>• To administer relevant reports and required information to internal and external functions;</li> <li>• To undertake any other related task as requested by the Line Manager(s).</li> </ul>		

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<b>CSI Officer</b>	<ul style="list-style-type: none"> <li>• To provide service and technical reporting to the HoCIS;</li> <li>• To perform problem management and incident management analysis, and develop general solutions to enhance the quality and reliability of CIS services;</li> <li>• To liaise with relevant CIS units on the implementation of approved CIS change management requests through standardized release management procedures;</li> <li>• To design the deployment, development, testing, and maintenance processes of CIS standard hardware, software, systems, and peripherals;</li> <li>• To design and deploy departmental training activities including user training programs in support of new technologies and procedures;</li> <li>• To assist in the design and implementation, management and maintenance of CIS telecommunication systems in all office locations;</li> <li>• To provide technical support for IT-network and information systems, including microwave and Wi-Fi links, Local Area Network, and Windows-based client applications and server systems;</li> <li>• To provide support for mission telephony systems including IP telephony, videoconferencing, and GSM equipment;</li> <li>• To deploy, install, maintain, and support of all data centre equipment, servers, software, and services in the Mission;</li> <li>• To plan, implement, and maintain data recovery tools, business continuity measures, and disaster recovery measures, ensuring a high availability of mission-critical data centre services throughout the Mission;</li> </ul>	<ul style="list-style-type: none"> <li>• Threat awareness, Security Risk, Personal Stress</li> <li>• Threat awareness in the Mission area</li> </ul>	

Position name	What tasks do learners carry out in their organizations that require safety and security knowledge, skills, attitudes/ behaviours?	What specific safety and security related knowledge, skills, abilities and attitudes/behaviors do learners require to carry out these tasks?	Related safety and security tasks as indicated by respondents in the survey (where they were not the primary task)
	<ul style="list-style-type: none"> <li>To undertake any other related tasks as requested by the Line Manager(s).</li> </ul>		
<b>Logistics officer</b>	<ul style="list-style-type: none"> <li>To provide service and technical reporting to the (HoL).</li> <li>To apply general logistics policies, draft technical reports and implement operating instructions, guidelines and procedures regarding provision of assets and supplies;</li> <li>To provide logistical support to all personnel in regards to required assets to fulfil their tasks, such as computers, vehicles, furniture, telecommunications, stationary, etc.;</li> <li>To coordinate and manage the distribution and reallocation of all logistical resources provided for the Region, ensuring systems in place for replacement and repair;</li> <li>To coordinate the provision of material and office space;</li> <li>To perform tasks related to building management, such as coordinate projects related to premises, construction, furniture, etc.;</li> <li>To build and keep updated the inventory of assets;</li> <li>To be responsible for the production of reports concerning logistical issues, proposing/recommending changes and improvements, ensuring accuracy;</li> <li>To identify needs of goods and/or services specifically required for its area of responsibility and to technically define the appropriate requirements of the means required to cover these needs and to participate, as appropriate, in the correspondent processes to procure these goods and services;</li> <li>To assist in managing and maintaining a comprehensive database of expendable and nonexpendable items;</li> <li>To receive, review, analyse, assign, process and track certified requisitions submitted for procurement action;</li> </ul>	<ul style="list-style-type: none"> <li>HEAT training and e-HEST.</li> <li>Talk in VHF radio, basic knowledge of First Aid. Attend SSAFE and do e-HEST</li> <li>Roles and responsibilities for safety and security in the mission, road safety and hazardous environment</li> </ul>	

Position name	What tasks do learners carry out in their organizations that require safety and security knowledge, skills, attitudes/ behaviours?	What specific safety and security related knowledge, skills, abilities and attitudes/behaviors do learners require to carry out these tasks?	Related safety and security tasks as indicated by respondents in the survey (where they were not the primary task)
	<ul style="list-style-type: none"> <li>To draft specifications for issuing tenders related to his/her area of responsibility;</li> <li>To undertake any other related task as requested by the Line Manager(s).</li> </ul>		
<b>Transport Officer</b>	<ul style="list-style-type: none"> <li>To ensure effective management of the transport system within the area of responsibility, including liaising with the car rental agencies, monitoring the fleet (fuel accountability, damages to the vehicles, road accidents and insurance cover) through the electronically Fleet management System;</li> <li>To identify and monitor the requirement for spare parts, workshop equipment and tools in order to facilitate efficient maintenance as well as performing quality assurance;</li> <li>To propose withdrawal of vehicles from service, if they are not considered to be roadworthy;</li> <li>To conduct accident damage assessments, processes vehicle accident reports, participates in Boards of Inquiry and raises Damage Discrepancy Reports as required;</li> <li>To prepare reports and makes recommendations as necessary on various transport matters within her/his area of competence;</li> <li>To develop and conducts Mission driving orientation briefings to ensure that all Mission members are adequately familiarised with road and traffic conditions as well as traffic rules and regulations pertaining to the Mission area;</li> <li>To implement and co-ordinates an intra-theatre air and land movement plan for the Mission;</li> <li>To maintain a data base for cost-control/analysis, scheduling of services/repairs and ensures tracking of reimbursements of repairs after accidents;</li> </ul>	<ul style="list-style-type: none"> <li>HEAT training and e-HEST.</li> </ul>	

Position name	What tasks do learners carry out in their organizations that require safety and security knowledge, skills, attitudes/ behaviours?	What specific safety and security related knowledge, skills, abilities and attitudes/behaviors do learners require to carry out these tasks?	Related safety and security tasks as indicated by respondents in the survey (where they were not the primary task)
	<ul style="list-style-type: none"> <li>• To liaise with forwarder agencies as required with respect to provision of movement resources;</li> <li>• To provide support on transport related matters to Mission members during the trips to the fields;</li> <li>• To ensure the necessary storage, distribution and allocation of motor vehicles and associated equipment to Mission members;</li> <li>• To provide advice, support and train Mission staff on transport related matters and guidelines.</li> <li>• To assist the Head of Logistics and the Head Procurement Unit in sourcing air transport and logistic shipping movement resources as required;</li> <li>• To undertake any other related task as requested by the Line Manager(s).</li> </ul>		
<b>Building Management Officer</b>	<ul style="list-style-type: none"> <li>• To assist the HoL in the overall management of engineering, building management and maintenance within the Mission;</li> <li>• To contribute in the preparation of long and medium-term engineering/construction plans;</li> <li>• To prepare engineering and construction budget estimates and monitor expenditures;</li> <li>• To oversee projects implemented by contractors including project development design, preparation of plans, specifications, tender documents and supervision of works, services and supply;</li> <li>• To specify system components or direct modification of products to ensure conformance with engineering design and performance specifications;</li> <li>• To research, design, evaluate, install, operate, and maintain mechanical products, equipment, systems and processes to meet requirements, applying knowledge of engineering principles;</li> </ul>	<ul style="list-style-type: none"> <li>• Threat awareness in the Mission area of Operation and Medical skills.</li> </ul>	

Position name	What tasks do learners carry out in their organizations that require safety and security knowledge, skills, attitudes/ behaviours?	What specific safety and security related knowledge, skills, abilities and attitudes/behaviors do learners require to carry out these tasks?	Related safety and security tasks as indicated by respondents in the survey (where they were not the primary task)
	<ul style="list-style-type: none"> <li>• To investigate equipment failures and difficulties to diagnose faulty operation, and to make recommendations to maintenance crew;</li> <li>• To assist drafters in developing the structural design of products, using drafting tools or computer-assisted design/drafting equipment and software;</li> <li>• To oversee installation, operation, maintenance, and repair to ensure that machines and equipment are installed and functioning according to specifications;</li> <li>• To recommend design modifications to eliminate machine or system malfunctions;</li> <li>• To estimate costs and submit bids for engineering, construction, or extraction projects, and prepare contract for works, services and supply;</li> <li>• To coordinate the maintenance and safety procedures, service schedule, and supply of materials required to maintain machines and equipment in the prescribed condition;</li> <li>• To undertake any other related task as requested by the Line Manager(s).</li> </ul>		
<b>Medical advisor</b>	<ul style="list-style-type: none"> <li>• To lead, direct and manage the work of the Medical Unit;</li> <li>• To assist and advise the HoM and Head of Mission Support on all medical/welfare matters;</li> <li>• To develop, organise and monitor the provision of primary care and first aid to the Mission;</li> <li>• To co-ordinate the plans and policies on all medical issues and health matters related to the provision of medical support to the Mission, including a medical emergency plan;</li> </ul>	<ul style="list-style-type: none"> <li>• Medical planning, implementing and response, dealing with mission security department</li> <li>• CARE staff can prevent incidents from ever occurring. When they do occur, the well-prepared staff member</li> </ul>	<ul style="list-style-type: none"> <li>▪ Working at the In- and Out-patient Clinics, the Emergency Room and the nursing facilities.</li> <li>▪ Responsible for managing environment, occupational health, preventive medicine, hospital hygiene issues as well as for organizing medical activities/campaigns.</li> </ul>



Position name	What tasks do learners carry out in their organizations that require safety and security knowledge, skills, attitudes/ behaviours?	What specific safety and security related knowledge, skills, abilities and attitudes/behaviors do learners require to carry out these tasks?	Related safety and security tasks as indicated by respondents in the survey (where they were not the primary task)
	<ul style="list-style-type: none"> <li>• To provide the necessary medical inputs for all Mission staff elements especially with regards to operational planning, decision making processes and resulting orders and documents;</li> <li>• To provide medical guidance to all staff members and to liaise with Finance and human Resources on certified sick leaves, uncertified sick leaves – both in and out of theatre;</li> <li>• To liaise with international civilian and non-governmental humanitarian and support agencies in the areas of operation when required;</li> <li>• To assess the requirements for further treatment in theatre and/or the medical evacuation (by ground and/or by air) if EU staff members are in need of (advanced) medical treatment due to illness or an emergency in close cooperation with the medical practitioner in attendance;</li> <li>• To co-ordinate and monitor all elements of the medical evacuation chain in case of disease or injury of the Mission member in close cooperation with all involved health care providers and the Mission's insurance company;</li> <li>• To organise the use of available MEDEVAC capabilities (air and /or ground) inside or outside the areas of operation;</li> <li>• To co-ordinate and perform Medical Briefings and First Aid Training for all incoming Mission members;</li> <li>• To monitor the epidemiological and overall medical situation in the area of operation, promote and implement preventive medical and occupational health measures including hygiene and recommendations for immunisations;</li> <li>• To gather all information related to medical support for the Mission members, including social security and health and repatriation insurance, practical and administrative aspects;</li> </ul>	<p>can take quick and decisive action to minimize the likelihood of injury or damage. As a medical staff a need to have Situational Awareness, Record of Emergency Data, Incident reports and Emergency evacuation.</p> <ul style="list-style-type: none"> <li>• Staying on call as required and perform shift duties including nights and week-ends.</li> <li>• Responsible for consultation rooms, and equipment maintenance.</li> <li>• Contributing to the in-service education for nurses and provision of health education.</li> <li>• Responsible for the medical supplies and availability of sufficient equipment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Member of Ambulance Emergency Medical Services and Mobile Medical Services crew.</li> <li>▪ Responsible for handling emergency calls and assisting doctors in providing adequate care and performing respective duties in patients' treatment.</li> <li>▪ Performing ECG, injections, dressings, medicines, vaccinations and related duties.</li> <li>▪ Performing point-of-care laboratory tests (CBC, CRP, Blood gases, urine test) and immunoassay tests (Knowledge to use Tosoh aia 360 and Mitsubishi pathfast).</li> <li>▪ Preparing patients for interventions, escort patients to other medical facilities as required and arrange MEDAVAC/Emergency plan.</li> <li>▪ Knowledge of computer applications used in European external Action and European Union missions IT environment and Electronic Health Record.</li> </ul>

Position name	What tasks do learners carry out in their organizations that require safety and security knowledge, skills, attitudes/ behaviours?	What specific safety and security related knowledge, skills, abilities and attitudes/behaviors do learners require to carry out these tasks?	Related safety and security tasks as indicated by respondents in the survey (where they were not the primary task)
	<ul style="list-style-type: none"> <li>• To assess on regular basis existing in- and out-patient medical treatment facilities (MTF) both of the local health service and others and regularly issue an updated list of available MTF in the areas of operation;</li> <li>• To ensure that the contents of all Mission First Aid and Trauma Kits are present and up-to-date;</li> <li>• To keep a database on all accidents, incidents and recorded illnesses – and ensure compliance with data protection for sensitive data – in conformity with doctor patient confidentiality;</li> <li>• ☐ To undertake any other related task as requested by the Line Manager(s).</li> </ul>		<ul style="list-style-type: none"> <li>▪ Performing medical briefing for incoming staff.</li> <li>▪ Keeping patient records and securing their confidentiality.</li> <li>▪ Management of the pharmacy database and responsible for its integrity/stock status.</li> <li>▪ Task owner of the Duty roster, attendance record, weekly/monthly report and clinic statistical records.</li> </ul>
Watchkeeper field office		<ul style="list-style-type: none"> <li>• Evacuation, driving on difficult terrain</li> </ul>	



**Sant'Anna**  
School of Advanced Studies – Pisa

## ***Capability Cluster “Duty of Care & Code of Conduct”***

### ***EU Civilian Training Area: Safety & Security***

#### ***Requirements & Analysis Matrix***

***What gaps?***

***Annex V***

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### Premise

The present Annex contains - in two matrixes - a row triangulation of data gathered through (a) task analysis; (b) training praxis; (c) the online survey for the purposes of identifying tasks and performance objectives, high level learning outcomes and possible gaps in existing training. Such data systematization will be instrumental for drafting the TRA report.

# 1. Requirements (tasks and performance objectives) and existing opportunities (training offer) matrix A

Requirements				Opportunities
Tasks	Org. Indiv.	Perform on-the-job (CSDP specific Performance Objectives)	CTALO	Existing training (see Annex 2_Safety&Security training praxis)
<b>CSDP Mission staff (excluding security staff)</b>  <b>OPERATIONS</b> <b>MISSION SUPPORT</b> <b>HOM/COS OFFICE</b>		<p>Sources:EEAS/2020/OP/0008, <i>Hostile Environment Awareness Training</i>, EEAS call for tender 2020;  EEAS, <i>Decision of the High Representative of the Union for Foreign Affairs and Security Policy of 19 September 2017 on the security rules for the European External Action Service</i>, (2018/C 126/01);  Council of the European Union, <i>Policy of the European Union on the security of personnel deployed outside the EU in an operational capacity under Title V of the Treaty on European Union</i>, 9490/06, 29 May 2006  Annex III Survey for CSDP Mission's staff: <i>Analysis of Responses</i>.</p> <ul style="list-style-type: none"> <li>• <b>Personal security awareness in hostile environments:</b> security situational awareness with regard to potential risks and dangers, including identification and escalation of risks, understanding of roles and responsibilities for safety and security in the mission; understanding of the political, cultural and security situation of the area of deployment; situational logistics, the management of risks and behaviour in situations of risk/danger e.g. demonstrations, riots, protests, gatherings).</li> <li>• <b>Communications:</b> autonomous use of communication equipment.</li> </ul>	CRITICAL HIGH MEDIUM RISK	<p>MISSIONWISE BASE/SAFE</p> <p><b>HEAT Training</b></p> <p>(ENTRi certified curriculum with courses run by several training institutions in EU countries: AUTINT - Austria, Austrian Ministry of Interior, ZIF-Germany; CEP-Slovenia, CSD – the Netherlands, Centro de Adiestramientos Especiales, Guardia Civil – Spain, CMC-Finland, BBK-AKNZ - Germany, French Ministry of Foreign Affairs, French Ministry of Interior, GNR-Portugal, Scuola Superiore Sant'Anna – Italy, SWISSINT - Switzerland, UK Government's Stabilisation Unit Hostile Environment Driver Training (HEDT) followed by Hostile Environment Training (HET)  (see: <a href="https://www.entriforccm.eu/certification/list-of-certified-courses.html">https://www.entriforccm.eu/certification/list-of-certified-courses.html</a>)</p> <p>ESDC Hostile Environment Awareness Training Course</p>

Requirements				Opportunities
Tasks	Org. Indiv.	Perform on-the-job (CSDP specific Performance Objectives)	CTALO	Existing training (see Annex 2_Safety&Security training praxis)
		<ul style="list-style-type: none"> <li>• <b>Navigation &amp; orientation:</b> navigate and orientate using basic and modern tools.</li> <li>• <b>Medical skills &amp; health:</b> act as first responders in medical emergencies prior to the arrival of professional medical support; identify ways to mitigate against developing stress working in a hostile environment</li> <li>• <b>Mobile security and checkpoints / roadblocks:</b> act appropriately while travelling in a convoy; familiarity with road safety procedures and driving in hazardous environments;</li> <li>• <b>Weapons, mines, Unexploded Ordnance (UXO) and Improvised Explosive Device (IED awareness and response:</b> awareness of the most common types of arms and ballistic capabilities</li> <li>• <b>Hostage taking/kidnapping:</b> basic understanding of the different phases and tools to help them survive each phase of a hostage taking/kidnapping situation.</li> <li>• <b>Information Security:</b> general understanding of protection of information, technical attacks, the role of Social Media; Online network threats; safe management of information, confidentiality.</li> <li>• <b>Force Protection, Compound/ Base security, Immediate action Drills &amp; Casualty handling:</b> knowledge and understanding of Force Protection (FP) compound/operational base security principles and ability to perform immediate actions drills and appropriate actions in response to mortar, grenade and small arms attacks.</li> </ul>		

Requirements				Opportunities
Tasks	Org. Indiv.	Perform on-the-job (CSDP specific Performance Objectives)	CTALO	Existing training (see Annex 2_Safety&Security training praxis)
		<ul style="list-style-type: none"> <li><b>Working with CP:</b> knowledge and understanding of Close Protection/mobile security operating principles and how to operate with Close Protection (CP).</li> </ul>		



Requirements				Opportunities
Tasks	Org. Indiv.	Perform on-the-job (CSDP specific Performance Objectives)	CTALO	Existing training (see Annex 2_Safety&Security training praxis)
		<p>Sources: <i>EEAS, Decision of the High Representative of the Union for Foreign Affairs and Security Policy of 19 September 2017 on the security rules for the European External Action Service, (2018/C 126/01);</i>  Council of the European Union, <i>Policy of the European Union on the security of personnel deployed outside the EU in an operational capacity under Title V of the Treaty on European Union, 9490/06, 29 May 2006</i>  Annex III Survey for CSDP Mission's staff: <i>Analysis of Responses.</i></p> <ul style="list-style-type: none"> <li>• <b>Physical and infrastructure security awareness</b></li> <li>• Knowledge of alert states and <b>management of crisis situations</b></li> <li>• Familiarity with protection of <b>classified information</b></li> <li>• Understanding of <b>security incidents and emergencies</b> (e.g. security incidents or threats to the EEAS security interests (e.g. accidents, conflict, malicious acts, criminal acts, kidnap and hostage situations, medical emergencies, communication and information systems incidents, cyber-attacks, etc.).</li> <li>• Familiarity with <b>security of communication and information systems</b></li> <li>• General understanding of <b>security risk management</b></li> <li>• <b>Security awareness</b></li> <li>• Knowledge of <b>Organisation of security</b> in the EEAS and in the mission</li> <li>• <b>Health and Safety</b></li> </ul>	LOW RISK	<p><b>MISSIONWISE, BASE, SAFE</b></p> <p><b>Comprehensive Generic Training on Peace Operations - Module on Safety &amp; Security (ENTRI curriculum)</b></p> <p><b>Core Course - Module on Safety and Security (ENTRI curriculum)</b></p> <p><b>HEAT Training</b></p> <p><b>(ENTRI certified curriculum</b> with courses run by several training institutions in EU countries: AUTINT, Austrin Ministry of Interior, ZIF-Germany; CEP-Slovenia, CSD, Centro de Adiestramientos Especiales, Guardia Civil – Spain, CMC-Finland, BBK-AKNZ, French Ministry of Foreign Affairs, French Ministry of Interior, GNR-Portugal, Scuola Superiore Sant'Anna – Italy, SWISSINT, UK Government's Stabilisation Unit Hostile Environment Driver Training (HEDT) followed by Hostile Environment Training (HET)  (see: <a href="https://www.entriforccm.eu/certification/list-of-certified-courses.html">https://www.entriforccm.eu/certification/list-of-certified-courses.html</a>)</p> <p><b>ESDC Hostile Environment Awareness Training Course</b></p>

## 2. Analysis - High Level Learning Outcomes, gap analysis and proposed measures –Matrix B

Requirements	Analysis	
CTALO	Gap Analysis	Measures proposed (also based on feedback from the survey)
<i>Safety and security</i>		
<p><b>Learning level:</b> CRITICAL/HIGH/MEDIUM RISK</p> <ul style="list-style-type: none"> <li>• <b>Personal security awareness in hostile environments:</b> security situational awareness with regard to potential risks and dangers, including identification and escalation of risks, understanding of roles and responsibilities for safety and security in the mission; understanding of the political, cultural and security situation of the area of deployment; situational logistics, the management of risks and behaviour in situations of risk/danger e.g. demonstrations, riots, protests, gatherings).</li> <li>• <b>Communications:</b> autonomous use of communication equipment.</li> <li>• <b>Navigation &amp; orientation:</b> navigate and orientate using basic and modern tools.</li> <li>• <b>Medical skills &amp; health:</b> act as first responders in medical emergencies prior to the arrival of professional medical support; identify ways to mitigate against developing stress working in a hostile environment</li> <li>• <b>Mobile security and checkpoints / roadblocks:</b> act appropriately while travelling in a convoy; familiarity with road safety procedures and driving in hazardous environments;</li> <li>• <b>Weapons, mines, Unexploded Ordnance (UXO) and Improvised Explosive Device (IED awareness and response:</b> awareness of the most common types of arms and ballistic capabilities</li> <li>• <b>Hostage taking/kidnapping:</b> basic understanding of the different phases and tools to help them survive each phase of a hostage taking/kidnapping situation.</li> </ul>	<p>The panorama of available courses on safety and security offers a varied spectrum of opportunities to acquire and upgrade relevant knowledge and skills. However, not all courses satisfy all required criteria.</p> <p>The HEAT course curriculum is the most comprehensive one where the main and core training requirements are addressed, though not all HEAT curricula currently being imparted cover all aspects with the same weight or width. As an example:</p> <p>c) Some courses do not focus on driving skills in hostile environments when dealing with mobile security issues and/or 4-wheels driving. Others focus on such aspects in the module on 4 wheels driving; some training providers offer such module as an add on for staff who need to acquire such skills (e.g. UK SU and revised ENTRI curriculum 2019); others do not deal with the issue at all since trainees are not to actively driving in the mission area.</p> <p>d) It has been stressed in the survey that more emphasis should <b>also</b> be put on the following aspects: Psychological stress management, post-pandemic stress management; Cultural dimension of security (e.g. woman in a Muslim country); Urban areas threat assessment; Social media risks awareness; How to report safety and security related issues; behavior in case of natural disasters (e.g. earthquakes); equipment training.</p> <p>All personnel recruited to be deployed in a CSDP mission is to undertake the e-learning course MISSIONWISE irrespective of the level of risk of the mission, as a general introduction to safety and security issues in the mission context and</p>	<p>By expanding the pool of personnel attending HEAT courses before deployment, there would be a steady increase in the % of staff serving in missions (all risk levels) that is adequality trained in this relevant field. This could be done by specifying in the JDs of calls for contribution that HEAT training is a compulsory requirement for deployment. Such a criterion is randomly contained in JDs. Even not each and every position advertised for high/critical risk countries has such criterion as a compulsory one.</p> <p><b>HEAT before deployment</b></p> <p>Compulsory HEAT training before joining a High/Critical risk area is currently a requirement. However, there are several criticalities to address:</p> <ol style="list-style-type: none"> <li>10. HEAT courses offered in EU member States need to embed missions' examples, need to tailor the content of courses to the current contexts of operations; need to be tailored to the target audience. Standardization as a basis is a positive aspect but tailoring means rendering the training relevant to the AoR environment.</li> <li>11. Validity of HEAT course certificate: this is a crucial issue.</li> <li>12. Assessment of participants: there is an ongoing discussion on this aspect, but it is strictly linked to the Duty of Care of the sending institution and of the HoM once the staff is in theater.</li> <li>13. HEAT for contracted staff.</li> <li>14. <i>HEAT before deployment versus or as preliminary to In-mission HEAT? See below</i></li> </ol> <p><b>In-mission HEAT</b></p>

<ul style="list-style-type: none"> <li>• <b>Information Security:</b> general understanding of protection of information, technical attacks, the role of Social Media; Online network threats; safe management of information, confidentiality.</li> <li>• <b>Force Protection, Compound/ Base security, Immediate action Drills &amp; Casualty handling:</b> knowledge and understanding of Force Protection (FP) compound/operational base security principles and ability to perform immediate actions drills and appropriate actions in response to mortar, grenade and small arms attacks.</li> <li>• <b>Working with CP:</b> knowledge and understanding of Close Protection/mobile security operating principles and how to operate with Close Protection (CP).</li> </ul>	<p>environment. This course does not address the above-mentioned aspects.</p> <p>In relation to HEAT courses there is also the issue of validity of certificates. It is a common practice to consider them valid if the course has been undertaken in the last 3 years. Though, there is no policy on this. An ongoing discussion among training providers in relation to this focuses on periodic rehearsal of HEAT trainings focusing only on those aspects considered in need of update or for which currency is to be assured.</p> <p>Safety and security trainings need to be contextualized and tailored to the mission environment (exercises with specific practices and cases from the missions. Such tailoring should/could be/is done also once in the mission). There is the need, for courses organized within EU MS to ensure cases and scenarios are in line with the mission realities and that STX and FTX focus on current and real risks/threats in the mission areas.</p>	<ul style="list-style-type: none"> <li>• Has the advantage to ensure training takes place in the context of the mission: hence tailoring in terms of mission environment, threats and risks</li> <li>• The target audience is composed of personnel having to work together</li> <li>• The timing of HEAT courses does not however always correspond to that of deployment, so they are not always organized when staff has <i>just arrived</i>. [for obvious reasons related to scattered timings of deployments, number of staff to be trained, logistics and finance involved)</li> <li>• Not a practice for all missions (to be cross-checked)</li> </ul> <p><b>Other in-mission security related trainings</b></p> <p>Would the creation of a field security instructor position in all missions ease the process of systematic in-mission training self-sufficient security rehearsals, trainings and other related activities?</p> <p><b>Re-HEAT:</b> Periodic rehearsal of HEAT trainings. The idea behind this is a refresher course of HEAT-related attitudes, knowledge and skills with the aim to prevent security awareness and skills fade after working in the field for some time without experiencing security incidents. In this case, several proposals have already been discussed by major HEAT Training providers for identifying compulsory and optional modules to be “refreshed”. As per the compulsory ones:</p> <ul style="list-style-type: none"> <li>• Security and Safety of personnel deployed in hostile environments (Security, Risk Awareness, Analysis &amp; Contingency Planning; Risks related to gatherings, protests &amp; riots; Journey Planning Mobile Security &amp; Safety during transit; Information Security)</li> <li>• Use of communication systems</li> <li>• Medical Skills &amp; Health Maintenance on Mission with a strong emphasis on stress management</li> <li>• Checkpoint negotiation including conflict management</li> </ul>
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<p><i>Learning level: LOW RISK</i></p> <p><b>Physical and infrastructure security awareness</b></p> <ul style="list-style-type: none"> <li>• Knowledge of alert states and <b>management of crisis situations</b></li> <li>• Familiarity with protection of <b>classified information</b></li> <li>• Understanding of <b>security incidents and emergencies</b> (e.g. security incidents or threats to the EEAS security interests (e.g. accidents, conflict, malicious acts, criminal acts, kidnap and hostage situations, medical emergencies, communication and information systems incidents, cyber-attacks, etc.).</li> <li>• Familiarity with <b>security of communication and information systems</b></li> <li>• General understanding of <b>security risk management</b></li> <li>• <b>Security awareness</b></li> <li>• Knowledge of <b>Organisation of security</b> in the EEAS and in the mission</li> </ul> <p><b>Health and Safety</b></p>	<p>Personnel who does not undertake a HEAT course usually is requested, as a compulsory requirement, to follow MISSIONWISE, a mandatory e-learning course on basic security awareness intended to prepare and sensitize mission staff before their deployment in a civilian CSDP Mission. The content covers a range of likely risks and scenarios one may get exposed to when working in any CSDP Mission. The content is necessarily generic of nature and necessarily needs to be complemented with current and contextual Mission-specific security briefings upon arrival in the Mission. Usually attendance of this online course is accompanied by the request to follow e-SAFE that has been designed for delegation staff being deployed to fragile security environments (focus on threats and risks, necessary precautions, recognition of dangerous situations. How to react adequately in critical situations).</p> <p>Other course curricula are available that address the main KSA identified. There is a full ESDC course on safety and security awareness in CSDP missions and modules on safety and security of core courses and GTPO that are run by several training providers in various EU countries (e.g. ZIF, CMC-Finland, Egmont Institute – Belgium, ASPR - Austria among others).</p> <p>However, availability of these courses throughout the year is random, they are usually organized by training institutions in some member states and usually undertaken by individuals/citizens of those same member States rostered to be deployed as seconded staff to CSDP missions and missions under the aegis of other International Organizations (this is valid for example for Finland, Germany or Belgium).</p> <p>In several ongoing CSDP Missions a system is in place whereby all staff is required to follow the two above online courses as a minimum requirement before deployment. Once joined the mission, on the very first days they attend a ‘security day’ as part of mission induction, which is a fully-fledged briefing on the security situation in the AoR, who does what, procedures in place ect. Such briefings are regularly organized also as updates and they are compounded with exercises and drills.</p>	<p>Ideally, the attendance of a generic course preparing staff for mission service that includes a module on safety and security (that is on average of 2 to 3 days long in courses of such kind) would serve the purpose of equipping future personnel of CSDP missions with the <b>basic KSA</b>.</p> <p>In reality, not each and every staff deployed has ever followed such typology of course. <b>The acquisition of basic skills and knowledge at this stage of the training path would ensure that the individual is equipped with the basic awareness tools on how to deal with such challenges so as to have the base knowledge on which to base subsequent related training.</b></p> <p>In <b>Pre-deployment Training courses</b> organized before joining a mission a session is usually devoted to safety and security. If the PDT is mission/country specific, the session usually is contextualized to the mission environment, otherwise it is more general on the safety and security procedures, processes and institutional architecture.</p> <p>MISSIONWISE/SAFE: <b>The content is necessarily generic of nature and necessarily needs to be complemented with current and contextual Mission-specific security briefings upon arrival in the Mission.</b> These online courses should not be seen as a substitute of safety and security basic training. HEAT is not a compulsory pre-service training requirement. However, if conditions under the previous training levels (which are consecutive and building upon each other’s) are not fulfilled, <b>the possibility of rendering it compulsory could contribute to fill the above highlighted training gaps.</b> Is this a feasible solution?</p> <p>Could a basic HEAT for all duty stations and additional compulsory modules for staff heading to High/Critical risk mission areas or having to perform specific functions (e.g. driving skills)) be a viable solution addressing core safety and security training gaps to be filled in by training prior to actual deployment?</p> <p><b>Could a safety and security systematic in-mission briefing/training fill the above gaps?</b> Of course,</p>
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	<p>For staff who is to travel to high risk areas of the country of deployment, some missions have the capacity to organize HEAT courses internally. The Mission Training Policy (EUAM Ukraine) contains also other security-related compulsory training events, such as a first-aid course for all staff.</p>	<p>contextualized and built upon the curriculum of Missionwise?</p> <p>The Mission training policy in place in some larger missions (such as EUAM Ukraine) is an interesting example of a safety and security training path that staff serving in that mission need to follow, with training 'obligations' before joining the mission; at the moment of joining the AoR (first/second day in the country); while in the mission (regular drills and exercises, first aid course and security briefings); specific courses for staff performing specific functions and/or serving or traveling to specific locations (e.g. HEAT).</p>
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**Sant'Anna**  
School of Advanced Studies – Pisa

***EUCTG***  
***Capability Cluster “Duty of Care & Code of Conduct”***

***EU Civilian Training Area: Safety & Security***

***Training Requirements Analysis in the field of  
Safety & Security***

***e-meeting Agenda***

***10 December 2020***  
***Webex meeting***

- 10.00 – 10.00 Welcome and presentation of the goals and the rules of the meeting (Andrea de GUTTRY – SSSA)
- 10.10 – 10.30 *Tour de table* – self-presentation of participants
- 10.30 – 11.00 Presentation of the draft TRA report and main findings (SSSA)
- 11.00 – 11.10 Short break
- 11.10 – 12.10 Open discussion
- 12.10 – 12.30 Wrap up, main conclusions emerging for the discussion and next steps (Andrea de GUTTRY)
- 12.30 Closure of the meeting

### ***List of participants***

<b>Name</b>	<b>Institution/Country</b>
BACHNER Markus	AUTINT - Austria
BRONS Ebe	CSD - The Netherlands
BÜLUND Peter	FBA - Sweden
CACUCCI Claudio	Carabinieri Corps – Italy
CARLETTI Daniele	Carabinieri Corps – Italy
CORREIA Carlos	GNR - Portugal
CRETA Annalisa	SSSA - Italy
de GUTTRY Andrea	SSSA - Italy
DESCAMPS Juliette	MFA - France
DEVENYI Kinga	CMC - Finland
FLYNN Anthony Val	EC-DEVCO
KOHLER Pascal	SWISSINT - Switzerland
OJALA Mikko	CMC - Finland
SERRITSLEV Jens-Kolmos	EEAS/CPCC
THORSON Mikael	EEAS/CPCC
WEBER-LORTSCH Katharina	ZIF - Germany
ZELLER Matthias	ZIF - Germany