



PROFESSIONAL TRAINING FOR REGISTRATION

CANDIDATE HANDBOOK

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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 with further details being disseminated over the public website at www.ieis.eu. Candidates are reminded not to send sensitive information by e-mail.

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PROFESSIONAL TRAINING FOR REGISTRATION

1. This document outlines the core content and scope of training offered by the Institute for European Intelligence and Security on its courses. It outlines the rules, regulations, policies, procedures and guidelines for course conduct and conduct at course facilities together with any other relevant information not included elsewhere.

Aim

2. This handbook aims to provide the following types of information:
 - a. Institute education, training and readiness exercise doctrine.
 - b. Equivalency, certification and admissions criteria, including membership, finance, options and pricing.
 - c. Rules, regulations, policies, procedures and guidelines relating to conduct on courses. Guidance regarding the facilities in which candidates will be living and studying.
 - d. Links to, or 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
HUMINT	Human Intelligence
GSC	General Service Course
NGO	Non-Governmental Organisation
IBT	Intelligence Basic Training
IFT	Intelligence Field Training
EQF	European Qualifications Framework
IELTS	International English Language Test System
ICHC	International Criminal History Check
NATO	North Atlantic Treaty Organisation
CULEX	Culminating Exercise
EUIOC	EU Intelligence Operations Course
EUIAC	EU Intelligence Analysis Course
EUIMC	EU Intelligence Management Course
CIA	Central Intelligence Agency
GLH	Guided Learning Hours
CSC	Clandestine Service Course
CPX	Command Post Exercise
FTX	Field Training Exercise
CEFR	Common European Framework of Reference for Language
OTA	Optional Training Assignment
MCPE	Multiple Choice Practical Exam
UN	United Nations
ISO	International Standardisation Organisation
VET	Vocational Education and Training
DPO	Department for Peace Operations
ITS	Integrated Training Service
ETEE	Education, Training, Exercise and Evaluation
EHEA	European Higher Education Area
APL	Accreditation for Prior Learning
UK	United Kingdom of Great Britain and Northern Ireland
IE	Republic of Ireland

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MA	Master of Arts
PhD	Doctor of Philosophy
CEPOL	EU Agency for Law-Enforcement Training
ICF	Integrated Competency Framework
BSC	Basic Security Check
ESC	Enhanced Security Check
TDS	Training & Directing Staff

The Institute

4. As a provider of elite HUMINT training throughout the EU, the Institute for European Intelligence and Security (“the Institute”) is dedicated to building a safer Europe by helping those invested in its security and integrity.
5. The Institute incorporates cutting edge research emerging from centres of excellence into its training and Instructors have years of experience delivering training at law-enforcement, military, intelligence agencies and other institutions throughout Europe. In addition to being experienced and qualified in human intelligence, instructors represent the Institute in its operations around the globe. Courses are run across Europe and focus on the core competencies of intelligence professionals represented in the ICF.
6. The Institute launched its first programme in 2015 meeting the needs of intelligence professionals from various industries in the public, private and third sectors alike. In addition to its training options the Institute conducts operations worldwide and provides expert analysis, assistance and oversight.
7. Applicants should be aware they will be assessed in all courses through rigorous evaluations. Candidates are expected to meet the high expectations of every intelligence institution, from the mental expectations of academic institutions to the physical demands of the military. Candidates will only be permitted to pass the course if they have demonstrated professional competence in all learning objectives.
8. IEIS pioneered the first open and cross-sector clandestine HUMINT qualification in 2015 and has been awarding superior vocational qualifications and component training since.
9. IEIS overcomes barriers between sectors and nations to share the highest technical standards in secret intelligence practice applicable regionally, internationally, across sectors and functions. Qualifications are regularly updated to reflect regional and international regulatory changes.
10. The Institute has instructed Intelligence Officers, Private Investigators, Journalists, Peacekeepers, Observers, Monitors, Military Officers, Aid Workers, Law Enforcement Officers, Security Officers, Intelligence Scholars, Competitive Intelligence Analysts, and more. To this day its membership continues to grow and the reach of its activities extends far beyond the borders of Europe.
11. As the most experienced and knowledgeable institution in delivering cross-functional and cross-sector HUMINT support to the public, IEIS is the only choice for the international intelligence professional.

Eligibility

12. **Open Programmes.** In some circumstances applicants attending a course on-site with other candidates in sensitive positions may be required to pass a BSC with accompanying ICHC for access to RESTRICTED material. However, in the vast majority of cases, subscribing to open programmes such as the GSC EUIOC, EUAC and EUIMC courses or

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online programmes, will not result in having to meet stringent security requirements. Generally open programmes only require:

- a. A post-compulsory level of general education equivalent to EQF Level 3+ or EQF Level 6+ depending upon criteria.
- b. Good verbal and written command of the English language, equivalent to a pass on the IELTS.
- c. A history of personal and professional responsibility.
- d. Good communication skills.
- e. A history of good character and conduct.
- f. An ethical and justifiable reason to study.

13. **Closed Programmes.** Candidates applying for clandestine intelligence programmes such as those courses included on the CSC, must meet the following requirements in order to be eligible to study:

- a. A post-compulsory level of general education equivalent to EQF Level 3+ or EQF Level 6+ depending upon criteria.
- b. Good verbal and written command of the English language, equivalent to a pass on the IELTS.
- c. European citizenship, residency or affiliation.
- d. A history of personal and professional responsibility.
- e. The ability to pass an ICHC and BSC for access to RESTRICTED material.
- f. At TDS discretion, the ability to pass an ESC for access to CONFIDENTIAL material.
- g. Sound mind and no ethical conflicts.
- h. A standard of physical fitness equivalent to NATO fitness tests.
- i. Good communication skills.
- j. A history of good character and conduct.
- k. Fitness to act in the public interest.
- l. An ethical and justifiable reason to study.

14. **Linguistic Requirements.** Although courses are taught in English, candidates will find intensive language and cultural training essential to understanding the human dimension and considerable time is invested in learning new languages. CEFR A2 in Russian, Turkish, Persian, Chinese, Dari, Pashto, Kurdish or other languages of interest is a passing requirement for HUMINT specialists.

15. **Citizenship Requirements.** Training is provided exclusively to European citizens, residents with significant ties to the EU and representatives of European institutions or other international bodies acting in the defense of European security. Applicants should be prepared to provide evidence of the appropriate citizenship, residency or institutional affiliation on application.

16. **Academic Requirements.** Many of our courses are highly technical and candidates should familiarise themselves with the educational and experiential requirements prior to applying. In line with EU directives for its representatives candidates should possess at least a level of secondary education. Advanced courses may have the higher requirement of an academic degree.

17. **Security Requirements.** Courses have been carefully researched in the public domain and contain no classified material. For candidates in sensitive positions measures can be put in place to preserve anonymity from both staff and candidates. As some courses have the potential for abuse they require candidates to undergo security checks, for which anonymity can still be maintained by vetting through a third party. Under no circumstances will the Institute divulge the identity of its membership, consumers or agents.

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18. **Conduct Requirements.** Good behaviour and respect for religion, ethnicity, gender and sexual orientation is expected from all candidates. Candidates must comply with the terms and conditions as outlined on the website and will be provided with detailed information and any technical equipment required prior to each course. Candidates are liable for any loss or damage to such technical equipment.
19. Prior to enrolling on Ex. SOLO candidates should familiarise themselves with their language option, the subject of arms-trafficking and should have completed extensive advanced regional and international HUMINT training or having accrued three years international experience working in HUMINT collection in complex environments.
20. Prior to enrolling on Ex. THUNDERBOLT candidates should familiarise themselves with their language option, the subject of counter-terrorism and any background material given to them in advance. Candidates should not attempt the exercise without having completed extensive specialist regional and international training in counterintelligence, psychological operations and strategic deception or having accrued three years international experience in each of those fields.
21. In order to register on the CSC, candidates must have met the criteria for general registration and be working with human intelligence issues or otherwise scholars/practitioners of human intelligence. In keeping with the open enrolment policy barriers to entry are as low as possible, however candidates will have to meet more specific security, educational, professional and physical standards.
22. Regardless of the options selected, completing the CSC is a requirement for specialist HUMINT registration. Candidates with extensive HUMINT experience through work and study may be eligible to bypass training and enter directly as specialists. However, these cases are rare and generally involve at least some supplementary training.

Pre-Enrolment Information

23. After having decided to pursue a pathway to professional registration culminating in internationally recognised expertise, there are factors a candidate must consider before applying that may affect the remainder of their study.
24. All candidates should contact the Institute in the first instance to discuss their study requirements. The Institute may be able to assist with issues such as finance, time off from work, visas, dependency issues and credit transfer from prior learning.
25. When calculating costs candidates should be aware that the graduation event, culminating exercise and registration may be compulsory and subject to additional charges.
26. **Pre-Booking Information.** The following information might not be disclosed publicly but may be released upon request prior to booking an event:
 - A general description of the candidate representation (e.g. candidates on the course are mostly government agencies, private sector security and diplomats).
 - Any organisations providing sponsorship to the course.
 - The general scope and depth of training, in response to specific enquiries.
 - Who will be the main instructor and a short sanitised summary of their qualifications.
 - Corporate hospitality or gifts that may be provided.
 - The general area, but not the specific address, where the course will be held.
 - General and non-specific reference to security and confidentiality procedures in place at the venue and on the course.
 - The type of venue (e.g. converted flat, lecture theatre, conference room, etc.)

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- Who will be handling the personal and financial data of candidates (inc. fees, registration and administration).
- The general area, but not specific address of any accommodation arrangements (if provided).
- Validity of any qualification granted as a result of attendance/examination.
- Any business or commercial interests that may represent a conflict of interest amongst the staff offering the course.

27. **Covert Risk Assessment.** In evaluating the risk of attending a course it is important that members of the intelligence community consider the following:

- It is highly unlikely that the candidate will be able to maintain any form of operating cover for long. Pseudonyms will not be permitted. However, the directing staff will co-operate if a candidate wishes to disclose their interest and reason for attendance as academic rather than professional.
- The subject matter discussed on the course is highly sensitive and all attendees are vetted to the appropriate level before being allocated a place.
- All directing staff and representatives are vetted to the appropriate level and carry professional qualifications commensurate with their responsibilities.
- All attendees must have a verifiable and justifiable reason for attendance.
- Venues and accommodation are secure and anonymous.
- Any conflicts of interest will be disclosed to the candidate prior to booking.
- All courses are developed by experts and are tailored to meet European security and intelligence needs not adequately addressed elsewhere. Making IEIS courses unique, innovative and highly valuable.

28. **Co-operation.** The directing staff will not accept the use of pseudonyms, identity protection measures, private security checks on candidates or sharing candidate personal information. However, in order to satisfy security concerns of delegates the directing staff will co-operate with:

- Security checks on the directing staff and their representatives.
- Special security measures (e.g. the use of secure containers and encryption).
- Discrete booking arrangements to protect the identities of candidates from the public.
- Procedures for rejecting corporate hospitality.
- Minimal levels of professional disclosure.
- Non-disclosure agreements.

29. **Facilities Guide.** The facilities guide is attached to this document as Annex A.

Equivalency & Exemption

30. Candidates who meet the core criteria for registration and have undertaken programmes of study equivalent to the GSC or the CSC may bypass that training and enter directly into registration at the appropriate grade.
31. Granting "equivalency" or "exemption" in this way is common for candidates with an existing intelligence education wishing to enter onto the general register. However, this is rarely used to enter directly into specialisms or bypass the CSC in its entirety.
32. Equivalency ensures a candidate can meet programme requirements while avoiding repetition of learning and assessment.
33. **Methodology.** Knowledge, skills, achievement and understanding a candidate already possesses is assessed against programme assessment requirements, resulting in the award of any appropriate credit. APL can recognise experience, learning and achievement

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using any appropriate assessment methodology. However, credit may only be awarded if all assessment requirements for a module are met and evidence provided is both valid and reliable.

34. **Validity.** APL is a valid method of enabling individuals to claim credit for units, irrespective of how their learning took place. There is no difference between the achievement of the learning outcomes and assessment criteria of a unit through prior learning or through a formal programme of study.
35. **Transparency.** All policy decisions, processes and procedures must be transparent, rigorous, reliable, fair and auditable, resulting in a high level of stakeholder confidence in APL outcomes.
36. **Support.** Candidates should be given advice on the nature and range of appropriate evidence supporting a claim for credit, and be given guidance in making a claim. APL is a voluntary process and the candidate should feel free to withdraw at any time.
37. APL is subject to the same quality assurance and monitoring standards as other forms of assessment. APL credit shall not be distinguished from any other credit awarded. Assessment methods must be equally rigorous, fit for purpose and be evidence-based. APL may not be suitable as an alternative for all assessments.
38. Where units are assessed against assessment criteria or grading criteria, then all evidence must be evaluated using the stipulated criteria. In assessing a unit using APL the assessor must be satisfied that the evidence produced by the candidate meets the assessment standard established by the learning outcome and its related assessment criteria. Subject areas must have personnel with appropriate expertise and knowledge to facilitate this process.
39. Please note that all relevant evidence must be assessed before decisions are confirmed and the assessment strategy for each qualification must be adhered to.
40. APL is used when a candidate has not had their prior learning formally recognised. If a candidate has certificated learning, then they should request an exemption, not APL.
41. Candidates wishing to carry out APL must ensure that they are registered for APL as soon as they formally start to gather evidence.
42. **Scope.** Most often APL will be used for modules. It is acceptable to claim for an entire qualification through APL although it would be unusual for a candidate to be able to offer prior knowledge, skills, achievement and understanding that completely matches every aspect of a qualification's assessment requirements. In the case that a candidate can demonstrate such evidence it is recommended that they be granted exceptional entry or exemption from entry requirements to higher programmes or specialist/membership grades.
43. **Evidence.** The prior achievement that would provide evidence of current knowledge, understanding, achievement and skills will vary from sector to sector. It will depend on the extent of the experience, technological changes and the nature of the outcome claimed. If the currency of any evidence is in doubt, the assessor may use questions to check understanding, and for competence.
44. Activities historically accepted under APL are not a guarantee of future acceptance. However, some activities previously accepted under equivalency or exemption have been listed here in order of credit awarded (from highest to lowest) to help applicants

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conceptualise the types of evidence an assessment committee may expect to see in an application:

- UK Intelligence Officer's New Entrant Course
- IE Defence Intelligence & Security Course
- Undercover Investigation (Media Report Documentation)
- Commercial Security Investigation (Case Files)
- UK Advanced Agent Handling Course
- Intelligence Promotion Project (Portfolio)
- MA in Intelligence & Security Studies
- PhD in Human Intelligence Psychology
- Military Service (De-classified Records)
- Police Service (De-classified Records)
- MA Investigative Journalism
- Academic Research (Portfolio)
- CEPOL Informant Handler/Controller Course
- Competitive Intelligence Certification
- Level 3 Diploma in Intelligence Operations
- Level 4 Certificate in Advanced Surveillance

45. Equivalency is by no means limited to these cases or these types of evidence. However, providing evidence that has been historically accepted by other candidates may strengthen the grounds for an APL award.
46. **APL Fees.** If APL is used to accrue module credit, module fees are waived. However, assessment fees to cover the cost of individual assessment and assembling an assessment committee are set at €125 per person. Exemption is an administrative process and carries no additional fee.

Finance, Options & Pricing

47. Two of the largest issues facing organisations and individuals in need of training are meeting the costs of training and managing the displacement of staff.
48. Courses are provided with various options. Mobile training teams may not be able to deliver training at all venues. However, some may be delivered on-site at the clients venue on request. When non-residential training can be provided, candidates must travel to and from the venue each day or arrange their own accommodation. This is often the best option for corporate or group clients.
49. Residential training has the advantage that candidates can stay at or near the training venue with other candidates. This is often the best option for individual self-funding candidates wishing to attach themselves to larger classes. Both residential and non-residential courses are oriented to deliver best value for budget holders.
50. **Corporate & Government.** For corporate or government clients joint training arrangements can be made to spread the cost of training over multiple budgets, greatly reducing budgetary impact. In addition corporate and government discounts are available upon request for bespoke courses.
51. **Abstraction Management.** Providing vetted staff with an intelligence and security skill set is integral to our consulting responsibilities. In partnership with managers and personnel departments we can facilitate abstraction from duty and recruit temporary replacement staff with highly specialised skills. In addition, on the team's return, to duty the organisation would benefit from reinvigorated and developed staff with a new knowledge

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of languages, heightened interpersonal skills and specialist skills in intelligence and security.

52. **Individuals.** For individual clients looking for personal training solutions, the costs of courses can be spread over the duration of the course. In addition we can arrange financing options to spread the costs over a longer period with partner financial institutions (terms and conditions apply). Working with employers and government we can also help develop convincing and evidenced business cases for professional development, negotiate leave of absence for training purposes or abstraction by other instruments while helping the employer manage any costs and disruption from the abstraction.
53. **Groups.** Class sizes are kept deliberately small and may not exceed 10 candidates per class. For larger bookings it is recommended that candidates are divided into multiple smaller cohorts. For pre-booked groups courses are run as bespoke events. For such events, the client is not billed by the seat but for the collective expense of the course, regardless of the number of candidates attending. Generally, this only becomes cost effective for groups of four or more, but can yield considerable savings in larger numbers.
54. **Exclusive Options.** Exclusive training can deliver a venue of historic significance, luxury accommodation and transportation to and from the venue. Topical excursions and events relating to the subject matter can be arranged exclusively so you never have to compromise on the learning experience. Exclusive options are delivered to individual candidates at a premium to the listed course fee. These options are bespoke to the client and can involve as little as up-scaling single accommodation, meals, providing transport or an extra event. This option is often favoured by those with specific learning needs or private individuals. These options are generally invoiced separately so please enquire for an estimate prior to application.
55. **Accommodation Options.** Provided at bed and breakfast rates, candidates may find themselves accommodated in multiple buildings with fellow candidates or housed individually. Arrangements range from dormitory accommodation to residential housing, so please enquire in advance if there are any special arrangements.
56. **Packages.** Due to various partnerships and standing agreements in place with accommodation, catering, transport and venue providers residential bookings of 90 days or more are offered at lower rates. By packaging courses candidates gain the advantage of studying similar subject matter at the same time, with the same group and at reduced rates. It is strongly recommended that clients take advantage of these discounts as opposed to completing courses on an ad-hoc basis.
57. **Candidate Support.** Supplementary exercises are available for candidates experiencing difficulties with the syllabus. On intense courses and courses with a night component there will be fewer opportunities for supplementary exercise, so candidates are advised to approach the course leadership with issues at the earliest possible stage. Depending largely upon class sizes historic venues for exercises, assessments, ceremonies, events and lectures can be negotiated. Enhanced catering services, accommodation, communal services and welfare activities may also be negotiated on the same principle. Regardless of the terms under which training is delivered all courses, events and exercises meet the minimum policy standards for international partners.
58. **The Hardship Fund.** In most cases the Institute is successful in assisting candidates struggling to finance or separate from work for the duration of full-time courses and retains a contingency fund specifically for that purpose.

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Points of Contact

59. For all matters relating to the course candidates should contact their course director by e-mail. Candidates should not contact support staff directly.
60. The course director should be the first point of contact for all enquiries regarding the course, including; course transfers and changes, absence, interruption of study, withdrawal, references, induction enquiries, curriculum enquiries, study enquiries, rules and regulations, extenuating circumstances, course progression and learning adjustments.
61. Facilities staff should only be approached for matters regarding the training site and accommodation.
62. Support staff deal with status letters, course transfers, concessions and authorised interruption of studies; they can also offer guidance and information on support services available. However, support staff report to the directing staff and should not be approached directly by candidates.

General Policies

63. **Quality Policy.** Striving for the highest quality standards in European training and education, assessment ensures that these standards are met and can be reproduced after graduation. Assessments are designed to fit the course in a combination of formative and summative assessment with course teams adapting assessments throughout. Amongst other professional standards, assessments draw on common NATO, EU and UN armed forces, intelligence and law-enforcement agency standards derived by scientific method.
64. Quality management and processes are structured according to ISO 29990, EU VET, UN DPO ITS and NATO ETEE standards and requirements on quality assurance. As a part of on-going regional and international accreditation standards and activities are monitored across educational and support fields, policy aims to meet EHEA standards and guidelines for quality assurance.
65. **Complaints Policy.** On occasion there will be legitimate cause for complaint and the Institute is committed to maintaining an effective procedure for the resolution of such complaints.
66. **Plagiarism Policy.** Plagiarism is taken very seriously and incurs the harshest of penalties. If work is copied without the appropriate citation, candidates may find themselves answering charges of academic misconduct.
67. **Academic Misconduct Policy.** In addition to plagiarism academic misconduct pertains to any other type of cheating, including but not limited to collusion, falsification, deceit, cheating and impersonation. Candidates may be dismissed for academic misconduct, stripped of existing qualifications and unable to take up positions on courses at the Institute or other academic institutions.
68. **Professional Misconduct Policy.** Professional misconduct pertains to issues of unsatisfactory performance or unacceptable behaviour, including but not limited to sexual misconduct, discrimination, harassment, neglect, unsatisfactory or unprofessional performance, unacceptable behaviour, failure to comply with policy, illegal activity, dishonesty, wrongdoing or other unethical conduct. Candidates may be dismissed for professional misconduct and find themselves unable to secure a position in the intelligence and security sector.

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69. **E-Mail Use Policy.** The use of email by authorised personnel is permitted and encouraged where such use supports the goals and objectives of the Institute. However, authorised personnel must ensure that they comply with current legislation, use email in an acceptable way and do not create unnecessary risk to the Institute by their misuse of the internet. The following behaviour is considered unacceptable:
- Use of a communications system for personal or business use.
 - Use of a communications system to send chain letters or spam.
 - Forwarding of confidential or classified messages to external locations.
 - Distributing, disseminating or storing images, text or materials that might be considered indecent, pornographic, obscene or illegal.
 - Distributing, disseminating or storing images, text or materials that might be considered discriminatory, offensive or abusive, in that the context is a personal attack, sexist or racist, or might be considered as harassment.
 - Accessing copyrighted information in a way that violates the copyright.
 - Breaking into a system or unauthorised use of a password/mailbox.
 - Broadcasting unsolicited personal views on social, political, religious or other matters.
 - Transmitting unsolicited commercial or advertising material.
 - Undertaking deliberate activities that waste staff effort or networked resources.
 - Introducing any form of computer virus or malware into the corporate network.
70. The Institute maintains the right to examine any systems and inspect any data recorded in its communications systems. In order to ensure compliance with this policy, the Institute also reserves the right to use monitoring software in order to check upon the use and content of emails. Such monitoring is for legitimate purposes only and will be undertaken in accordance with standard operating procedure. All those granted the right to use the Institute's email services are required to sign an agreement confirming their understanding and acceptance of this policy. Those breaching the e-mail use policy will face charges of professional misconduct and/or criminal charges.
71. **Attendance Policy.** The directing staff reserve the right to monitor candidate attendance to make sure that candidates are studying on the courses for which they are enrolled, and to identify and offer help to candidates who may be experiencing difficulties. There is no requirement placed on candidates to attend classes or events. However, they may have difficulty evidencing competency requirements if they cannot be observed in professional practice.
72. **Careers Service Policy.** All candidates have the right to access specialised intelligence career advice, secondment and volunteering opportunities, professional references and job opportunities through the Institutes career service for up to two years after they successfully complete their course.
73. **Candidates Network Policy.** All candidates have a common e-mail account from which they can send and receive group messages pertaining to training, networking and professional development. Access to this account is renewed annually.
74. **Computing Facilities Policy.** All Institute facilities are required to have a business centre with functional computing facilities.
75. **Library Policy.** Library services are available to all currently enrolled candidates. Requests can be made by e-mail, for a more detailed description of library services visit the website.
76. **Disability Policy.** The directing staff are required to make reasonable adjustments to accommodate candidates with disabilities. These adjustments can extend to assessment, exercises, tuition and other areas in which candidates require support. Therefore,

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candidates are advised to inform the directing staff of their condition as early as possible so accommodations can be negotiated.

77. **Personal Data Policy.** To be registered on a course you will be asked to provide some personal data. In doing so you are also giving your consent to the processing and storing of your personal data for official use. If you wish your application to be processed anonymously and/or to be exempted from course photos, address lists, etc. you must submit your request in writing before publication.
78. **Intelligence Candidates.** Candidates representing the intelligence community should:
- Conduct themselves in a professional manner representative of the intelligence community, their organization and unit.
 - Uphold the highest standards of diversity and show respect for the professional roles of other candidates on the course.
 - Protect the capability, capacity and methodology of their department and organization.
 - Not discuss the details of any operation or tactic in open forum.
 - Refrain from discussing operational details with colleagues unless there is a clear 'need to know'.
79. **The Chatham House Rule.** Learning fundamentally requires academic freedom, and so the Institute encourages the exchange of ideas in free and open discussion. Nothing participants say while attending an Institute programme may be attributed to them personally. This policy applies to all staff, faculty, and participants.

Delivery

80. Conducted under the auspices of the Specialist Research School, courses introduce secret intelligence operations to the practitioner through guided and independent learning.
81. All training provided by the Institute carries a distinct European focus and reflects the aims and values of the EU. Intertwined with the strong ethical principles and traditions of intelligence practice throughout Europe, a respect and strict adherence to the laws of EU member states will be found at the core of every course. As an organisation the Institute fosters the same unwavering dedication to peace and security in its candidates that it demands from its staff. The strong focus on EU intelligence and security policy develops strong intelligence officers with international skills and knowledge that translate across the EU.
82. Class sizes vary depending on the course with some classes being run one-on-one and others requiring at least four participants. All necessary equipment will be provided and training support materials are issued to all candidates. Feedback is welcomed, encouraged and used to inform future iterations of our courses. Insurance, licenses, accreditation and equipment for training teams and courses are checked before enrolment. Aftercare services help you implement your study from the course in an existing workplace or get started in a new career.
83. IEIS qualifications are broad, cross-functional qualifications designed to support the overall effective operation of secret intelligence operations across a variety of sectors. They:
- Recognise competence in quality intelligence practice in the workplace.
 - Complement existing skills and qualifications.
 - Encourage practices that can maximise competitive advantage by focusing on efficient, effective and economical working practices.

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- Focus on developing cross sector occupational skills over organisational processes and procedures.

84. Training provides intelligence professionals with the skills they require to function in a secret capacity within national, military, business, academic, law-enforcement, NGO-media and religious-citizen institutions.
85. Secret intelligence contributes approximately 20% of the intelligence value towards finished products. Secret methodologies are well used outside of law-enforcement, military and national intelligence spheres. Business, academic, NGO-media and organised religious-citizen institutions apply various and similar confidential methods in the conduct of their business.
86. However, organisational standards, best practices, competencies, tools, assets, and knowledge is in early development beyond the organisational level. This course responds to this public need by consolidating knowledge publicly available in this sensitive field, combining it with independent research, and delivering it in a format that various institutions can implement.
87. It is hoped that this material will contribute towards the common set of international organisational standards and lead the way in individual and organisational capability development.
88. The following outlines typical options for the GSC course compared with the CSC. However, details may change and for specific requirements you should contact the course director:

	GSC	CSC
F/T Commit.:	0-3 weeks	8-10 weeks
Avg. D/L Commit.:	6 months	14 months
IFT:	3 OTAs	9 OTAs
Language Support:	English CEFR B2	9+ Lang. CEFR A2
Final Exercise:	1 CPX	1 FTX
Registration:	General	Specialist

89. Learning is divided up into a number of level 3 vocational modules (EQF), operational training and English language and cultural training (if required). The vocational modules and language and cultural training can contribute towards a formal qualification where as operational training does not.
90. Although no formal training or experience is required to undertake the GSC, candidates must be pursuing membership or have some manner of professional intelligence or security responsibility. As the first open HUMINT qualification of its kind, barriers to entry are kept as low as possible.
91. After making payment and registering, candidates receive welcome packs, this handbook and computer access. When study begins candidates are exposed to a broad spectrum of intelligence study materials, enabling them to pass a variety of modules, building a professional portfolio and completing assessments and exams.
92. Attendance at archive, museum and organisational visits and guest lectures is not compulsory. Guest lecturers may include experts in counter-terrorism, leadership, counter-intelligence, forensics, intelligence-support, geopolitical issues, media and law.

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93. The course consists of three individual one week residential or virtual modules with preparatory requirements, for a total of 9 weeks distance-learning preparatory and 3 weeks residential or virtual IBT.
94. Additional IFT augments IBT concurrently or consecutively with subjects such as surveillance imagery, signals/cyber intelligence and leadership.
95. In addition to a final competency assessment or CULEX the GSC consists of the following mandatory modules:
- **EU Intelligence Operations Course (EUIOC)**
Code: A1/15 Level: 3 Credits: 6 GLH: 60
 - **EU Intelligence Analysis Course (EUIAC)**
Code: A2/15 Level: 3 Credits: 13 GLH: 130
 - **EU Intelligence Management Course (EUIMC)**
Code: A3/15 Level: 3 Credits: 6 GLH: 60
96. In addition to a final competency assessment or CULEX the CSC consists of the following mandatory modules:
- **EU Hostile Environment Course (EUHEC)**
Code: B1/15 Level: 3 Credits: 5 GLH: 50
 - **EU Surveillance & Reconnaissance Course (EUSRC)**
Code: B2/15 Level: 3 Credits: 6 GLH: 60
 - **EU Intelligence Interview & Interrogation Course (EU3IC)**
Code: B3/15 Level: 3 Credits: 15 GLH: 150
 - **EU Protected Persons Course (EUPPC)**
Code: B4/15 Level: 3 Credits: 14 GLH: 140
 - **EU Informant Handling Course (EUAHC)**
Code: B5/15 Level: 3 Credits: 15 GLH: 150
 - **EU Undercover Operations Course (EUUOC)**
Code: B6/15 Level: 3 Credits: 17 GLH: 170
 - **EU Counterintelligence Course (EUCIC)**
Code: B7/15 Level: 3 Credits: 14 GLH: 140
 - **Language School**
Code: C1/15 Level: A2 Credits: 24 GLH: 240
97. Candidates typically proceed through the modules in sequence whilst completing the language component simultaneously. If candidates have completed equivalent qualifications they may enter later and leave earlier in the programme at reduced cost.
98. **Course Restrictions.** The dress code varies from casual to black-tie, communications devices may be strictly controlled or prohibited and more advanced background checks may be required, all depending on the course. Further information will be provided in advance of registration.
99. **Bespoke Training.** Any qualification can be taken independently without the need to pursue registration. The Institute also has a selection of dynamic, highly targeted, intensive, bespoke training solutions to meet any need and consultancy services are available in fields such as:
- Security & Intelligence
 - Collection & Production
 - Analysis & Assessment
 - Human Intelligence
 - Surveillance
 - Counter-intelligence
 - Technical Operations
 - Special Operations
 - Interview & Interrogation
 - Covert Communications

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- Covert Methods of Entry
- Investigations
- Operations Planning
- Hostile Environment
- Deception
- Elicitation & Debrief
- Covert Operations
- Sharing & Liaison

100. In addition subject matter expertise can be provided in fields such as counter-terrorism, counter-piracy, counter-proliferation, criminal intelligence and cyber.

Assessment

101. The overall grading for the GSC or CSC is based upon the successful completion of all modules. In order to achieve a pass in a module candidates must achieve a pass in both external multiple-choice tests and an internally assessed portfolio of practical assessments.
102. All assessments, taken together and weighted equally will cover all the criteria for the modules.
103. Although IFT does not contribute towards the final grade, candidates must successfully complete elected IFT components in order to pass the course.
104. Competence based qualifications are undertaken in the workplace or equivalent simulated environments.
105. Assessment will be carried out in the workplace or in a simulated environment (unless otherwise specified) via observation and the collation of evidence in a portfolio. Candidates will also be required to successfully complete an externally assessed multiple choice examination.
106. Assessment centres must meet IEIS criteria for delivery of competence based qualifications and can apply to add the qualification to their remit by contacting IEIS.
107. Employers can apply to become an IEIS Centre or access the qualification through an existing centre.
108. Candidates can work towards an IEIS qualification through an IEIS Centre such as a college or training provider.
109. Candidates will be assessed throughout the courses. Based on the combined results participants graduate with a grade of "Pass", "Merit" or "Distinction" with a certificate being awarded at the end of the course. Candidates that withdraw voluntarily, fail assessments, are asked to leave or do not take an active part in the course are not eligible to receive a certificate.
110. An important component of the portfolio is not only the demonstration of core intelligence skills but the development of language, style and technical skills for the production of professional products.
111. The final portfolio is treated as an examination and so extensions will not be granted for any reasons. Late submissions will be marked zero. However, should you experience extenuating circumstances other accommodations may be reached. Please note that individual members of staff are not permitted to allow any special dispensation. Accommodations for extenuating circumstances are assessed and awarded by committee.

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112. All portfolios must be digitally submitted to the appropriate mailbox and must be no larger than 2MB in size. All portfolios must also be suitable for print. All portfolios and written submissions should make use of the Chicago style of referencing. The directing staff retain the right to insist on the submission of an additional printed copy with two cover sheets in a temporary binding, by post or in person, to be received before the deadline.
113. Unintelligible language, inconsistencies, failure to comply with writing style or other poor presentation will be penalised.
114. The final exam shall be in the form of a multiple choice examination divided into parts relating to each of the competency domains. Candidates may take the exam in one sitting at the end of the course or in parts throughout. It is possible to take the examination (or parts of it) online.
115. Marking scheme guidance for final grades is outlined below. Although the guidance is binding (except under special exemption), directing staff do have some degree of flexibility in how they interpret the criteria. However, criteria must be applied consistently to all participants, using reliable systems of measurement that have been proven to hold scientific validity. Inconsistent, unreliable or invalid marking constitutes grounds for appeal.
116. **Pass.** In providing evidence of fully satisfying the learning objectives a passing candidate typically demonstrates:
- An awareness of and complicity with intelligence values and conventions. Allowing them to carry out their role in a minimally acceptable manner.
 - Behaviors that are usually compliant but are somewhat indifferent or uninterested.
 - Completion of basic tasks to the minimum standard for safety and completeness.
 - A requirement for only minimum supervision in order to complete tasks.
 - A secure grasp of the key techniques/methods required for the task, without serious errors, allowing the process/product/service to work technically, although the execution may show some awkwardness or inconsistency.
 - A secure application of the knowledge and understanding of the module allowing the basic task to be met to an acceptable standard.
 - Some evidence of time being planned ineffectively causing some reduction in quality.
 - Some decisions could have been better using broader or deeper knowledge or more considered application thereof. However, this does not result in serious deficiency.
 - Some minor inconsistencies are evident.
 - A solid understanding of the key concepts but some understanding is simplistic, narrow or shallow.
 - Individual topics are understood separately and in isolation to one another, but understanding is clear.
 - A generally accurate recall of module content without serious misapprehensions or gaps. Recall may be slow or difficult/uncertain, minor misapprehensions may occur.
 - An MCPE score of greater than 49%.
117. **Merit.** In providing evidence of fully satisfying the criteria for a pass, a candidate achieving a merit typically demonstrates:
- Understanding of and adherence to intelligence values and conventions so they can carry out their duties in a responsible manner.
 - Evidence of high commitment to their duties, however more effort has been applied to some areas than others (i.e. favourites).
 - Self starting and has shown self reliance throughout assessment.

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- A secure grasp of the specifics of techniques/methods allowing the process/product/service to succeed technically with the execution showing consistency and some dexterity/fluidity of practice.
- A confident and accurate application of the knowledge and understanding of the module allowing duties to be completed to a generally high standard, with evidence of only minor flaws in complex areas.
- Effective planning that has allowed duties to be completed comfortably. Choices reflect a considered application of the full breadth/depth of subject matter.
- Application of knowledge from a range of sources used ingeniously (perhaps experimentally if appropriate) demonstrating creative and plausible solutions to problems or adaptations that meet complexity somewhat successfully.
- A sound understanding of the breadth/depth of the relevant concepts.
- Topics are dealt with in relation to each other and communicated clearly.
- Accurate, complete and confident recall of the breadth and depth of the module content.
- An MCPE score of greater than 69%.

118. **Distinction.** In providing evidence of fully satisfying the criteria for a merit, a candidate achieving a distinction typically demonstrates:

- Engagement with occupational values and conventions so that they carry out their duties with enthusiasm and commitment.
- A consistently high level of commitment and ability demonstrated across all aspects of their duties.
- Highly motivation and self management, the ability to find solutions to problems and move forward independently.
- A secure grasp of the detail/complexities of techniques/methods allowing the quality of the process/product/service to stand out, with the execution showing consistency and dexterity/fluidity of practice in all aspects.
- Knowledge and understanding drawn together from a range of sources/experiences into a highly considered application allowing a consistently high standard of finish.
- Understanding of duties and confidence that has allowed for additional planning or expansion. Solutions to problems/complexity that show an elegant and creative use of knowledge and understanding to meet the requirements of the context with flair.
- A well developed understanding of the relevant concepts.
- Clear expression of the interactions and relationships between highly developed topics set in context.
- Some facts/knowledge which go beyond the requirements of the module. Recall is automatic and can be brought together making useful connections.
- An MCPE score of greater than 89%.

119. **CULEX.** The Institute organises a number of training exercises in order to war-game scenarios or test intelligence preparedness. Two full FTX are run each year as CULEX competency assessments for the CSC and one CPX for the GSC.

120. Ex. SOLO (FTX) focuses on testing the readiness of individual human intelligence skills while Ex. THUNDERBOLT (FTX) focuses on skills within the counterintelligence and special operations domain. Both exercises are only available as full-time intensive programmes. Optionally, capability assessments can be run in place of formal exercises in order to admit members or specialists, such capability assessments are free of charge.

121. After module grades are calculated from the weighted sum of module assessments, an overall mark is assigned to each module. Module marks are then collated to calculate the final grade for the award. For every credit in a module candidates are awarded 4 "points" for a module pass, 6 "points" for a merit and 8 "points" for a distinction.

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122. A GSC or CSC pass is awarded if all modules have been passed, all coursework and examinations have achieved at least a passing grade and the total number of "points" is greater than 40% of course GLH. If the "points" score exceeds 55% of course GLH then a merit is awarded, and if the "points" score exceeds 70% of course GLH then a distinction is awarded.
123. **Marginal Fail.** If a candidate satisfies the majority but not all of the learning objectives in an assignment they may be awarded a marginal fail if the directing staff believe the candidate has demonstrated the capability to attain the remaining learning objectives with some modest revisions to the work. Candidates are given a meeting with the directing staff to discuss the shortcomings and receive guidance on revisions prior to resubmission. A candidate may only resubmit an assignment once, examinations may not be resubmitted.
124. When an assignment is posted online it will be accompanied by information on how it is to be submitted. Normally this will be by hand to the directing staff or by e-mail. Hard copies must arrive before the deadline and all assessments will be reviewed for plagiarism. In the event that hard and soft copies are requested the hard copy will be treated as the primary copy. Candidates may be penalised for submitting hard and soft copies that are not identical.
125. Directing staff reserve the right to establish their own policies for the calculation of penalties for late or incorrect submission, exceeding size limits or word counts.
126. In the event that candidates are permitted to resubmit or rework failed submissions, that candidate may not be awarded a mark higher than a pass for that re-submission and must re-submit within the deadline assigned by the directing staff. Time allocated for re-submission may not be longer than the original time allocated for submission and may not extend beyond the final day of the course.
127. Requests for extensions, resubmissions or other allowances should be made to the directing staff. Requests for extenuating circumstances are considered on a case by case basis and supporting evidence will be required. Permission must be granted prior to the deadline, late submissions without approval will be marked zero.
128. **MCPE Direct Entry Thresholds.** If candidates are opting for direct entry to various stages by examination, equivalency and exemption committees may insist on a merit or distinction in examination in addition to other criteria.

Supervision, Feedback & Results

129. Candidates can request supervisory meetings at any time in person or by e-mail from the directing staff. Meetings are arranged on weekdays as time permits.
130. Candidates can expect supervision to include providing advice on approaches to study and reading as well as feedback on work. However, it should not be expected that supervisors will comment in detail on, still less revise, large sections of draft portfolios. Candidates are expected carry out substantial and thorough work in advance of any meeting.
131. Feedback will be given in many forms including written corrections and comments, model answers, personal or group discussion. Questions about feedback may be directed to the directing staff or submitted via e-mail. Feedback is normally provided within 4 weeks of submission and will always be available before the next submission is due.

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132. Final grades for courses will be available to view on the website and will be posted to all full time candidates. Part time candidates will receive notification of results by e-mail. This is normally within 4 weeks of the end of the course and always before progression to the next stage of training is required.

Awards

133. After having completed the long and intensive pathway to registration, a candidate will be celebrated at a graduation ceremony and admitted to the register. New members will find themselves a part of an elite fraternity, collegiate of experts and a professional dynamic workforce driving social change.
134. After having accrued at least at least 25 credits through 250 GLH at EQF Level 3 over a period of no less than twelve weeks candidates meet the credit requirement for the GSC. After having accrued an additional 86 credits through 860 GLH at EQF Level 3 over a period of no less than twenty eight weeks candidates meet the credit requirement for the CSC. Candidates may be awarded a fail, pass, merit or distinction for either course.
135. Candidates having completed similarly relevant learning through recognised institutions can apply to transfer credit. Non-certificated learning and achievement outside of the qualification framework can also be credited through exemptions.
136. Candidates must settle the balance of any payments before any award can be made. In addition to course fees candidates may be liable to pay additional admission, registration, eligibility, examination or other expenses as incurred.

Sources

137. Individual classes are sourced from various textbooks, journals, open source and other research. However, the following recurring source material may prove useful to candidates:
- Loch Johnson *The Handbook of Intelligence Studies* (London: Routledge, 2009).
 - Christopher Andrew, Richard Aldrich and Wesley Wark *Secret Intelligence: A Reader* (London: Routledge, 2009).
 - Christopher Andrew and Vasili Mitrokhin *The Mitrokhin Archive* (New York: Harper Collins, 1996).
 - Julian Richards *The Art and Science of Intelligence Analysis* (Oxford: Oxford University Press, 2010).
 - Hank Prunckun *Counterintelligence Theory and Practice* (Rowman & Littlefield, 2012).
 - Robert Clark *Intelligence Collection* (Washington DC: CQ, 2013).
 - *Intelligence and National Security* (London: Routledge, 1986+) [journal].
 - *International Journal of Intelligence and Counterintelligence* (London: Routledge, 1986+) [journal].
 - *Studies in Intelligence* (Virginia: CIA, 1955+) [journal].
 - *Journal of Intelligence History* (London: Routledge, 2001+) [journal].
 - *Journal of Policing, Intelligence and Counter-terrorism* (London: Routledge, 2006+) [journal].
 - *Small Wars & Insurgencies* (London: Routledge, 1990+) [journal].

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FACILITIES GUIDE

1. This annex outlines specific rules, regulations, policies, procedures and guidelines for conduct at facilities.

Accommodation

2. If you have been assigned accommodation please ensure that you are aware of the following rules and guidance:
 - a. Do not take electrical items into the shower area, particularly hair dryers.
 - b. If you have on-site accommodation and you are going off the grounds please sign in and out at reception.
 - c. If you have any problems with regard to your rooms then please inform us and we will try to resolve them. If the matter is urgent and out of hours please inform reception or security.
 - d. Please vacate rooms by 0900 on the last morning of your event and ensure keys are returned to the co-ordinator.

Fire Alarm

3. If a fire alarm is activated the exact location of the activation is identifiable. Any negligent or deliberate act on behalf of a candidate may result in them being charged for a fire brigade call out fee. Please also be aware that fire alarms are very sensitive, so showering with the bathroom door open may cause the steam to activate the alarm.
4. Fire alarms are tested regularly for a short period. You will be notified of fire drills by your instructor. If the fire alarm sounds vacate the building that you are in and proceed to the fire muster point. Instructors will advise students where the nearest fire exits are and the route to the muster point.
5. Should there be a genuine fire alarm sound proceed to the nearest fire exit indicated and assemble at the muster point. Each candidate should report to the instructor once at the muster point so that everyone can be accounted for.

Smoking

6. There is a strict no smoking policy on lecture, exercise sites, and accommodation. If smoking in designated smoking areas off-site, please ensure that cigarette ends are placed in the bins provided.
7. Do not cover smoke alarms. This will endanger those in accommodation, lecture and exercise sites.

Catering

8. The following catering arrangements are in place:
 - a. Whilst on your course you will be entitled to a breakfast, lunch and evening meal break.
 - b. You are entitled to obtain morning and afternoon tea and coffee during the breaks provided.
 - c. Water and hot drinks are provided and instructors will provide you with further details.
 - d. If you wish to dine off-site, instructors will advise you on local establishments.

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Leisure Activities

9. If you are interested in running on or off-site please wear high-visibility clothing and let a colleague know where you are going and when you will return. Where possible let them know your intended route, that way if you sustain an injury you will be recovered quickly.
10. If students wish to go out in the evening, instructors can provide details of bars and restaurants in the area.

Course Administration

11. Please let us know if you have any work related or personal commitments during the course, which will necessitate you being absent from class.
12. The trainers operate an occurrence log for each course. This is to officially record any student who is absent due to sickness, official commitments or other incidents of note.
13. If you are permitted to bring mobile phones on-site please ensure all mobile telephones and pagers are switched off whilst in class (or at least set to silent).

Welfare

14. If you have any grievance or health and safety issues please let us know.
15. In order to encourage an open, healthy learning environment within the classroom the trainers ask for a confidentiality contract from candidates. This means all students are required to keep classroom discussions within that environment. Occasionally candidates do disclose work related or personal issues with instructors and classmates. It is our belief that these disclosures fall within the confidentiality contract.
16. However, the classroom is an intelligence environment and as such instructors have a lawful obligation to record and retain information which may become relevant in subsequent criminal proceedings in the future. Therefore, any disclosures relating to a candidate having previously unreported criminal offences will be treated in the following manner:
 - The nature and content of the disclosure, including the identity of the person or persons related to it will be recorded on a CONFIDENTIAL document. The document will include any advice, guidance or welfare support which may have been offered at the time to the candidate. This form will be completed by instructors.
 - These forms will be stored in a secure container in a secure office in accordance with security requirements for CONFIDENTIAL information. Access to this document will be restricted to head of the directing staff.
 - The form will only be removed from secure storage in the event it should be needed in the future and this will only be in exceptional circumstances (i.e. disclosure is necessary for criminal or disciplinary proceedings). Any removal will be documented with details for the reason and endorsed with the head of the directing staffs authority.
 - This system will ensure that requirements under the law are complied with, whilst facilitating the necessary level of confidentiality and security for candidates.
17. It should be noted that any issue raised by a student which indicates their exposure to self-harm, intention to harm others or risk to violence will not be covered under the confidentiality clause.
18. Disclosures that implicate a candidates involvement in criminal offences will be referred to the head of the directing staff.

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General Administration

19. A resource centre containing literature is available to students upon request.
20. Candidates may be required to bring their own computers in lieu of a business centre. If so they will be provided with the appropriate authorisation for Wifi access.
21. Candidates may be provided with parking facilities. If so they will be required to leave their vehicle registration number with the instructor. Do not leave valuables in the vehicles or in the classrooms.
22. Candidates are asked to abide by speed limits on-site and in the immediate area to ensure the safety of staff and colleagues.
23. If you are not permitted to bring a phone onto the premises a phone will be provided to make outgoing calls.
24. Highlight any potential health and safety risks on-site to your instructors.
25. Any student with an injury, illness or medical condition they feel may be exacerbated by the course should declare this to a trainer before the course commences.
26. During practical elements of the course you may be expected to drive a vehicle or walk long distances. If you have any issues with your health, fitness or driving ability, please bring this to the attention of the instructors before commencing the course.
27. The practical elements are included so that you can practice your tradecraft skills in a realistic setting. You will not be expected to act outside the law at any time. You will be tested on your skills by the role player and trainers, which may include putting you in scenarios where inappropriate language may be used to simulate realism. You will not be subjected to any form of physical assault. The practicals are included to test you and as such you may feel under some stress and pressure. This is deliberately done to simulate the role of an intelligence officer.

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