



## **EU INTELLIGENCE MANAGEMENT COURSE (EUIMC)**

### **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 INTELLIGENCE MANAGEMENT COURSE (EUIMC)

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
EUIMC	EU Intelligence Management Course
ECIM	European Criminal Intelligence Model
CCIRM	Collection, Co-ordination, Intelligence Requirements Management
T&CG	Tasking & Co-ordination Group
ICF	Integrated Competency Framework
EQF	European Qualifications Framework

#### Introduction

4. Welcome to the EUIMC. The course provides candidates with the skills and knowledge required to perform supervisory functions within an intelligence environment in an intensive one week residential programme coupled with preparatory e-learning. The entire development experience is focused on tactical intelligence in complex international environments.
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 developing understanding and supporting operations planning to ensure the security of Europe and its interests across the globe.

UNCLASSIFIED

## UNCLASSIFIED

9. **Admissions.** The course applies no additional pre-requisite criteria beyond that required for admission to all Institute courses.
10. *Intelligence Foundations* and *Intelligence Security* e-learning modules are integral parts of this course. Candidates who have already successfully completed either of these online will not be asked to re-take them and will have the fees they were charged for the initial e-learning discounted from the total programme costs.

### 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 EUIMC develops current and aspiring intelligence commanders 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. Supervisory and executive authority gatekeeper, controller, covert operations manager and CCIRM courses are combined as prescribed by international and regional curriculum to develop candidates as command intelligence staff.
17. Student learning is based around the oversight and accountability systems governing intelligence and surveillance activities, the ethical, legal and operational requirements/restrictions, risk assessment/mitigation, authorisations, pre-requisites and audit trails. Equal time is devoted to EU state and non-state operational oversight. Candidates will also explore the role of the intelligence manager as an internal cut-out, security manager and covert communications co-ordinator together with their role in policy-making, disclosure, compromise and the management of covert collection, counter-intelligence, analysis and covert action. The course draws particular focus to regional and international law, ethical standards, risk, safety and security.
18. Command skills, leadership and technical knowledge are assessed in a simulation exercise that runs throughout the course.

UNCLASSIFIED

## UNCLASSIFIED

19. **Dress Code.** Formal or casual business attire, or combat uniform for military personnel is the usual dress code for intelligence supervisors. Dress on the course would be expected to be consistent.

### Learning Objectives

20. The course is designed to produce intelligence commanders who can:
21. **LO 01: Employ ECIM Concepts.** Decision-makers in an intelligence environment must understand the key roles, responsibilities and structures within the ECIM's strategic, tactical and operational commands.
22. **LO 02: Comply With Surveillance Ethics & Law.** An understanding of the wider state and non-state governance and oversight systems for intelligence and surveillance activities is essential. Also, a working knowledge of legal and ethical requirements and restrictions, EU covert surveillance legislation, practice and policy is required. Commanders must appreciate the types of surveillance (inc. property interference), prepare applications/reviews for the relevant authorities and preserve surveillance products as evidence.
23. **LO 03: Appreciate Intelligence Products.** Commanders use intelligence to inform strategy via the T&CG functions at strategic, tactical and operational levels. Decision-makers appraise assessments, estimates and other intelligence products together with the analytical techniques used to compile them.
24. **LO 04: Implement Operational Security.** Officers in intelligence command positions must apply best practice regarding disclosure, operational security and the compromise of intelligence material. They also have a working knowledge of sanitisation, grading, compartmentalisation and intelligence material evaluation practices.
25. **LO 05: Deliver Intelligence Briefings.** The identification of open and closed sources of information, interpretation of complex data sets (inc. communications data) and the conduct of risk-assessments in fast-paced, high-risk environments is essential to supervising and conducting briefings and debriefings.
26. **LO 06: Formulate Policy.** The formulation of covert and overt tactical options together with prevention, intelligence and enforcement (PIE) policy options requires a thorough understanding of justification, proportionality, necessity and collateral intrusion to be able to ensure that contemporary intelligence issues are correctly addressed.
27. **LO 06: Provide Intelligence Leadership.** Commanders manage the full spectrum of covert action available within the intelligence environment and therefore develop meaningful relationships with European agencies and partners. They apply decision-making theory to assess, prioritise and assimilate intelligence in fast-paced, high-risk environments. It is the responsibility of commanders to carry out the function of incident commander, intelligence commander and security manager whilst recording decision-making for future audit. Intelligence leaders may also be required to function as an internal cut-out, covert communications co-ordinator, gatekeeper and controller. Management of the collection and production of intelligence, provision of legal and ethical oversight and supervision of counter-intelligence investigations and activities is commonplace.

### Course Structure

28. Participants become part of a complex and evolving tactical scenario from their initial enrollment. The scenario is adaptive and designed around a contemporary threat to European security. Learning is focused on delivering against the aforementioned

UNCLASSIFIED

**UNCLASSIFIED**

competency-based learning objectives both directly and through the use of capability developing enablers.

- 29. The course is delivered in three main phases; skill development, consolidation and assessment/exercise. Lectures and workshops that aim to develop fundamental 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. Ex. BEEHIVE exercises and assesses the learning objectives in real-time on an individual and unit level. Finally, the examination assesses individual knowledge retained by candidates.
- 30. 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 recognised experts, assistance with course content and sustained aftercare after the course ends.
- 31. The residential course begins on the third Monday in January and July 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.
- 32. **E-learning: Preparatory Distance-Learning.** This element develops the fundamental theory behind intelligence management with the exception of sensitive material delivered on the residential course. The e-learning element includes lectures on the ECIM, disclosure/compromise security risks, risk assessment, ethics and law, critical decision making, intelligence collection management, European agencies and partners, delivering and supervising briefings, authorities and governance, tasking and coordination, sourcing issues and data interpretation. Candidates will not be admitted to the residential course without having achieved a passing grade on the e-learning element.
- 33. **Day 1: Induction & Management.** On the first day participants will be enrolled on to the residential course provided with an introductory briefing and induction, before attending lectures on policy, best practices, compliance and management in the field of covert tactics.

0900 - 0930	Induction & Registration	Conference Room
0930 - 1100	Strategic Intelligence Products	Conference Room
1100 - 1230	Surveillance Practice & Policy	Conference Room
1230 - 1330	Lunch	Mess Hall / Dining Area
1330 - 1500	Covert Oversight & Management	Conference Room
1500 - 1530	Break	Cafeteria
1530 - 1700	Tactical Options	Conference Room

- 34. **Day 2: Covert Intelligence Management.** The second day of the course covers lectures on evidence, counterintelligence, covert action, infrastructure and techniques.

0900 - 1030	The Surveillance Product & Evidence	Conference Room
1030 - 1100	Break	Cafeteria
1100 - 1230	Covert Infrastructure Management	Conference Room
1230 - 1330	Lunch	Mess Hall / Dining Area
1330 - 1500	Special Investigative Methods	Conference Room
1500 - 1530	Break	Cafeteria
1530 - 1700	Counterintelligence & Covert Action	Conference Room

**UNCLASSIFIED**

**UNCLASSIFIED**

35. **Day 3: Ex. BEEHIVE.** The third day focuses on briefing and organisational skills within the context of the exercise known to the candidates as Ex. BEEHIVE.
- 0900 - 1700                      Ex. BEEHIVE    Conference Room
- During the exercise coffee breaks and dinner hours will be at the students discretion. Information will continue to be fed into the cell and events will unfold in real time regardless of student attendance.*
36. **Day 4: Ex. BEEHIVE.** The fourth day covers major policy issues and decision-making within the context of the ongoing exercise.
- 0900 - 1700                      Ex. BEEHIVE    Conference Room
- During the exercise coffee breaks and dinner hours will be at the students discretion. Information will continue to be fed into the cell and events will unfold in real time regardless of student attendance.*
37. **Day 5: Ex. BEEHIVE.** The last day of the course concludes Ex. BEEHIVE. The day ends with a period of reflection, feedback and consultation to consolidate learning.
- 0900 - 1700                      Ex. BEEHIVE    Conference Room
- During the exercise coffee breaks and dinner hours will be at the students discretion. Information will continue to be fed into the cell and events will unfold in real time regardless of student attendance.*
38. 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.
39. 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.
40. Throughout exercise scenarios, candidates will be expected to act in the role of intelligence commanders within a tactical intelligence cell.
41. **Ex. BEEHIVE.** Throughout the course Ex. BEEHIVE provides candidates with a completely immersive simulation where participants take on the roles of members of an intelligence task force “EUSAC” reporting to the course director. The task force is established with the purpose of co-ordinating intelligence efforts relating to the course intelligence scenario. The cell will be expected to periodically update command elements throughout the exercise and formally brief the task force chief. Efforts have been made to distribute an even allocation of time to competencies measured within the exercise.

**UNCLASSIFIED**

## UNCLASSIFIED

### Assessment

42. 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, respond according to policy and task any appropriate resources.
43. All assessments are designed to measure vocational competency according to the ICF for intelligence - Intelligence Manager (domain 3). Learning objectives are also tied to the same competency-based model.
44. 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.
45. 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.
46. **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

47. After passing the required assessments and accruing 6 credits at approximately 60 guided learning hours participants become eligible for the EQF Level 3 Award in EU Intelligence Management.

UNCLASSIFIED







IEIS Vienna  
Directing Staff

████████████████████  
Vienna  
AUSTRIA

IEIS Network: H/TDS

Mobile: ████████████████████  
E-Mail: h.tds@ieis.eu

HQ IEIS  
H TDS

Our reference: IEIS/0311/20190905/3

Copy to - see Annex B

5 September 2019

Dear Sir/Madam,

**EU INTELLIGENCE MANAGEMENT COURSE, VIENNA**

1. As you are aware you will be joining the EU Intelligence Management Course in Vienna on the third Monday of January or July. You will be joining a select group of professionals from throughout Europe in a highly demanding programme spanning 1 week culminating in graduation at the end of that 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. A photo ID.
  - 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

]

## CONFIDENTIAL

### PARTICIPANT INFORMATION GUIDANCE

1. Thank you for registering for the EU Intelligence Management Course (EUIMC). Below you will find important information you will need in order to get the most out of your course. The EUIMC is a vocational training course planned for 1 week in January or July in Vienna.
2. **Training Rules.** Students will not be expected to adopt any form of “operating cover” whilst on the course, meaning that deception by students could be disruptive and therefore grounds for dismissal from the programme. 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. 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.
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.
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.

CONFIDENTIAL

**CONFIDENTIAL**

8. **Optional events.** On Monday, Tuesday, Wednesday or Thursday evening of the course, those who have elected to undertake the Optional Training Assessment (OTA) in Leadership 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.** 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.
11. **Updates.** For further updates on course material, consult the website entry at:
  - <https://academy.ieis.eu/local/staticpage/view.php?page=euimc>
12. **Electronic and physical certification.** After the course has concluded, graduating students will be provided with electronic verification of their qualifications and a physical certificate.
13. **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. Coffee breaks and lunch will be served in the cafeteria or at a venue of the student's choosing.
14. **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
15. **After Your Course.** Should you find you have any misplaced belongings, please contact ██████████ (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.
16. **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.

**CONFIDENTIAL**