



HOW FORCE-ON-FORCE EXERCISE HELPED US BUILDING JOINT TRAINING PROGRAMME

Graded approach gives results, increase cooperation and efficiency

ROBERT PERC

Ministry of Interior, Police, Police Directorate Novo mesto

Head of the Operation and Communication Centre

Novo mesto, Slovenia

Email: robert.perc@policija.si

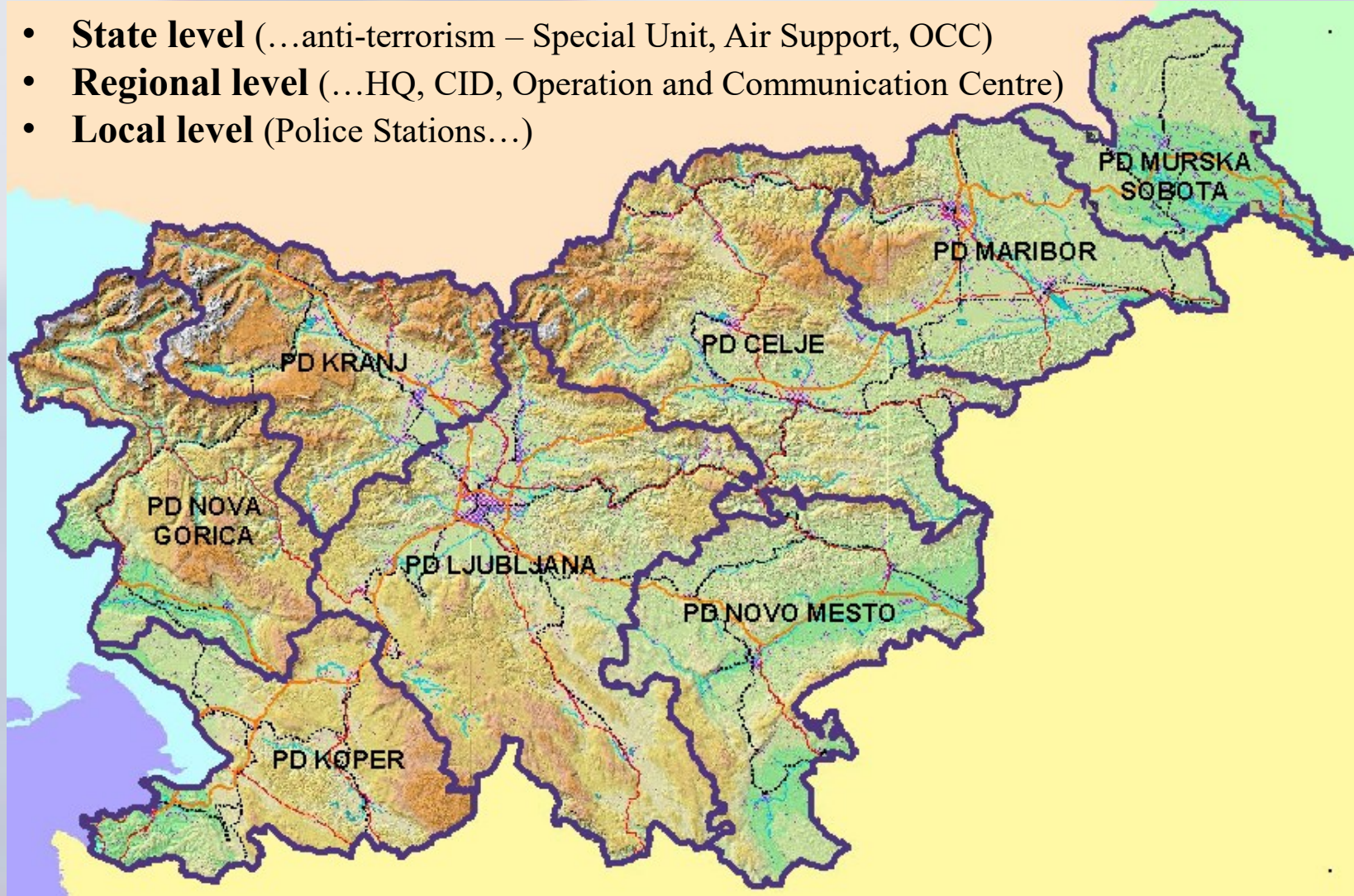
IAEA-CN-254/177





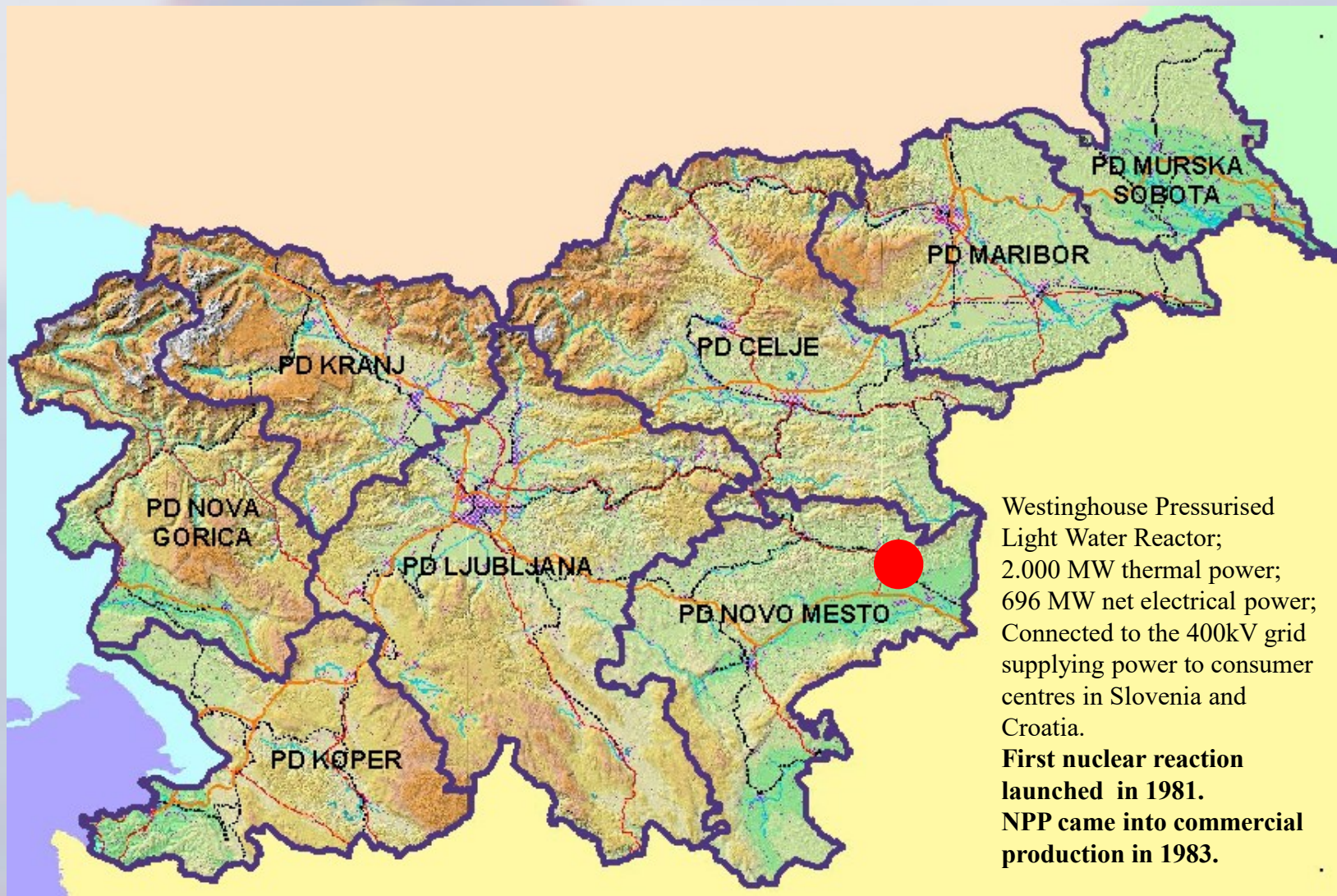
Organisation of the Police

- **State level** (...anti-terrorism – Special Unit, Air Support, OCC)
- **Regional level** (...HQ, CID, Operation and Communication Centre)
- **Local level** (Police Stations...)





NPP Krško





Security regime

- NPP's own Guards (on –site).
- Local Police Stations(s) (off-site).
- Regional Police forces / State (anti-terrorism).
- Decades of correct and close cooperation.
- 2011: regional reorganisation of the Police.
- 2012: New Contingency Plan (Police).
- 2013: New Communication and Cooperation Protocols (NPP + Police).
- “NEVTRON 2014” force-on-force exercise.
- “NEVTRON 2015” force-on-force exercise.



Force-on-Force Exercise 2014 (1/2)

- Evaluation of **effective, sufficient and timely response** on real physical threat.
- First FOF exercise, unannounced.
- Six months of planning – **confidentiality**.
- Cooperation with state authorities.
- **Security & Safety procedures**.
- Real-time **observation** from state authorities (evaluation and input to analyse).





Force-on-Force Exercise 2014 (2/2)

- Complete surprise and personal under real stress (30 years of peace and tranquillity).
- Outside events (situation in the region – Greenpeace protests days before added reality awareness).
- Seven different areas for improvement with fourteen recommendations were set and approved (analyse):
 - crisis (incident) management,
 - communication and tactics protocols,
 - technical improvements and IT modernization,
 - joint training required (familiarization with the site...),
 - situation awareness and security culture.



Force-on-Force Exercise 2015

- Announced and in day time.
- Large police unite to enter the facility.
- Observers, Analyse (surprises) and Follow-up.





Force-on-Force Experience

- The main objectives were:
 - improvement of the physical protection regime (nuclear security) of the guards and the police,
 - consolidation of cooperation, preparedness and competence,
 - to ensure timely, adequate and efficient response to the nuclear security event.
- Overall experience with force-on-force exercises was unexpected good, useful and had huge practical implication to the cooperation, communication, coordination and tactics.
- Modernisation/modification of certain systems allows faster detection, better evaluation and adequate response.



A need to have tailored training programme

- The major identifier of a need to improve training process arise from results of behaviour of the participants in the exercise – *human factor and human reliability under severe stress.*
- Ad-hoc solution in follow-up after exercises organised with NPP.
- Evaluation of a training process.
- Initiative for a joint training programme for on-site and off-site response forces.



Challenges of a programme

- The training programme would be:
 - simple,
 - robust,
 - not too extensive,
 - flexible but comprehensive.
- Time limitations (8/1).
- Existing safety and security trainings.
- Build effective and accepted programme.
- Graded (practical) approach and diversity.





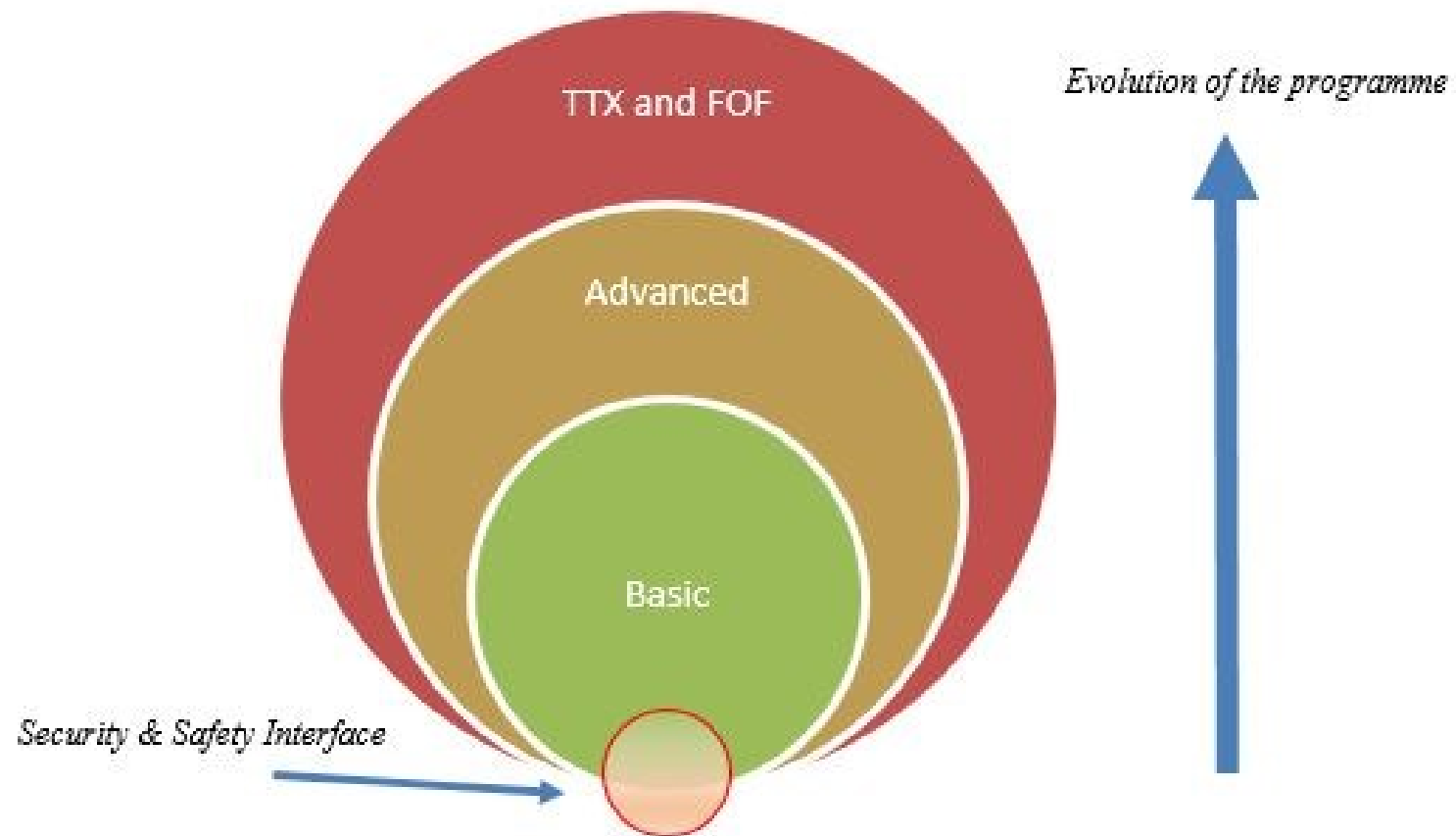
Structure of a programme (1/2)

- Graded approach – modules.
- Module 1 – Basic Training Programme.
- Module 2 – Advanced Training Programme.
- Module 3 – Table top and Force-on-Force Training Programme.





Structure of a programme (2/2)





Module 1 - Basic

- **Objective:** first responders have basic knowledge about radiological safety, familiarization with the site, site procedures, safety precautions to consider when respond to security event, they have understanding of the security & safety interface.
- **Scope:** 8 hours to allow participants to received minimum of required skills and familiarization with emergency plans and procedures and security protocols.
- **Participants:** guards and police officers.



Module 2 - Advanced

- **Objective:** participants can adequately cope with first response to the NPP in case of security event, they understand the limitation to the tactics used because of the safety reasons, and they can safely enforce the response tactics on the site.
- **Scope:** 8 hours to allow participants to effectively coordinate command and control of the response at the site.
- **Participants:** team and shift leaders, commander and assistant commanders of the police station, Operation and Communication Centre staff, police inspectors from the regional level (Command and Control HQ).



Module 3 – TTX, FOF

- **Objective:** participants know how to effectively work in the security incident, regardless of the potential safety concerns, they have the knowledge and understanding of safety & security interface, have understanding of each other's obligations, responsibilities and powers.
- **Scope:** to enforce table top exercise in regular fashion and with scope agreed among entities, to introduce FOF exercise as a second step after TTX.
- **Participants:** organisation level participants from local, regional (state) level.



In conclusion...

- FOF exercise was stressful but a big leap for awareness of the reality and preparedness (for the Guards and the Police).
- New initiatives were raised for long-term and systematic (practical) approach to training in the field of Nuclear Security and Safety.
- On-going training is required to maintain preparedness and efficiency.
- International and regional situation may change rapidly (migrant in-flux, terrorist threat, future potential expansion of the site – waste storage facility, new unite...).
- Cooperation, Coordination and Communication are required (security and safety awareness and interface) among stakeholders.



We are stronger when we work together!



Thank you!