

Hostile Environment Training for Freelancers in the Media

1. Introduction

This proposal invites news organisations, trainers and training companies to support a comprehensive minimum curriculum for adoption as an industry minimum standard of hostile environment training. The intention is to promote professionalism in freelance practitioners by providing a simple structure of news-safety qualifications.

It is a further step in a broader freelance safety initiative, now called the ACOS Alliance, which has delivered a statement on safety practices for commissioning freelancers, on 12 February 2015, signed by nearly 90 media organisations.

News organisations increasingly rely on freelancers and local journalists to maintain their foreign news output, particularly to cover conflicts. This trend is unlikely to reverse. It is in everybody's interest to encourage freelancers to take professional interest in their physical and mental security.

The absence of news-safety qualifications today discourages freelancers from investing in their own safety skills. It is hard for cash-strapped freelancers to decide which hostile environment course to enroll on when news organisations don't recognise any standard. And it is difficult for news organizations to assess whether a freelancer has done a course that meets their expectations. This initiative seeks to fix this.

The ultimate aim of this paper is to extend suitable hostile environment training to all journalists who need it. Although the initial beneficiaries are expected to be freelancers, a standard course syllabus can support safety training more widely and provide a clearer path for news organisations that do not yet train their staff.

2. The Frontline Freelance Register

The Frontline Freelance Register ([FFR](#)), launched on 7 June 2013, is a representative body and self-help group for international freelance foreign and conflict journalists who take physical risks in their work.

Today, FFR has 700 freelance registrants, living and working all over the world. FFR representatives are voted in every two years and this gives FFR a unique mandate to speak on freelance welfare matters. FFR is sponsored by the Frontline Club.

FFR is currently launching local country freelance chapters in Afghanistan, Mexico, Syria, and the Ukraine to better link up with local freelancers and to work together to

champion professional freelance conduct. FFR intends to continue launching country chapters wherever there is local interest in having them.

Freelancers, both international and local, now deliver North American and European audiences, by FFR estimates, up to 80% of their news from countries in conflict.

FFR works to promote the highest standards of professionalism within the freelance community and seeks to help address the challenge of reporting safely on an increasingly dangerous world. FFR recognises that not everybody claiming to be a freelance journalist in conflict zones is there for the right reasons. To join FFR, registrants need to subscribe to FFR's [Code of Conduct](#).

Freelancers who take risk in their work are encouraged to join FFR but will only receive an FFR press card if they meet certain criteria, including being trained to these minimum standards.

FFR is here asking news organisations, safety training providers and NGO's to support this initiative. By doing so they will aid FFR's and the ACOS Alliance's efforts to establish an environment that provides professional guidance and greater incentives for freelancers to meet best practice. The FFR is convinced that the adoption of these standards will improve journalism and save lives, at no discernible financial cost.

3. ACOS Alliance

The "A Culture of Safety Alliance" (ACOS) was formed to improve freelance news safety in the summer of 2014 in response to the murder by ISIS of freelancers James Foley and Steve Sotloff.

On 12 February 2015 ACOS launched a set of freelance journalist safety principles that define good practice when commissioning conflict freelancers. To date 91 organisations have signed up to support these principles.

Today, ACOS provides a forum for organisations that deliver conflict freelance welfare to collaborate and work together towards safer freelancing. FFR, and its unique freelance mandate is a central part of the ACOS Alliance.

4. Safety and Security Training

Hostile environment courses for international journalists and news personnel have been running since 1993, the first was in London, and the most established providers deliver similar syllabi.

Over the years hostile environment training has developed along with news safety culture. The first courses were delivered by ex-military personnel. Most trainers now been teaching journalists for much longer than they may have served in the military

and have a good understanding of the news industry and its needs. Many non-for-profit training organisations deliver free or discounted training for freelancers and local journalists.

There are a range of courses being offered and by an increasing number of providers. Most commonly, courses lasts 4 to 5 days and mix classroom and practical teaching for high intensity environments where a conflict is actually taking place. These courses divide subject matter into 2 basic categories. First aid, which is normally at least two thirds of what is taught, and security, which aims to teach how best to prepare for a dangerous assignment and mitigate risks.

Trainers commonly give a shorter course of 2 to 3 days to cover low intensity environments, where there may be a post conflict or natural disaster situation or a high threat of terrorism, high crime rate or civil unrest.

Course providers deliver a range of other training programmes, including courses in biological and chemical warfare, bespoke courses designed to train media workers to remain safe in particular countries, and courses designed to refresh the skills learned and to keep training updated. Some training organisations offer medical training only.

There is no standard course that a journalist can complete and that is universally or widely recognised. The news organisations that train their staff to try to keep them safe have done so independently of each other. They have made their own assessments of the training that is appropriate to meet their duty of care obligations and have assessed the risks that their staff face independently.

Consequently, a freelancer who has completed one organisation's 5-day news safety course may well have to do another course to be able work with a other news organization.

Some UK courses are accredited with BTEch qualifications as well as Emergency First Aid at Work (EFAW), or First Person on the Scene (FPOS) basic. These courses are supervised by the accrediting bodies.

Medical refresher training is usually stipulated as having to be done every three years, and this is in line with current UK First Aid qualifications. If there is no certificate issued then there is no refresher stipulation to maintain the qualification.

[Add US qualification equivalence]

5. The Legal Imperative

In the event that a journalist is killed, corporate manslaughter may be proven if an organisation has not provided the individual with adequate training and sufficient safety and security precautions.

These include the completion of robust risk assessments as well as the provision of appropriate equipment, such as personal protective equipment and first aid packs. Newsrooms and management teams must also have contingency plans in place in the event that they have to deal with life threatening situations and have a resilient crisis management plan in place. Situations in hostile environments can and do go wrong very quickly.

The responsibility that news organisations have for freelancers is less straightforward and is normally conditional on the amount of control they exert over the freelancers that they engage. Freelancers operate in several ways. Some on commission, others entirely on their own initiative and funding. Freelancers might have prior arrangements with news organisations or offer material after their trips.

Corporate responsibility for freelance commissioned work is similar to corporate responsibility for their staff, but 'on-spec' freelancing is more complicated. Many organisations resist committing to any form of hire, suggesting that freelancers contact them when they are back safely. It can be difficult to define where the risk assessment process begins and ends or where responsibility, legal as well as moral, lies in the event of death or injury.

6. The Case for a Training Standard

Currently, most well-established news organisations arrange training for their staff and assess safety and security courses themselves. However, there are no consistent criteria for refresher training nor for establishing which training providers and courses meet satisfactory guidelines.

With no industry-wide standard it is difficult and needlessly expensive for freelance journalists to invest in their own safety training, as many courses that they might complete may not be recognised by many of their other clients. This initiative will allow freelancers to show that they take their safety seriously. It will build confidence, promote professionalism and help save lives.

A standard will benefit news organisations. It will help editors ensure that they are working with freelancers that take their safety seriously. It will provide a road map for organisations that don't train to adequately do so and it will make it easier for news executives to judge what standards of care is appropriate for their freelancers and staff.

This initiative does not seek to impose standards on news organisations, but proposes that they recognise training courses that cover a minimum standard as set in the appendix of this paper. A minimum standard will simplify the safety training imperative and aid its wider delivery. It will save money and lives.

The fact that this standard is proposed by FFR, the freelance representative body that represents nearly 700 conflict freelancers, is important. This is a very clear

collective call by conflict freelancers for defined industry action in support of field safety.

7. What Supporting Means

This initiative requires buy-in from both news organisations and training providers for it to receive industry wide acceptance. Training providers support means accommodating the minimum standards into their courses and being willing to work together to improve the standards in the future.

News organisations can support this initiative in several ways and their engagement will demonstrate that they appreciate the legal and ethical considerations behind the scheme. The training news organisations deliver to their staff may already meet this minimum standard and news organisations will also be welcome to help develop the standards in the future.

Organisations that maintain a more extensive training programme for their own staff than the minimum standard set here, will hopefully still be able to publicly support this initiative and its wider adoption of a standard. This initiative does not seek to reduce the standard of training that is currently given by news organisations to their staff.

News organisations can also demonstrate their support of this initiative by working or buying from freelancers who have undertaken safety training meeting the minimum standard and by paying them a premium rate they will be encouraging best practice and supporting to their professional development.

The success of this initiative is dependent on the relevant stakeholders supporting it. The qualification that these standards deliver will depend on the quality of the recognition that they generate. Please support them.

[How can NGOs support this?]

8. Proposed Hostile Environment Courses

This paper proposes that there should be 3 courses that are recognised throughout the news industry. Courses providers would issue a certificate of attendance for these approved courses, to show when the freelancer attended the course.

1. 4/5 day Hostile Environment course
2. 2/3 day Hostile Environment course
3. 1 day First Aid Refresher
4. Bespoke Hostile Environment courses tailored to local threats

4/5-day Hostile Environment course

This course should be considered equivalent to the courses currently provided for high intensity hostile environments and recognised industry wide as such. The difference between 4 and 5 days is dependent on the way the course is structured and the length and type of practical scenarios conducted. Organisations can still supplement skills as required but completing this course should give a journalist a portable industry qualification for high intensity hostile environments. It would be expected that a medical qualification would be awarded on successful completion of this course, if this is relevant to the country in which the organisation works. Subjects would include security and medical.

2/3 day Hostile Environment course

This course is designed for challenging and dangerous environments of low intensity. Organisations can still supplement skills as required but completing this course should give a journalist a portable industry qualification for low intensity hostile environments. Subjects still includes both security and medical. This may cover some subjects but not in as much depth as the 4 to 5 day course. The difference between 2 and 3 days is dependent on the way the course is structured and the length and type of practical scenarios conducted.

1 day First Aid Refresher

There is evidence that people quickly forget what they are taught in first aid if they do not practice often. First aid professionals are required to attend an annual refresher-training course as part of their CPD and this should apply to journalists who work in low and high intensity environments. Before attending this refresher journalists should have attended a one of the hostile environment courses.

Bespoke Hostile Environment course tailored to local threats

Local journalists or those who are based in one country or region can be trained to operate with a course that is properly tailored to address local threats. Bespoke courses for local journalists will only qualify if the training exists to meet properly researched and updated written risk assessments.

9. Local v International Journalists

Members of the press who travel all over the world need courses that meet a wide range of threats. A 4/5 day course for high-intensity conflict or a 2/3 day course for challenging environments. Bespoke courses for local journalists, that focus on local threats, have the advantage of being easier and cheaper to deliver and are acceptable so long as the journalists who complete them don't travel to work in other theatres of conflict. It is more important to extend the reach of safety courses than train people for threats that they are very unlikely to meet.

10. Online Training

Online training platforms are increasingly powerful but there are still substantial advantages with training people face to face. Practical exercises are important,

particularly for medical training, where trainers can ensure that lessons have been absorbed and understood.

Nevertheless, the imperative to train widely is huge and therefore it is proposed to recognise online versions of all three of the courses presented in this paper. In order to comply though, online courses will have to be attended where needed by trainers and not simply comprise of a set of recorded lessons. Trainers need to interact, set tests and to include video conferencing or validation, where students are able to demonstrate the skills that they have achieved. Refresher training is more conducive to online delivery, but this training must still be attended and tested.

Online training should be delivered to freelancers, local producers and other media workers who are unable to attend physical courses and should be clearly certificated as an online version of the training. Physical courses should be attended wherever possible.

11. Subjects

There is always debate around which subjects are required by journalists to carry out their jobs, however, the location or locations to be reported from will determine which subjects are required to survive there. The location of the training as well as the cost and time available will also determine which subjects are covered and which teaching methodology is used.

Realistic simulations, with role players made up as casualties, are preferable so that course participants get the best training experience. However 2/3 day course in the London offices of an organisation should encompass what is realistically possible in that environment, in terms of hands on practical training.

The lists at Annexes A and B below are not prescriptive. Beyond what is determined to be mandatory, they are a guide to the subjects, which should be considered in any HE training programme. The subjects are not listed necessarily in the order they must be taught. Other topics may be covered depending on the threats and the risks of travel to certain regions and are listed separately. Content for specific challenging environments, such as natural disasters are not covered here, as they are very dependent on what the assignment actually is and over what duration it runs.

All training should be interesting, use varied training techniques, be journalist friendly and take place in a supportive learning environment by qualified trainers. Some organisations offer qualifications, such as BTEC Level 4 Professional Award in 'Surviving Hostile Regions' – accredited by Edexcel. Generally most training courses will be 40% theory and 60% practical, however some training providers work on an average of 50% theory and 50% practical, which provides a good balance and is dependent on the location used.

All courses should be certificated and the certificate should be printed on presentable card and should contain the following information:

- Delegates name
- Organisation (*or FREELANCE*)
- Duration & name of course
- Date of completion
- Signed either by the Managing Director / Head of Training
- Company details

12. Training organisations

To provide professional standards, all training providers should use trainers who have the qualifications listed below. We have here identified appropriate UK training qualifications but intend these standards to be developed to accommodate appropriate qualifications in other countries.

Every trainer who trains on a UK course must have these qualifications or be working towards achieving them. Where a country does not have a basic training qualification, then this must be specified and alternative professional development shown to prove that trainers are trying to improve their teaching styles.

Organisations should employ security and medical trainers with the following experience:

- Have previously worked in a conflict zone and dealt with emergencies.
- Have an understanding of the threats and risks facing journalists, preferably having worked with them before.
- Have an understanding of the types of weapons systems being used.
- Have recent experience of living, travelling or working in a hostile environment.

12.1 Security trainers

Security trainers should have the following:

1. Minimum of a basic teaching/training qualification accredited in whichever country they live. This is so that they understand basic learning and teaching techniques, which allow interesting training and better learning to take place.
2. UK qualifications – the basic level is the Level 3 in Education and Training (formerly PTLLS) or equivalent training/teaching qualification in other countries.
3. Higher qualifications include CTLLS or DTLLS/PGCE or equivalent.

12.2 First Aid trainer

First Aid trainers should have the following:

- 1 First Person on the Scene (FPOS) Intermediate certificate (valid for 3 years and in date) or a paramedic qualification which would indicate a higher level of training and thus more qualified to teach First Aid for HE.
Other higher qualifications would include: Paramedic / FAFOTO / EMT
2. All qualifications must be in date for the governing professional organisations.

12.3 Insurances

All training providers must have:

Public liability insurance.

Professional Indemnity.

Employers' liability insurance if they employ other consultants.

All training providers must have risk assessments in place to cover indoor and outdoors training

13. Implementation Strategy

These standards will soon be employed by FFR to help deliver a two-tier membership where freelancers who have completed training that meet these minimum safety standards will be eligible for an FFR press card and other benefits.

The standards will officially be launched at the Frontline Club in London before the end of 2017. Leading up to this FFR and the authors will seek endorsements from the news training community and then get key news organisations and institutions to sign up as supporters.

The scheme will be run initially by the Frontline Club Charitable Trust (FCCT), who will keep a list of training suppliers that meet the standards and have approved the scheme.

Training organisations will send details of journalists that have completed courses that meet these minimum standards and FCCT will maintain a list of freelancers with safety training qualifications which will be accessible by news organisations should they need conduct checks.

The details that FCCT receive should include a list of what has been taught according to the subjects listed in Annexes A and B. This will allow for courses to be built in a modular fashion and allow trainers to meet specific training needs for journalists. It is important, for example, for a freelancer that has completed a qualifying medical course to be able to complete their qualification by attending a second course that covers the security element.

The news industry has no history of setting up collective standards. It is essential that these ones are managed in an open fashion that allows them to be developed collaboratively. The standards must adapt quickly to changes in practice and knowledge.

FCCT, in administering the scheme, will invite all the scheme's supporters to contribute to improving the standards. It is proposed that they are updated annually to benefit from changes in practice and improvements in understanding.

Currently these standards reflect UK teaching qualifications. It is desirable to extend the standards to include North American teaching qualifications as soon as possible.

14. Summary

The absence of a common industry safety training syllabi is detrimental to the safety of journalists and therefore puts lives at risk every day. There is a particular moral imperative to back this initiative in order to protect freelancers.

FFR, the conflict freelance representative body, is working to professionalise freelancers and give them a route to separate themselves from those freelancers who are not really there to engage in serious journalism. FFR feels that an industry-recognised standard is an essential and urgent step that will promote professionalism in the trade and save money.

There are a lot of organisations that provide safety training for the media. As there is no industry standard, both organisations and freelancers often struggle to choose who to use for training and the simple guidelines here will allow them to ensure that all training providers are qualified and accredited. This should enable freelancers to get a work more safely and effectively.

This paper recommends three courses; lasting 4-5 days, to train for high intensity hostile environments, a 2-3 day course for dangerous environments of low intensity and bespoke courses for local journalists designed to meet local threats. It also proposes an annual first aid refresher course to keep skills at a high level and all courses will have online versions to cover for when physical courses cannot be attended.

News organisations will be able to hire freelancers with the confidence that they take their safety and security seriously and have taken steps to meet the minimum criteria and standards recommended by their representative body.

A minimum standard will simplify the judgements that news organisations make as to what level of training their organisations should adopt for their staff and freelancers and make journalists safety training more efficient, while encouraging those news outfits who don't yet train their staff to do so, bringing closer the objective of seeing everyone in the news who engages in physical risk trained.

Making a few relatively straightforward collective changes, mostly requiring inexpensive industry collaborations would do a great deal to encourage professionalism in freelancers and make journalism safer.

Authors

This document was written by Vaughan Smith. It has been adapted from an original draft written by Caroline Neil. Content contribution by Charlie McGrath.

Vaughan Smith

Vaughan Smith is an award-winning video journalist who founded the Frontline Club in 2003 and chairs the Frontline Freelance Register. Since 1988 Vaughan has filmed in Iraq, Afghanistan, Bosnia, Chechnya, Kosovo and elsewhere, and recording the only uncontrolled footage of the Gulf War in 1991 while disguised for two months as a British Army Officer. Vaughan was a consultant to the first news hostile environment course in 1993 and ran the Frontline News Television Agency through the 1990's, written up by David Loyn in his book "Frontline: The True Story of the British Mavericks who Changed the Face of War Reporting". Vaughan served in the Grenadier Guards and captained the British Army rifle team.

Caroline Neil

Caroline Neil is a Risk and Security Management consultant, who provides security advice and training for the media. She is a Director of RPS Partnership. She is a former Army Officer and one of few women who served within specialist UK units. She has provided hostile environment training to journalists since 1997 and was instrumental in the redesign of the BBC course in 1998 and for whom she later worked as Head of High Risk. Caroline has lived and worked in hostile environments for many years and has trained international and national journalists in South America, Africa, the FSU and the Middle East. She holds a PGCE and is a qualified Teacher and accredited Trainer of Trainers.

Charlie McGrath

Charlie McGrath spent 15 years as an Army Officer. He spent five years on operations in Northern Ireland but also saw service in Central America, Southern Africa and during the first Gulf War. He was awarded the MBE for his work in South Africa during the country's first democratic elections in 1994. Prior to joining the army he spent a year traveling in South America and has travelled widely thereafter. His company, Objective Travel Safety, provides safety training to a range of clients including journalists and NGOs operating in hostile environments, business professionals and young students travellers embarking on their Gap Year.

Endorsement of this initiative

The following organisations have endorsed this initiative: ***(all need reconfirming)***

AKE

Centurion

EBU's Eurovision Academy

ExMed (Iqarus)

First Option

International News Safety Institute (INSI)

ITN

Objective travel Safety

RPS Partnership

TYR Solutions

Security

Core subjects

Notes for readers

1. The general programme for a Hostile Environment course has always been to address the highest level of threat and then work backwards from there. It is acknowledged that freelancers operate in a broad range of hostile and challenging environments and with a wide range of threats.

2. Some of those situations and threats are addressed in the general HE training courses and some are not. An HE course will never be able to address every single threat in the world, however with the careful and considered design of a course, the most prominent threats may be addressed and the tools given to the freelancer to be able to then apply intelligence to dealing with others.

3. For example the centre of gravity may well be different for local freelancers operating amid chronic threat and political corruption, freelance reporters on high risk assignments and people covering civil unrest, pandemic or disaster. The emphasis for the training programme should always address the situations in which the freelancers will find themselves. However since time and money are constraints for everyone, the courses are designed for the highest risk at around 4/5 days this leaves freelancers with the flexibility to assess for themselves whether they need top up training for particular environments.

4. This list is not necessarily the order in which the subjects will be taught. It should be noted that these lists are not exhaustive and there may be other subjects which training providers would add. The lists are based on what is reasonable in terms of programming for a mixed security and medical course for a high risk environment, where conflict is common, but not the only factor.

Ser	Subjects	Content	2/3 day	4/5 day
01	Course Introduction	<ul style="list-style-type: none"> ● H&S issues including fire drills, and during practical training ● Introduce the instructors and explain their backgrounds and experience ● Content of the course including documentation that will be provided during the training ● Capture journalists' concerns 	X	X

02	Assessment of threats and risk mitigation	<ul style="list-style-type: none"> ● Explain the threat and the risk to travellers to the particular country ● How the risk is assessed and how to mitigate ● Discuss risk assessments if necessary ● Preparing for the task – personal details/NOK 	X	X
03	Assignment planning considerations (pre-deployment considerations)	<ul style="list-style-type: none"> ● Pre travel, assignment procedures and planning for news ● An introduction to the planning process to assess threats and risks in the country / regions of work; drawing up safe systems of work, contingencies and evacuation plans. 	X	X
04	Personal equipment	<ul style="list-style-type: none"> ● Discuss items that can assist in keeping a traveller safe or to available in an emergency 	X	X
05	Personal security	<ul style="list-style-type: none"> ● During travel ● Airport arrival and departure drills ● Meet and greet procedure ● Hotel/accommodation security ● Taxis: dos and don'ts ● Driving: use of local driver ● Muggings and crime prevention 	X	X
06	Managing conflict and aggression	<ul style="list-style-type: none"> ● Use of body language in managing conflict and how to avoid it ● Defusing confrontation 		X
07	Crowd awareness	<ul style="list-style-type: none"> ● Working in and around friendly and hostile crowds ● Crowd dynamics 	X	X

08	Civil disturbance, riots and public order	<ul style="list-style-type: none"> ● Techniques and planning considerations that can be employed to cover public disorder, such as riots and demonstrations ● Police and military tactics ● Behaviour of hostile crowds ● Recognising change in tactics ● Dealing with weapons and CS gas ● How to avoid potential problem areas as well as how to get the story 	X	X
09	Vehicle safety, security, maintenance Travel management	<ul style="list-style-type: none"> ● Vehicle selection. What to check to ensure that you are getting into a safe vehicle ● Ensuring you can get through most emergencies ● Wheel change ● Vehicle security – how to keep your and your equipment safe ● Carjackings – how to avoid them and how to react if it happens ● Journey management such as road moves and driver employment. Convoy drills. ● Route Planning & lost procedure 		X
10	Vehicle check points and crossing borders	<ul style="list-style-type: none"> ● Types of VCP's – illegal, militia, paramilitary, legal conventional forces ● Negotiating vehicle check points (VCP). ● Does and don'ts when stopped at a VCP ● Getting ambushed in a VCP ● Practical VCP drills 	X	X
11	Weapons awareness	<ul style="list-style-type: none"> ● Types of small arms/heavy weapons/indirect fire (Mortars/artillery) and airpower. Their effects and cover 	X	X

12	Reaction to gunfire and cover from view/fire	<ul style="list-style-type: none"> ● Explain and demonstrate key effects and what cover required to defeat small arms and explosives ● How to move from cover to cover ● Practical lesson on finding cover from fire 	X	X
13	Landmines, UXOs booby traps, IEDs, suicide bombs, including terrorist tactics	<ul style="list-style-type: none"> ● Types of explosives characteristics and effects ● Explain the types of mines, UXO's and the effects ● The drills for moving through a minefield. ● Practical lesson on mine drills ● Key points of suicide bombers both vehicle and human ● Explain terrorist tactics 		X
14	Personal Protection Equipment (PPE)	<ul style="list-style-type: none"> ● Explain the types of body armour and helmets and their use ● Use of plates ● How the effectiveness of body armour is measured ● Fitting of body armour, wearing and maintenance of body armour. ● Explain the protection of Ballistic helmets 	X	X
15	Personal contingency plans	<ul style="list-style-type: none"> ● Emergency evacuation plans and crisis management plans ● How do you plan for it all going wrong and what do you want your management teams back home to do 		X

16	Target Awareness and basic surveillance awareness	<ul style="list-style-type: none"> ● How journalists may be innocently perceived as a target by clothing, equipment carried, vehicle move formation or target by association. ● What is surveillance and why it is done? ● Types of surveillance with a team and one person ● Aims of surveillance ● Detecting surveillance ● Anti and counter surveillance drills (separate course) 		X
17	Security of communications Cyber security Sensitive source security	<ul style="list-style-type: none"> ● Phones ● Emails ● Satphones ● Skype ● Keeping yourself safe online 	X	X
18	Detention, arrest, kidnap for ransom	<ul style="list-style-type: none"> ● How to react if you are detained by police or security forces 		X
18a	Kidnap avoidance and abduction survival	<ul style="list-style-type: none"> ● Reasons for K&R abduction ● How K&R groups operate ● An analysis of case studies, explanation of the methodology of a kidnap ● Risk reduction and key strategies for surviving a Hostage and Kidnap situation ● How to react short and long term 		X
19	Basic navigation and survival navigation Advanced navigation – GPS	<ul style="list-style-type: none"> ● Explain how to use a compass ● How to orientate a map to the North ● How to read and take a grid reference ● Taking a compass bearing ● Taking a bearing from a map ● How to plot a compass reading on to a map ● Use of GPS ● Survival navigation ● Road travel 		X

20	Stress/PTS/PSTD	<ul style="list-style-type: none"> ● An in-depth discussion and explanation of key theory and principles of management of both work related stress and potentially traumatic incident stress related illnesses such as PTSD and ASD. ● How to recognise PTS ● Treatment for PTS ● Company procedures to deal with staff suffering from PTS 	X	X
21	Practical simulations to consolidate the training	<ul style="list-style-type: none"> ● Practical skills such as first aid are enhanced by repetition so that muscle memory forms when the skills are needed in times of emergency ● This is constrained by the location of the course and the real estate, role players, duration of the course and finances ● Role players must be extra trainers or staff so that course participants get the maximum amount of training value. 	X	X

NB. Whilst not ideal from a training perspective, there is no reason why these courses could not be taught in a modular fashion. Module one medical and module two security.

Security

Additional subjects

NB. Some of these courses may consist of extra subjects covered in a tailored course whilst others may be stand alone courses due to the extensive content.

01	Women specific security Sexual & Gender-based Violence	<ul style="list-style-type: none"> ● How to deal with female specific issues ● How to deal with sexual violence and gender based violence
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02	Communications	<ul style="list-style-type: none"> ● Discuss types of communications ● Cell phone coverage and satphones ● Communications schedules ● Tracking systems ● How to use a radio and voice communications
03	Investigations and undercover work	<ul style="list-style-type: none"> ● How to work with drugs dealers, criminals and corrupt States
04	Chemical, biological, radiological and nuclear elements (can include Ebola)	<ul style="list-style-type: none"> ● Up to the minute techniques and equipment ● Theory / external scenarios / drills / contamination / decontamination drills / eating – drinking / dressing and undressing of suits / buddy buddy drills / types of equipment / correct use of equipment / dealing with injured casualties / dealing with casualties with gunshot, blast, fragmentation injuries, etc
05	Working with a security advisor	<ul style="list-style-type: none"> ● The use by the news of security advisors ● Why use them, what they can do for you ● Actions on emergencies
06	Working with the military and Security Forces	<ul style="list-style-type: none"> ● Threats and risks involved when working with the Military or Security Forces. ● Embedded journalism ● How to work with the military – understanding their hierarchy and structures ● What their expectations will be of you ● Safety issues working near the military ● Positive advantages and news restrictions imposed when operating with the military.
07	Meetings with sensitive sources	<ul style="list-style-type: none"> ● Moving to and from meetings, protecting them ● Car pick ups
08	Personal security plan	<ul style="list-style-type: none"> ● As a result of the training what do they need to do now? A personal action plan
09	Morals and ethics in conflict zones	<ul style="list-style-type: none"> ● When you are in danger, do you help others?
10	Travel management planning	<ul style="list-style-type: none"> ● How to route plan if you have multiple teams and how to ensure that everyone stays safe

11	E Learning package	This can be run as a refresher or prior to an initial course
12	Disasters awareness	<ul style="list-style-type: none"> ● The main focus is to look at the key areas of security and medical self sufficiency to consider and implement when covering natural or man-made disasters.
13	Building security	<ul style="list-style-type: none"> ● How to barricade inside a building ● How to select the correct floor and planning to work inside a building in a HE
14	Managing conflict and aggression <ul style="list-style-type: none"> ● Use of body language in managing conflict and how to avoid it ● Defusing confrontation 	

First aid and trauma management

Notes for readers

The subjects below form part of all first aid training (and not just for hostile environments.).

This list is not necessarily the order in which the subjects will be taught. It is imperative that participants practice what they have been taught and that training is consolidated.

The lists is based on what is reasonable in terms of programming for a mixed security and medical course. Should only a first aid course be run, then clearly the subjects can be taught in much more detail and subjects may be added.

This programme is based on the assumption that course participants have no prior medical training and limited medical equipment at their disposal.

If a certification is given in whichever country, then the training providers will have to abide by the hours for training and the content; These may vary from First Aid at Work, First Person on the Scene (Basic and Advanced), Wilderness EMT, MIRA (Medicine in Remote Areas) etc.

Note: The medical section has been reviewed and deemed as appropriate for non medically trained course participants in the time available by GP Healy Dip IMC RCS Ed SRP

Short course		
1	Mandatory	<ul style="list-style-type: none"> ● Introduction to First Aid Initial Assessment and management ● Initial assessment and management of a casualty ● Danger, response, (catastrophic bleed) airway, breathing, circulation (bleeding) ● This is an explanation and demonstration of Primary and Secondary assessment of casualties at the scene of an incident. The sequences of the (C)ABCs of medical emergencies are covered with emphasis on definitive care and the timely evacuation of the critically injured.

2	Mandatory	<ul style="list-style-type: none"> ● Unconscious casualty ● BLS airways and breathing ● Cardio-Pulmonary Resuscitation (CPR) ● Covers key aspects of Cardio-Pulmonary Resuscitation under the under-pining guidelines of the UK Resuscitation Council guidelines. ● Primary survey and secondary survey, recovery position
3	Mandatory	<ul style="list-style-type: none"> ● Wounds & Bleeding ● This explains and demonstrates the principles of hemorrhage control and use of a tourniquet (commercial / improvised) and a hemostatic agent when faced with a catastrophic haemorrhage ● Control of bleeding, gunshot wounds and blast wounds ● Shock (Hypovolaemic Shock) ● Medical equipment
4	Additional dependent on time	<p>Primary Health Care</p> <ul style="list-style-type: none"> ● Gastro intestinal issues ● Malaria and Dengue Fever ● Bites and Stings ● Heat and cold ● Altitude sickness ● Anaphylaxis ● Personal equipment
5	Additional dependent on time	<ul style="list-style-type: none"> ● Fractures, dislocations and sprains ● management of both life threatening and minor fractures. ● Identifying a fracture ● Treatment of a fracture ● Movement of a casualty with a possible fractured spine ● Practical sessions – splinting and movement of an injured casualty

6	Additional dependent on time	<ul style="list-style-type: none"> ● Burns care ● Burns management ● The explanation of key burns theory, causes and treatment principles including the use of improvised replacement fluid solutions when faced with serious burns in remote and medically limited areas.
7	Additional dependent on time	<ul style="list-style-type: none"> ● Other trauma – injuries to other major organs – abdomen, head ● Choking
8	Additional dependent on time	<ul style="list-style-type: none"> ● Road Traffic incidents ● New Car technology ● Sequence of a rescue ● Managing casualties and extrication, when resources and medical support is limited.
Extra subjects		
09	Managing trauma	<ul style="list-style-type: none"> ● Practical casualty simulation ● Practise all first aid learnt in realistic scenario training with additional role players
10	Basic health and hygiene when travelling	<ul style="list-style-type: none"> ● This subject identifies the medical aspects of pre-deployment preparation, such as medical and dental checks, through to in-country medical and health considerations such as food and water disease prevention methods

11	Medical emergencies	<ul style="list-style-type: none">● Climatic Medical Emergencies● Recognises the impact the climate has on operating in extreme climates and the potential of climatic medical emergencies such as; heat stroke, heat exhaustion, hypothermia and acute altitude sickness.● Special medical situations● This is an introduction to emergency treatment when faced with challenging medical conditions such as; anaphylaxis, debilitating enteric diseases, also other ailments such as diabetes, epilepsy etc● Venomous animals and dental infections.● Travellers health awareness – bugs, bites and bowels
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