



## **EU AGENT HANDLING COURSE (EUAHC)**

### **SYLLABUS & CURRICULUM**

Head of Training & Directing Staff  
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**CONTACT DETAILS:** The head of training and directing staff can be reached over the intelligence network at H/TDS, by e-mail at [h.tds@ieis.eu](mailto:h.tds@ieis.eu) with further details being disseminated over the public website at [www.ieis.eu](http://www.ieis.eu). Candidates are reminded not to send sensitive information by e-mail.

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### EU AGENT HANDLING COURSE (EUAHC)

1. This document outlines the core content and scope of training offered by the Institute for European Intelligence and Security on the aforementioned course, together with any other relevant information not included elsewhere.

#### Aim

2. This handbook aims to provide the following types of information:
  - a. Specific Institute education and training doctrine relating to the course.
  - b. Training and readiness exercises associated with the course.
  - c. Supplementary and optional training offered as a part of the course.
  - d. Any other pertinent information not presented elsewhere.

#### Glossary

3. The list that follows is an exhaustive list of abbreviations used throughout this document:

IEIS	Institute for European Intelligence & Security
EU	European Union
EUIOC	EU Intelligence Operations Course
EUIAC	EU Intelligence Analysis Course
EUIMC	EU Intelligence Management Course
EUAHC	EU Agent Handling Course
ECIM	European Criminal Intelligence Model
ICF	Integrated Competency Framework
HUMINT	Human Intelligence

#### Introduction

4. Welcome to the EUAHC. The course provides candidates with the skills and knowledge required to manage covert informants within an international intelligence environment over an intensive one week residential programme coupled with preparatory e-learning. The entire development experience is focused on leveraging the influence of informant networks against international threats to European security.
5. The course adopts small teaching groups to personalise the learning experience. The self-directed learning approach with evaluation and development through experiential learning places a heavy burden on participants. The course is goal-oriented in line with contemporary adult-learning principles and develops useful, applicable and fundamental operational skills in an intensive but respectful environment.
6. Throughout the course participants will be required to complete individual and group assignments, working effectively in isolation and learning to leverage the knowledge and resources of an entire team to engage complex scenarios.
7. The directing staff set the conditions for learning, provide a safe environment, deliver rich content and facilitate learning by discovery, all whilst ensuring secrecy and security measures are adhered to.
8. It is the desired outcome of the programme for graduates to positively impact their organisations and the world at large through the application of new and enhanced individual and collective capabilities. Their skills and knowledge should serve them in

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developing understanding and supporting operations planning to ensure the security of Europe and its interests across the globe.

9. **Admissions.** The course applies additional pre-requisite criteria beyond that required for admission to Institute courses in general. Candidates must have existing training and professional experience in:
- *Intelligence operations* equivalent to participation in the Institute's EUIOC or similar programmes; or
  - *Intelligence analysis* equivalent to participation in the Institute's EUAC or similar programmes; or
  - *Intelligence command* equivalent to participation in the Institute's EUIMC or similar programmes; or
10. **Security Vetting.** The course has a number of additional enhanced security requirements, amongst which is that all candidates fulfill the minimum requirements for a RESTRICTED level security clearance or higher. For candidates who lack a recognised clearance or the means to acquire one, the Institute can conduct the vetting process. Institute vetting can cost the student an additional €500 and take up to 6 months to complete.

### Academic Profile

11. The course was originally authored by the course director (see below) as a product of an IEIS consortium research project conducted in 2015 into contemporary covert capability modeling throughout Europe.

12. **Course Director.** [Redacted 20190808 for UNCLASSIFIED digital release

13. **Professional Mentor.** [Redacted 20190808 for UNCLASSIFIED digital release

14. **Office Hours.** On-duty hours are considered to be 0900-1700. Staff can be contacted out of hours by e-mail or approached after lectures, seminars and workshops.

### Course Description

15. The course enables officials to perform informant handling duties within an intelligence environment consistent with the vocational competencies required by the intelligence profession throughout Europe. The programme combines residential and independent study modes in a single blended learning approach.

16. Counter-surveillance, foundation and advanced informant handling courses are combined as prescribed by international and regional curriculum, enabling candidates to function as efficient and effective informant handlers.

17. Student learning is focused on how to identify, develop, recruit, train and re/de-activate covert informants. Lectures cover how to meet informants safely, secure communications,

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task and debrief, among many other tradecraft skills. The course draws particular focus to regional and international law, ethical standards, health, safety and security.

18. **Dress Code.** Casual attire consistent with the operational environment is the usual dress code for handlers. Dress on the course would be expected to be consistent.

### Learning Objectives

19. The course is designed to produce informant handlers who can:
20. **LO 01: Employ ECIM Concepts.** An understanding of the European Criminal Intelligence Model (ECIM), sources of information and the finishing of intelligence is required of all handlers. HUMINT theory must be applied and cross-border operations conducted in line with EU policies and practices.
21. **LO 02: Meet Legal & Ethical Obligations.** It is essential that professionals respect human rights, civil liberties and other legal or ethical considerations implicit in the management of informants. Handlers must also comply with authorisation, oversight and accountability requirements.
22. **LO 03: Apply Agent Psychology.** In the course of running agents psychological and methodological processes must be applied to the systematic identification, recruitment and handling of agents. Debriefing, elicitation, conflict resolution, deception and deception detection techniques are also employed.
23. **LO 04: Conduct Agent Operations.** Professional handlers must be capable of using informants in controlled delivery, test purchases, undercover operations, technical operations and other functions. A thorough understanding of cover, covert infrastructure, operational security and tradecraft is required together with an understanding of physical and technical surveillance and countermeasures is also needed. Handlers must undertake risk assessments and apply techniques to operate safely and confidentially in hostile environments, protecting the identity of informants and developing compromise protocols.
24. **LO 05: Handle Informants.** The evaluation of the credibility of informants and their information must be made consistently with European standards. Informants and their activity must also be properly documented while recording, sanitising and exploiting the intelligence they provide.
25. **LO 06: Apply Professional Standards.** Handlers must understand the professional standards of informant handling and be familiar with historical case studies of human intelligence failure.

### Course Structure

26. The course is delivered in three main phases; skill development, consolidation and assessment. Lectures and workshops aim to develop skills and knowledge. This learning is then consolidated and applied with exercises. A variety of delivery methods are used to engage the participants from different perspectives. Finally, the examination assesses individual knowledge retained by candidates.
27. The course is delivered flexibly by employing workshops and exercises as well as traditional lectures. Communal activities are encouraged to develop team cohesion and networking opportunities with travel passes and visits to historically significant sites in the area available from the Institute's offices in Vienna. Coaching and mentoring forms an integral part of course delivery with career advice in the security sector available from

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recognised experts, assistance with course content and sustained aftercare after the course ends.

28. The residential course begins on the third Monday in September each year and runs for 5 consecutive days. Typical hours are 0900 - 1700, although participants often work extended hours in order to complete assessments and exercises. Applications take approximately 4 weeks to process. However, security vetting may take up to 6 months to complete for applicants who lack a current security clearance.
29. **E-learning: Preparatory Distance-Learning.** This element develops the fundamental theory behind agent handling with the exception of sensitive material delivered on the residential course. The e-learning element includes lectures on the ECIM, security, ethics and law, combined operations, the recruitment cycle, professional standards, intelligence failure, sourcing standards, finished intelligence, intelligence sanitisation and exploitation, risk assessment, contingency planning, covert operations, informant psychology, informant evaluation, authorisation and accountability, deception and deception detection, informant support to operations, debrief and elicitation theory, informant profiling and documentation and other human intelligence theory. Candidates will not be admitted to the residential course without having achieved a passing grade on the e-learning element.
30. **Day 1: Induction & Cover.** After registration and induction in the morning of the first day, candidates delve into issues of self- and source protection through cover and other tradecraft.

0900 - 0930	Induction & Registration	Conference Room
0930 - 1030	Cover & Legend	Conference Room
1030 - 1100	Break	Cafeteria
1100 - 1230	Covert Infrastructure	Conference Room
1230 - 1330	Lunch	Mess Hall / Dining Area
1330 - 1500	Compromise Protocols	Conference Room
1500 - 1530	Break	Cafeteria
1530 - 1700	Exfiltration Planning	Conference Room

31. **Day 2: Cultivation & Recruitment.** On the second day candidates develop their skills in the cultivation and recruitment of covert human sources, with an emphasis on security.

0900 - 1030	Approach & Recruitment	Conference Room
1030 - 1100	Break	Cafeteria
1100 - 1230	Agent Tradecraft Training	Conference Room
1230 - 1330	Lunch	Mess Hall / Dining Area
1330 - 1500	Source Protection	Conference Room
1500 - 1530	Break	Cafeteria
1530 - 1700	Conflict Resolution	Conference Room

32. **Day 3: Special Security Measures.** The third day consists of advanced lectures on tradecraft and other special security measures.

0900 - 1030	Permissive Environment Tradecraft	Conference Room
1030 - 1100	Break	Cafeteria
1100 - 1230	Non-permissive Environment Tradecraft	Conference Room
1230 - 1330	Lunch	Mess Hall / Dining Area
1330 - 1500	Hostile Environment Tradecraft	Conference Room
1500 - 1530	Break	Cafeteria
1530 - 1700	Special Security Measures	Conference Room

33. **Day 4: Surveillance Countermeasures.** Day four covers surveillance countermeasures and provides candidates with an opportunity to practice those skills in a night exercise.

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0900 - 1030	Foot Surveillance	Conference Room
1030 - 1100	Break	Cafeteria
1100 - 1230	Mobile & Progressive Surveillance	Conference Room
1230 - 1330	Lunch	Mess Hall / Dining Area
1330 - 1500	Technical Surveillance & TSCM	Conference Room
1500 - 1530	Break	Cafeteria
1530 - 1700	Anti- & Counter-Surveillance	Conference Room
1700+	Ex. APEX	Field Area

*During the exercise coffee breaks and dinner hours will be at the students discretion. The exercise will unfold in real time regardless of student attendance.*

34. **Day 5: Ex. APEX.** The last day expands and concludes the events of the exercise from the previous night and finishes with a debrief and period of reflection.

0900 - 1700	Ex. APEX	Field Area
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*During the exercise coffee breaks and dinner hours will be at the students discretion. The exercise will unfold in real time regardless of student attendance.*

35. The course adopts approximately a 5:1 theory to practice ratio in favour of theory. However, the Institute utilises immersive scenario-based learning techniques requiring participants to solve realistic problems by leveraging the skills developed throughout the programme.
36. Optionally the attendance part of the programme can be delivered by video conferencing or similar technologies to facilitate a fully online mode of delivery. However, this would be at the discretion of the directing staff and only to the extent that such capabilities are possessed by the candidates.
37. Throughout exercise scenarios, candidates will be expected to act in the role of informant handlers within intelligence organisations. Efforts have been made to distribute an even allocation of time to all competencies measured within exercises.

## Assessment

38. Periodically, throughout the course, participants will be asked to complete individual and group assignments. Participants will be expected to assess complex situations and problem sets, develop and leverage informant networks to counter contemporary threats to European security.
39. All assessments are designed to measure vocational competency according to the ICF for operations - Informant Handler (domain 3). Learning objectives are also tied to the same competency-based model.
40. The ICF is derived from action research the Institute conducts into the intelligence profession at a European and vocational level. The professional standards and guidelines communicated in course content are also derived from the same research.
41. Assessment may be by any valid and accredited competency assessment meeting course requirements. However, competency is most commonly evidenced with a passing grade in the following assessments:

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- A *portfolio* of practical work delivered remotely via the e-learning platform.
- Mentor (approved assessor) *reviews* conducted throughout the residential school, demonstrating the application of theory in practice across the relevant domain of the competency framework.
- A score of greater than 49% on the relevant section of the *MCPE* or an equivalently balanced examination of similar content.

42. **Professional Practice.** The assessment of professional practice by professional mentors is evidence-based and conducted using direct observation throughout the residential programme. The professional mentor is required to log observations evidencing participant competency across the ICF. Mentors are required to actively engage with participants (assigning additional tasks where required) in order to observe competency in instances where it has not been observed passively. Throughout the residential course professional practice is planned by the professional mentor and integrated into the course framework, therefore participants are limited in their freedom to plan their own professional practice.

### Awards

43. After passing the required assessments and accruing 15 credits at approximately 150 guided learning hours participants become eligible for the EQF Level 3 Certificate in EU Informant Management.







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Directing Staff

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Our reference: IEIS/0311/20190905/8

Copy to - see Annex B

5 September 2019

Dear Sir/Madam,

**EU AGENT HANDLING COURSE, VIENNA**

1. As you are aware you will be joining the EU Agent Handling Course in Vienna on the third Monday in September. You will be joining a select group of professionals from throughout Europe in a highly demanding programme spanning 5 days culminating in graduation at the end of the week.
2. Training will be demanding and will test you both physically and mentally. However, it is important that you attend throughout the training, beginning at 0900 hours on Mondays and often extending late into the night.
3. You are required to make your own accommodation and dining arrangements. However, the venue is central, located near to many dining facilities in Vienna. You will be permitted to make telephone calls home at any point outside of designated lecture and exercise times. Training will be conducted under strict security conditions and from your arrival you will be assessed against your ability to adhere to security protocols and instructions. The highest standards of behaviour will be expected of trainees. Students who fail to comply with academic and professional codes of conduct risk disqualification.
4. You will require the following equipment for training and exercises:
  - a. Funds for recreation and stand easy.
  - b. Formal but comfortable clothing.
  - c. Outdoor weatherproof clothing and rucksack.
  - d. Pens, pencils and erasers.
5. If there are any questions, please do not hesitate to contact me on the above number.

Yours Sincerely,

[Redacted 20190905 for UNCLASSIFIED digital release

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### PARTICIPANT INFORMATION GUIDANCE

1. Thank you for registering for the EU Agent Handling Course (EUAHC). Below you will find important information you will need in order to get the most out of your course. The EUAHC is a vocational training course planned for 5 days in September in Vienna.
2. **Training Rules.** Students will be expected to adopt “operating cover” whilst on the course, meaning that deception and misdirection will be a constant theme throughout the programme. However, unsanctioned deception could be disruptive and therefore grounds for dismissal from the course. As it is often difficult to manage this dichotomy in intelligence training, remember that the following regulations govern all activity during the course:
  - a. Real-world actions take priority over cover or simulated actions.
  - b. Participants will comply with all known intelligence and security procedures unless otherwise directed by the directing staff.
  - c. The use of covert tactics must be authorised by a member of the directing staff to be considered legitimate.
  - d. The independent and unsupervised “practice” of covert tactics by candidates outside class is strictly forbidden and grounds for instant dismissal from the programme.
  - e. Participants are expected to act in a professional manner at all times.

### Joining Instructions

3. All participants should follow certain guidelines before, during and after the course in order to ensure a safe and effective practicing environment.
4. **Before the course.** If you gain any knowledge of the assessment material before the course, notify the directing staff so that appropriate actions can be taken. Prior to enrolment candidates may also be required to complete additional paperwork, including signing non-disclosure agreements, hazardous environment waivers and security contracts.
5. **During the course.** All participants should observe the following directions:
  - a. Not all required information will be provided by the directing staff. You will be expected to gather information through existing open and closed sources.
  - b. Do not engage in personal conversations with the support staff, observers or media personnel unless permitted to do so. If you are asked a question, give a short, concise answer. If you are busy and cannot immediately respond, indicate that, but report back with an answer as soon as possible.
  - c. If you do not understand the scope of any task or if you are uncertain about an aspect of your or another’s participation, ask the directing staff.
  - d. Parts of a scenario during exercises and assessments may seem implausible. Recognise that simulations have objectives to satisfy and may require the incorporation of unrealistic aspects. Every effort has been made to balance realism with safety and to create an effective learning environment.
  - e. Participants and directing staff may halt an activity at any point by saying aloud “Stop. Stop. All stop!” It is the responsibility of all concerned to halt any activity if they believe a safety issue exists.
  - f. Unless otherwise stated, it is not required to announce what you are doing while undertaking actions or to maintain a log of activities as you conduct them.
  - g. Be aware of your surroundings and others close to you, there is an inherent risk in security training and you have a duty of care to yourself, your colleagues and the public.
  - h. Unless otherwise stated, follow directing staff directions precisely and without hesitation, they are there for your welfare and safety.

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6. **After the course.** Destroy any notes or materials generated. If you wish to retain materials for future reference you must ask permission from the directing staff. Under no circumstances is it permissible to reproduce or disseminate materials further.
7. **Simulations.** Because simulations are of limited duration and scope, certain details will be artificial. The physical description of what would fully occur at a site or in a surrounding area may be relayed to participants during an exercise or assessment. The directing staff may also simulate the roles and interactions of other organisations or individuals. Unless otherwise directed, participants should respond to all exercise events as if they were real and in accordance with specific guidance provided prior to the simulation.
8. **Optional events.** On the first Monday, Tuesday, Wednesday or Thursday evening of the course, those who have elected to undertake the Optional Training Assessment (OTA) will attend an evening lecture and then complete a night exercise.
9. There are no other events planned during the programme. However, if this changes, plans will be announced during the course.
10. **Requirements.** As security requirements are higher for clandestine courses, it is usual for candidates to be asked to present evidence that they meet the criteria for attendance before being permitted to proceed to the residential course. Candidates who cannot present such evidence may be asked to leave the course and attend a later iteration when they have the necessary documentation. Therefore it is strongly advised that candidates bring the following to enrollment:
  - Their highest educational qualification.
  - A basic intelligence training certificate.
  - Passport or other identity document.
  - Proof of European citizenship, residency or professional affiliation.
  - Security clearance certificate, advanced background check or equivalent.
  - A full curriculum vitae with supporting character, academic and professional references.
  - If not a native/fluent English speaker, a recent qualification demonstrating an IELTS of 7.5 or equivalent.
11. There are no additional pre-requisites to training beyond that mentioned in this and the accompanying texts. All other supplies will be provided or requested of participants with sufficient notice and at negligible cost.
12. **Updates.** For further updates on course material, consult the website entry at:
  - <https://academy.ieis.eu/local/staticpage/view.php?page=euahc>
13. **Electronic and physical certification.** After the course has concluded, graduating students will be provided with electronic verification of their qualifications and a physical certificate.
14. **Registration and Sessions.** The course will begin at 0900 in the conference room. If you arrive once registration has closed, please contact the directing staff. Plenary and break-out sessions will take place in communal areas. Candidates will be briefed on field areas prior to use, when not in use field areas are strictly out-of-bounds. Coffee breaks and lunch will be served in the cafeteria or at a venue of the student's choosing.
15. **Contact Numbers.** During your course, the following telephone numbers may be helpful:

Directing Staff	████████████████████
Emergency (Police)	133
Emergency (Fire)	122
Emergency (Ambulance)	144
European Emergency Number	112

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16. **After Your Course.** Should you find you have any misplaced belongings, please contact [REDACTED] (h.tds@ieis.eu). The director will attempt to trace lost property as soon as possible. If your item has been found, the Institute will arrange for its return.
17. **Aftercare.** As with all quality products and services, support does not end after the service is delivered. After your course has concluded you can expect continued support in several ways including but not limited to:
- **Professional references:** Training courses contain a significant element of vocational practice. As such trainers feel confident in professionally recommending trainees to potential employers or other third parties. References are available upon request.
  - **Updated certification:** As courses evolve and are updated, your training will not become defunct. As a graduate of an approved course your digital and (at your request) your physical certification will be updated over time.
  - **On-going support:** For a short period after training concludes trainees will receive professional support through career advice and coaching. However, all trainees will remain a part of the IEIS network and receive regular updates and benefits for professional developmental.

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