



## **EU HOSTILE ENVIRONMENT COURSE (EUHEC)**

### **SYLLABUS & CURRICULUM**

Head of Training & Directing Staff  
Institute for European Intelligence & Security  
Training & Directing Staff  
Vienna  
AUSTRIA

**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.

**DISTRIBUTION RESTRICTION:** This document is classified UNCLASSIFIED (with distribution restriction) covering a CONFIDENTIAL annex. Distribution is authorised to agents and contractors of the Institute for European Intelligence and Security and potential registrants. Distribution was restricted on grounds of intellectual property and operational effectiveness from 11 August 2015. Requests for this document must be referred to H/TDS.

**HANDLING INSTRUCTIONS:** This document must be destroyed after use by any method that would prevent unauthorised disclosure or reconstruction.

## UNCLASSIFIED

### EU HOSTILE ENVIRONMENT COURSE (EUHEC)

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
EUHEC	EU Hostile Environment Course
ECIM	European Criminal Intelligence Model
ICF	Integrated Competency Framework
EQF	European Qualification Framework
SERE	Survival, Evasion, Resistance & Escape
HEAT	Hostile Environment Awareness Training
MSP	Mission Security Planning
AED	Automated External Defibrillator
IED	Improvised Explosive Device
MCPE	Multiple Choice Practical Examination
UXO	Unexploded Ordnance
GPS	Global Positioning Satellite

#### Introduction

4. Welcome to the EUHEC. The course provides candidates with the skills and knowledge required to operate safely in hostile environments over an intensive residential programme coupled with preparatory e-learning. The entire development experience is focused on developing field intelligence officers capable of functioning covertly on hostile terrain.
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.

UNCLASSIFIED

## UNCLASSIFIED

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 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 are reminded that those who have not studied with the Intelligence Academy before must complete the *Intelligence Foundations* selection and induction course. Also, candidates using the Institute to obtain a security clearance for the first time must also complete the *Intelligence Security* awareness course. Candidates who have already successfully completed either of these online will not be asked to re-take them.
10. Candidates must also 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.
11. **Security Vetting.** The course has a number of additional enhanced security requirements, amongst which is that all candidates fulfil the minimum requirements for a RESTRICTED level security clearance or higher. The Institute can initiate the vetting process for candidates who lack a recognised clearance or the means to acquire one. However, such vetting can take up to 6 months to complete and has resulted in additional expenses in some cases.

### Academic Profile

12. 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 modelling throughout Europe and a leading European hostile environment training provider with an established record in cross-sector innovation.
13. **Course Director.** [Redacted 20190808 for UNCLASSIFIED digital release ]
14. **Professional Mentor.** [Redacted 20190808 for UNCLASSIFIED digital release ]
15. **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.

UNCLASSIFIED

## UNCLASSIFIED

### Course Description

16. The course enables officials to operate safely in hostile environments 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.
17. Foundation and advanced hostile environment awareness training is combined with a specialised medical, military intelligence and special operations platform as prescribed by international and regional curriculum, enabling candidates to function efficiently and effectively in hostile environments.
18. Learning is focused on satisfying duty of care requirements for intelligence operations by improving knowledge of multiple threats in hostile environments and developing effective methods of responding to them. Training incorporates threat awareness, security procedure, risk mitigation, personal security, first aid, orientation, communication, defensive driving, weapons, explosives and SERE. The course draws particular focus to risk management processes in international organisations with an emphasis on EU risk assessment and MSP.
19. **Dress Code.** Casual attire consistent with the operational environment is the usual dress code for officers in hostile field environments. Dress on the course would be expected to be consistent.

### Learning Objectives

20. This programme is designed to produce field intelligence officers who can:
21. **LO 01: Conduct Pre-Deployment Planning.** In the field preemptively reducing and mitigating risks using security and counterintelligence threat assessments is essential to operating in high risk environments. Field intelligence officers must employ and rehearse intelligence contingency plans, security procedures, safety and security procedures in response to specific threats to individuals and units. All risk assessments and management is conducted to EU MSP standards.
22. **LO 02: Treat Advanced Trauma.** Advanced trauma care and first-aid must be applied in field environments. It is essential that field officers be able to identify and provide initial treatment for stress and trauma. Health and fitness must be maintained, including vaccination, hygiene and hydration. Trauma kits, AEDs, respiratory aids, tourniquets, homeostatic agents and other advanced equipment must be used to stabilise casualties with critical injuries, catastrophic bleeding, exposure, burns and soft tissue damage. Multiple casualties must be triaged, incident management procedures applied and casualties safely evacuated into secondary care. Field officers must be capable of measuring vital signs, diagnosing, resuscitating and medicating casualties, managing breaks, fractures, shock, allergic reactions and anaphylaxis.
23. **LO 03: Employ Survival & Evasion Techniques.** General survival and fieldcraft such as fire and shelter-building, hunting, signalling, water purification and constructing improvised weaponry and equipment can be critical in hostile environments. In the field evasion plans, techniques and methods are applied across various climates and terrain utilising cover, concealment, communications and tactical movement under fire. Operational procedures for responding to IEDs, UXO, mines and other area-denial weapons must be followed together with basic fire-fighting procedures.
24. **LO 04: Employ Resistance & Escape Techniques.** An understanding of the importance of escape and resistance to interrogation, exploitation and indoctrination is critical to

UNCLASSIFIED

## UNCLASSIFIED

surviving capture. The required actions for conduct after capture and stress/abuse management must be applied when held by force. Counter-interrogation plans must be developed, anticipating and resisting coercive techniques with escape plans that exploit opportunities for escape and maximise the probability of survival.

25. **LO 05: Evade Vehicular Pursuit.** Basic vehicle safety and security practices must be observed employing covert and defensive, escape and evasive tactics at vehicle checkpoints, in high-speed pursuit and whilst employing a vehicular armed response. Drivers must know how to navigate a convoy, conduct off-road vehicle movement in four-wheel drive, safely extract a casualty from a vehicle and exercise safety procedures at a vehicle site.
26. **LO 06: Safely Deploy Sidearms.** An understanding of the risks posed by firearms, ammunition and explosives is essential to their safe operation. Field officers must therefore understand how to safely and legally acquire, maintain, covertly carry and operate sidearms in common usage in high-risk locations and use appropriate combat tactics in self-defence.
27. **LO 07: Communicate by Radio.** The use of brevity codes, phonetic alphabet, communications security, encryption, radio operations and other procedures is essential to maintaining covert communications over a radio network.
28. **LO 08: Navigate Over Land.** Field officers must be able to evaluate and exploit local sources and guides, use GPS technology in direction finding, orientate themselves and select a route with and without map and compass. They must be able to predict hazards and reduce tactical risk through terrain analysis, plot and follow routes through unfamiliar terrain on foot or by vehicle.
29. **LO 09: Manage Conflict.** Conflict is more easily identified and averted with an appreciation of how differences in customs and culture can lead to conflict. Field officers should conduct basic research to gain information on conflict-generating local customs, foreign cultures and practices. When serving overseas in hostile environments officers must employ culturally appropriate conflict management techniques to avoid, de-escalate and diffuse conflict before it presents a physical threat.

### Course Structure

30. The course is delivered in three main phases; skill development, consolidation and assessment. Lectures, workshops and independent study aims to develop skills and knowledge, during which a variety of delivery methods are used to engage the participants from different perspectives. This learning is then consolidated and applied with exercises. Finally, the examination assesses individual knowledge retained by candidates.
31. The course is delivered flexibly by employing workshops and exercises as well as traditional lectures alongside e-learning. Communal activities are encouraged to develop team cohesion and networking opportunities with support 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 recognised experts, assistance with course content and sustained aftercare after the course ends.
32. **Preparatory Distance-Learning.** This element develops the fundamental theory behind hostile environment covert operations with the exception of sensitive material delivered through virtual events over a separate secure platform. The e-learning element includes lectures on conflict management, customs and culture, pre-emptive techniques, safety and security, 4x4 familiarisation and tactics, health and combat stress, first aid and blast/ballistic care, incident management, diagnosis and field medicine, weapon safety and

UNCLASSIFIED

**UNCLASSIFIED**

carriage, orientation and route/direction finding, area denial response, radio operations, fire fighting response, risk assessment and management, contingency planning and security procedure. Candidates will not be admitted to the residential course without having achieved a passing grade on the preparatory element.

33. The following online events are scheduled for delivery prior to the residential course. Each session is approximately 90mins in duration. These lectures mainly focus on combat navigation and conduct after capture.
- Induction & Tactical Terrain Analysis.
  - Counter-interrogation.
  - Urban Fieldcraft Techniques.
  - Escape & Evasion.
  - Covert Communications.
  - Medical Technology.
  - Casualty Extraction.
  - Combat Tactics.
  - Movement & Communication.
  - Hostage Rescue (Optional)
34. At the discretion of the directing staff, some or all of these lectures may be delivered during or before the residential component as “break away” training. Such training will always be by hybrid delivery to ensure the same offering to all participants.
35. The residential course begins on the third Monday in August each year and runs for 5 continuous days. Typical hours are 0900 - 1700, although participants often work extended hours in order to complete assessments and exercises. Residential school places are subject to availability and a minimum representation but further details will be provided in sufficient time for candidates to make arrangements for attendance.
36. After registration and induction in the morning of the first day, instruction and drill in surveillance and surveillance detection takes place, followed by covert methods of entry, weapons/equipment and night drill. The second day consists of weapon and equipment familiarisation, field trauma drill, agent training and more night drill in a non-permissive environment. Exercise THUNDERBOLT begins on the third day and continues until the debrief, feedback and close.

Monday	0900 - 0930	Induction & Registration	Conference Room
	0930 - 1030	Physical Bypass	Conference Room
	1030 - 1100	Break	Cafeteria
	1100 - 1230	Electronic Bypass	Conference Room
	1230 - 1330	Lunch	Mess Hall / Dining Area
	1330 - 1530	Weapon Acquisition & Maint.	Conference Room
	1500 - 1530	Break / Travel <sup>1</sup>	Transport
	1530+	Permissive SV/SCM Drill	Field Area
Tuesday	0900 - 1030	Weapon/Equip. Familiarisation	Conference Room
	1030 - 1100	Break / Travel <sup>1</sup>	Transport
	1100 - 1230	Blast & Ballistic Drill	Field Area
	1230 - 1330	Lunch / Travel <sup>1</sup>	Transport / Field Area
	1330 - 1530	Agent SV/SCM Training	Conference Room
	1530 - 1600	Break / Travel <sup>1</sup>	Transport
	1600+	Non-Permissive SV/SCM Drill	Field Area
Wednesday	0900 - 1000	Exercise Briefing	Conference Room
	1000 - 1030	Group / Role Assignments	Conference Room
	1030 - 1100	Break	Cafeteria
	1100 - 1230	Planning & Preparation	Conference Room
	1230 - 1330	Lunch	Mess Hall / Dining Area

<sup>1</sup> Travel to and from field areas will be arranged by the directing staff and all delegates will be returned from the field area under escort.

## UNCLASSIFIED

	1330+	Ex. THUNDERBOLT <sup>2</sup>	Field Area
Thursday	0900 - 1700	Ex. THUNDERBOLT <sup>2</sup>	Field Area
Friday	0900 - 1030	Ex. THUNDERBOLT <sup>2</sup>	Field Area
	1030 - 1100	Break	Cafeteria
	1100 - 1230	Exercise De-briefing	Conference Room
	1230 - 1330	Lunch	Mess Hall / Dining Area
	1330 - 1500	Feedback & Consultation	Conference Room
	1500 - 1530	Break	Cafeteria
	1530 - 1700	Final & Close	Conference Room

37. The course adopts approximately a 3:1 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.
38. Throughout exercise scenarios, candidates will be expected to act in the role of covert operatives representing intelligence organisations in hostile terrain. Efforts have been made to distribute an even allocation of time to all competencies measured within exercises.

### Assessment

39. 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 and deploy covert tactics to maintain intelligence operations in hostile environments.
40. All assessments are designed to measure vocational competency according to the ICF for operations - Field Operative (domain 6). Learning objectives are also tied to the same competency-based model.
41. The ICF is derived from meta-studies 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.
42. 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:
- 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.
43. **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

---

<sup>2</sup> During the exercise stand-easy and sustenance will be at the participant's discretion. The exercise will unfold in real time, regardless of participation.

UNCLASSIFIED

## **UNCLASSIFIED**

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**

44. After passing the required assessments and accruing 5 credits at approximately 50 guided learning hours, participants become eligible for the EQF Level 3 Award in EU Hostile-Environment Operations.







IEIS Vienna  
Directing Staff

[REDACTED]

Vienna  
AUSTRIA

IEIS Network: H/TDS

Mobile: [REDACTED]

E-Mail: h.tds@ieis.eu

HQ IEIS  
H TDS

Our reference: IEIS/0311/20231023/1

Copy to - see Annex B

30 October 2023

Dear Sir/Madam,

**EX. THUNDERBOLT, VIENNA / DUBLIN**

1. As you are aware you will be participating in Ex. THUNDERBOLT in Vienna or Dublin. You will be joining a select group of professionals from throughout Europe in a highly demanding programme spanning a week. Training will be demanding and will test you both physically and mentally. However, it is important that you attend throughout the exercise and all accompanying training which may begin early and extend late into the night.
2. You are required to make your own accommodation and dining arrangements. However, the venue is central, located near to many dining facilities. You will only be permitted to make telephone calls home outside of designated lecture and exercise times. You will be treated as professionals and as such the highest standards of behaviour will be expected of you in return. Those who fail to comply with security policy, academic or professional codes of conduct risk disqualification.
3. 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.
4. If there are any questions, please do not hesitate to contact me on the above number.

Yours Sincerely,

[Redacted 20231030 for UNCLASSIFIED digital release

]

## CONFIDENTIAL

### PARTICIPANT INFORMATION GUIDANCE

1. Thank you for registering for Ex. THUNDERBOLT. Below you will find important information you will need in order to get the most out of your exercise. The exercise is a capability assessment with an accompanying vocational training course planned for one week in August.
2. **Training Rules.** Attendees 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 programme:
  - 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 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 programme in order to ensure a safe and effective practicing environment.
4. **Before the exercise.** If you gain any knowledge of the assessment material before the exercise, 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 exercise.** 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.

CONFIDENTIAL

## CONFIDENTIAL

6. **After the exercise.** 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. 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.
8. **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.
9. **Optional events.** On the last Friday evening of the exercise, those who have elected to undertake Optional Training Assessments (OTA) may be given the opportunity to attend an evening lecture and complete any necessary night exercises.
10. There are no other events planned during the programme. However, if this changes, plans will be announced during the course.
11. **Requirements.** As security requirements are higher for clandestine courses, it is usual for candidates to be asked to identify themselves and present evidence that they meet the criteria for attendance before being permitted to proceed to the residential phase. Candidates who cannot present such evidence may be asked to leave and attend a later iteration when they have the necessary documentation. Therefore, it is strongly advised that candidates bring the following to enrolment if they have not already been asked to present it:
  - 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.
12. 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. However, candidates who are unsure of what they should bring should clarify their case with the directing staff prior to attendance.
13. **Updates.** For further updates on exercise material, consult the following documentation:
  - Intelligence Academy, *Ex. THUNDERBOLT Player Handbook* (Vienna: IEIS, 2024).
  - IEIS, *Candidate Handbook* (Vienna: IEIS, 2015).
  - IEIS, Institute for European Intelligence and Security (IEIS), <https://academy.ieis.eu/>.
14. **Electronic and physical certification.** After the exercise has concluded, verification of attendance will be uploaded to their record, allowing them to sit the final exam. Graduating candidates will be provided with electronic verification of their qualifications and a physical certificate.
15. **Registration and Sessions.** The residential 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 candidate's choosing.

CONFIDENTIAL

**CONFIDENTIAL**

16. **Contact Numbers.** The directing staff may be contacted at [REDACTED]. However, during your exercise, the following telephone numbers may also be helpful:

Vienna

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

Dublin

Emergency (All)	999
Non-Emergency (All)	112

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.