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(Original signed)

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Promulgation of report Finabel Nr M.17.R

**MINIMUM TRAINING STANDARDS FOR COMBAT
SUPPORT (CS) / COMBAT SERVICE SUPPORT (CSS)
PERSONNEL ENGAGED IN OPERATIONS**

<u>**DATE OF PROMULGATION : 26 AUGUST 2008**</u>

Finabel

TABLE OF CONTENTS

BIBLIOGRAPHICAL DATA STUDY M.17.R		
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10. Keywords : Combat Support, Combat Service Support; Force protection; Basic Close Combat Skills; Training Requirements.		
11. Summary : a. Aim To define the minimum skills and training standards for CS/CSS personnel of Finabel countries, in order to provide them, during basic/single arms training, with a proper force protection capability. b. Main points of the study - Outlining the training requirements; - Identifying the training shortfall; - Developing a training solution; - Description of the individual and collective military skills essential or recommended to all CS/CSS personnel; - Recommendation for possible common training standards for CS/CSS personnel.		

12. <u>Abstract</u> :

a. Interest/usefulness of the study
Although normally CS/CSS troops do not operate in isolation, there might be situations where they may become isolated. In these conditions they have to be able to secure the environment where they operate. Therefore, these personnel must be trained to defend themselves and their assets from threats.
As all Finabel nations are likely to contribute with military forces to implement the EUBG concept it is important that those forces, and here especially the CS/CSS troops, are trained to minimum common standards regarding the force protection skills.

b. Main aspects of the study
The first key point of the study was to make sure that each member state had the same understanding of some concepts. Therefore, common definitions were found for: force protection, close combat skills, CS/CSS troops. Annex 1 give a schematic idea of all the types of units that are concerned by the recommendations of the study.
To reach the aim of the study it was decided, in a first step and at the light of the lessons learned, to determine what the member states believe to be the requirements regarding individual and collective skills and the way the training should be done. The second step being focused on what the member states are really doing compared to the requirements it was possible, in a third step, to bring out the key points that required rectifying.
The first part of the study brings us to the definition of the individual and collective military skills that CS/CSS personnel should train before to be engaged on operations; these skills are listed in Annex 2. It puts also forward that the learning of these skills should immediately begin during basic training with additional courses provided progressively later on. The capabilities of the CS/CSS NCOs and JOffrs to train their own troops are also stressed.
The second part of the study confirms that there is no real problem concerning doctrines, definitions, lessons learned or regarding the capacities of the NCOs and JOffrs to provide their own personnel with the required BCCS. However, it is interesting to note that training and evaluation systems tend to be optimized to combat troops with limited regard for CS/CSS training.
The third part of the study stresses essentially that too often efforts are concentrated on the training of combat troops with less regard to the specific needs of CS/CSS troops and propose some practical points requiring attention.

c. Main recommendations
It is recommended that Finabel Armies afford enough priority in the training of CS/CSS troops and consider the "essential" military skills proposed in Annex 2 as the minimum training standard and include them in their own basic/single arm training. The training of the " recommended " skills will be another important step for the development of a better force protection capability.

1. INTRODUCTION

As combat troops rely on Combat Support (CS) and Combat Service Support (CSS) troops for support, so do CS and CSS troops rely on combat troops for their protection. Although normally CS/CSS troops do not operate in isolation, there might be situations where they may become isolated. The engagement of the enemy by combat troops as well as the dedication of combat troops to protect CS/CSS troops can provide secure operating bases and secure Lines of Communication (LOC) but cannot be guaranteed. The uncertainty of protection therefore requires that CS/CSS troops be capable of providing their own force protection.

In these conditions they have to be able to secure the environment where they operate: i.e. compounds and/or temporary locations, LOC. Therefore, these personnel must be trained to defend themselves and their assets from threats. Moreover, when required, these units may be employed in light infantry roles.

Current training in many Finabel countries provides CS/CSS personnel with detailed training in their specialist role. Further training is needed to provide personnel with a self defence capability.

2. AIM

To define the minimum skills and training standards for CS/CSS personnel of Finabel countries, in order to provide them, during basic/single arms training, with a proper force protection capability.

3. DESCRIPTION OF THE STUDY

The first objective of the study is to outline the training requirements. Therefore the first chapter will outline the doctrine and definitions the Finabel nations currently use. It will also deal with lessons learned and examine where the Finabel nations believe to be the requirements regarding individual and collective military skills and the way the training should be delivered. The evaluation process will conclude this first part of the study.

The second chapter will identify the possible training shortfalls, comparing what the nations do with what they believe to be the requirements.

The third chapter is dedicated to the development of a training solution.

Finally, the study presents recommendations for possible common training standards.

4. FOREWORD

The conditions of operational engagements may be of very different nature, and pre-deployment training (PDT) can also be of a very different content. As mentioned in the aim, the study is focused on the initial, basic and/or single arm training, the present study will mention PDT where needed but without trying to develop a solution in this particular phase of training.

5. OUTLINING THE TRAINING REQUIREMENT

5.1. Doctrine

The doctrinal references on force protection used by most of the Finabel nations find their origins in NATO documentations. Therefore, " Allied Joint Doctrine for Force Protection " AJP 3.14 seems to be a value that can be shared within Finabel.

On approaching a level where close combat skills training and competences are of importance the sources of tactical doctrine and procedures are to be found only in national doctrine. Most of the time these tactical doctrines seem to be applicable to all types of troops: combat, CS and CSS.

In the same way, the training and the operational employment of CS/CSS troops are only described in national documentation. However, this time branch documents do exist in order to take into account the unit's peculiarities.

5.2. Definitions

Before developing this study it was important that each Member State had the same understanding of the examined criteria. Common definitions were found for :

5.2.1. Force Protection

" The protection of forces and facilities employed on operations comprises all measures and means necessary to minimise the vulnerability of personnel, facilities, equipment and operations from any threat (from adversaries, natural and human hazards, and fratricide) and in all situations. It aims at preserving the forces' operational capabilities and thus ensures their freedom of action. "

5.2.2. Close Combat Skills

" The close combat skills are those needed to close with and engage the enemy in all operational theatres and environments, in order to bring about his defeat with individual, collective or antitank weapons from the point of the bayonet to ± 500 meters. "

5.2.3. CS/CSS Troops

Another preliminary issue was to determine :

- what troops are part of CS and CSS;
- what troops other than C, CS and CSS do require close combat skills;

… and consequently what troops are relevant to the study.

Each Member State has more or less a same definition for CS/CSS Troops. However due to small differences in organization or structure a third type of unit requiring the same capacities is sometimes defined in complement of CS/CSS Troops. These three types of troops can be defined as follows :

5.2.3.1. CS Troops

CS troops are composed of force elements delivering fire support and operational assistance to combat elements.

5.2.3.2. CSS Troops

CSS troops are composed of force elements delivering support in logistic, medical, equipment, infrastructure, personnel welfare and administration matters.

5.2.3.3. Command Support Troops

Command Support troops are composed of elements assisting commanders in the exercise of command. They include staff of all types; communication, intelligence and information systems, and life support elements to protect, sustain and move the commander and his staff.

For the majority of the Member States this third type of unit is included in the first two. Hereafter the terminology " CS/CSS " will include the " Command Support Element ".

Besides these definitions, another common point was raised: some elements belonging to CS/CSS troops do not require to conduct or to execute close combat skills at lower level. The personnel of the medical units is a special case: medical clinicians e.g. consultants, surgeons, etc. employed in static rear based medical facilities need only to conduct close combat skills at a lower level; but those medical personnel employed in direct support of the front line troops in the forward combat zone e.g. combat medical technicians, unit medical officers, etc. do require training.

You will find in Annex 1 a list of type of units that are to be considered as CS and/or CSS Troops.

5.3. Lessons Learned

5.3.1. Lessons Identified

After finding common definitions for force protection, close combat skills and CS/CSS troops, the next objective of the study was to find out what key lessons, from training and operations have been identified by member states regarding the requirement for CS/CSS troops to be trained in close combat skills for force protection purposes.

The major key lesson is that there is no front line anymore; CS and especially CSS units are increasingly considered as being soft targets and are therefore highly vulnerable. Therefore, the other lessons identified are a logical consequence of this first statement.

5.3.1.1. Individual Level

Trying to determine the origin of this soft target, most of the Member States found out that their CS/CSS personnel did lack some of the basic skills in fieldcraft and low level tactics. The importance of mastering basic infantry skills was stressed and as an example, the new paradigm in use in the RNLA, the answer to the problem could be to say that " Every Soldier (has to be) A Rifleman (ESAR) ". But if every soldier has to be trained and equipped to protect himself he also has to form a part in the protection of his unit. In this way every soldier has to be a sensor and needs to have a situational awareness of his environment.

5.3.1.2. Unit Level

Going to the unit level, Member States agreed that if CS/CSS units do need to take care of their own protection, they can no longer ensure support of the engaged forces. This reduces the operational efficiency of the combat forces. On the other hand, if the hard core skills of the CS/CSS profession is indeed mastered, it may be that the basic skills become secondary and as a consequence, a lack of tactical self-sufficiency occurs.

For some Member States the composition of operational units is done through pooling of personnel. The identified lesson here is to avoid this methodology – if possible - because it creates a lack of cohesion, interoperability, common training, drills, etc.

While it seems that pooling cannot be avoided, it becomes evident that any component of a contingent must receive the same close combat training and that there is a need to provide refresher training before operational deployment.

5.3.1.3. Skills Deficiency

To confirm this, you will find the following examples have been identified as deficient in some Finabel countries :

- Convoy and anti-ambush drills ;
- Handling of grenades and light anti-tank weapons ;
- Wide variation in basic close combat skills (BCCS) between cap badges ;
- Lack of competencies/leadership in BCCS for NCO's and officers ;
- Lack of field firing training, particularly as part of a fire team ;
- Insufficient fitness training during the initial training to achieve or maintain the operational standard.

5.3.2. Consequences on Training

Regarding these " lessons identified " some actions were taken by Member States in order to solve the problems by adapting their training.
The first goal for some Member States was to harmonize the initial training between cap badges of CS/CSS units, the second step being to give them the same initial training as for combat personnel.
Another way to assure a better protection capability to the CS/CSS troops is to give them some additional courses. Among others, Member States have identified the following areas to be addressed :

- Tactical Combat Casualty Care ;
- Personnel Recovery ;
- Anti-Terrorism Force Protection ;
- Explosive Risk Education ;
- Intensified field firing training, sometimes coupled with learning of new firing techniques.

Of course, all Member States do also include their LL in their own Training Manuals.

5.4. Military Skills

This section will summarise what the Finabel nations believe to be the requirements.

5.4.1. Individual Military Skills

The first question was to determine the basic individual military skills that CS/CSS troops require for force protection purposes.

The second question was about the moment when these skills were to be taught: during a common " Initial Military Training ", during a " Special To Arm training " or even later on. Because of differences in training methodology among the Finabel Armies it was not possible to make a clear difference between these phases. But rather than "when" it is "what" that is important.

You will find in Annex 2 the summary of the individual basic skills that were put forward by the Member States.

5.4.2. Collective Military Skills

Here again the objective was to determine the collective military skills that CS/CSS troops require for force protection purposes, and to see if they should be different from those required by combat troops.

Not all the Member States share the same vision on the differences between C and CS/CSS troops. It varies from a lower level of competences up to the same standards. All the Member States however agreed on the following proposal :

" Given that CS/CSS soldiers have a primary task, which if not met will result in mission failure, it must be accepted that the level of competence of CS/CSS troops compared to combat troops is likely to be lower. The minimum level is that CS/CSS troops should have the ability to collectively defend themselves, with limited offensive capabilities at low level (up to section level) in order to provide an effective defence. "

CS/CSS troops can also be of very different nature and volume (i.e. CIMIC or PsyOps teams, engineer platoon, logistic company, fire support battery, Head-Quarter, etc.) but in any case they should have procedures that seek to minimise the threats and they should be able to use all available means at hand to ensure their own protection.

It is interesting to note that some Finabel nations propose that if CS/CSS troops should be able to assure their own immediate force protection, the near/far protection can sometimes also be granted by combat troops. For instance this is the case for the Belgian forces in Lebanon where combat troops ensure the protection for a field hospital and for EOD teams. This remains of course only a possibility depending on national assessment.

Complementary to the individual military skills the Annex 2 also states the collective military skills that CS/CSS troops should have.

5.5. Delivery of Training

As in the previous section we will focus on what the Finabel nations have identified to be the requirements.

5.5.1. When to Learn or Train BCCS ?

It is recognised that BCCS should be provided progressively throughout the soldiers' and officers' careers. This process starts during basic training with additional courses provided progressively to match skills to ranks and responsibilities. Some Finabel countries stress the fact that the know-how should be refreshed on regular basis with constant implementations of LL, and during mission specific PDT which will include up to date information on geo-political and physical environmental conditions, modus operandi of enemy tactics, other aggressors, etc.

5.5.2. Role of CS/CSS JNCOs, SNCOs and JOffrs

Most of the Finabel Member States agreed that CS/CSS units should be self-sufficient in delivering training of mounted and dismounted close combat skills for force protection. The main reason is that if CS/CSS troops are to master these skills their NCOs and Offrs should be capable of delivering the training internally.

On the other hand, it is also evident that no one can conduct better training than combat unit instructors. The support of specialised trainers acting as consultants for the unit's instructors will ensure the maintenance of a higher level of performance using the "train the trainer" methodology.

5.5.3. Facilities

Some Member States stress that no special facility is required to train close combat skills for force protection as it should be integrated in all training situations. The following facilities were mentioned as required by most Member States :

- Firing simulators and firing ranges for all types of weapon systems ;
- Firing ranges and dry training areas for conducting dismounted combat actions (fire and manoeuvre) ;
- Firing ranges and dry training areas for conducting anti-ambush drills ;
- CBRN training ranges ;
- Urban training areas representative of operational theatres.

5.5.4. Pre-Deployment Training for Multinational Units

Multinational units should seek maximum interoperability and cohesion; they should train collectively to common standards (SOPs) prior to deployment.
The following topics, linked with force protection skills, were mentioned as required during pre-deployment training :

- Linguistic skills (knowledge of the working language) ;
- Knowledge and handling of all weapons of the multinational unit ;
- Anti-Terrorism Force Protection Skills ;
- Basic cultural awareness skills.

5.6. Evaluation/Certification of the Training

During the study of the "Minimum Training Standards" it was logical to try to define a system of evaluation/certification for the CS/CSS Units' force protection abilities/effectiveness.

5.6.1. Actual System

First of all, BCCS seem not to be evaluated separately within most of the Finabel Armies, this because they form part of the overall training. Whilst no specific certification seems to be undertaken, training achievement is controlled using the After Action Review (AAR) methodology and following national standards/criteria. This enables commanders to address any identified weakness prior to deploying on operations. Where there is clearly a deficiency that would make a unit unfit to deploy on operations, then additional training can be provided. However, the assessment is often subjective and in conditions that rarely simulate the operational scenario.

5.6.2. Future System

During the development of this study the question of a possible common evaluation/certification system was examined. Some propositions were made but it was nevertheless decided not to further examine this problem because it would require a new study in itself.

6. IDENTIFYING THE TRAINING SHORTFALL

The objective of this second part of the study is to identify the possible training shortfalls, comparing what the nations do with what they believe they should do. Therefore, we will follow the same structure as for the outlining of the requirements.

6.1. Doctrine & Definitions

Generally, and partly through the LL process, it seems that there is enough tactical doctrine and procedures available supporting close combat skills training, but it is difficult to translate it into concrete actions because of practical reasons (i.e. lack of available timeslots, facilities, etc.), and also because if CS/CSS doctrine states that force protection is important it does little to describe how it should be achieved.

It was also recognised that force protection doctrine for CS/CSS troops on the non-linear battlefield needs to be developed.

6.2. Lessons Learned

Most of the Member States are continuously adapting their normal and/or PDT following their experiences. Closing the loop between identifying and learning a lesson and implementing new objectives into adaptive training seems to meet the satisfaction of each Member State, which currently has its own process.

LL may sometimes present sensitive national issues that are difficult to discuss openly. However, the desire to share experiences among the nations is well recognised. The future direction may overcome these issues, for example a common database. However, such a development is not within the scope of the present study.

6.3. Evaluation/Certification of the Training

Some member states don't have an evaluation system (or a specific evaluation system) for their CS/CSS units' force protection capabilities, sometimes because they are part of the normal training of every soldier.

Other member states are using national evaluations systems mostly based on NATO standards (i.e. NRF directives, CREVAL handbook). These evaluations are mostly done during the normal training cycle of CS/CSS units.

However, it is interesting to note that training and evaluation systems tend to be optimised to combat troops with limited regard for CS/CSS training.

6.4. Military Skills

6.4.1. Individual Military Skills

Regarding the individual military skills, it is difficult, but not of a primary interest, to detail what is done in each part of basic or single arms training considering that each Member State has a different view of what the training parts consist of. But the conclusion could be that the Member States do already undertake the training that they propose as a mandatory training.

6.4.2. Collective Military Skills

Most of the Finabel Member States do currently undertake the training of all the previously mentioned collective skills required. If initially conducted only as a part of PDT, the CS/CSS units become today increasingly capable of conducting internal training for force protection as they progress through their own collective training cycle.

Furthermore, it remains a national responsibility for each Member State to compare the skills they require with the common list of skills proposed in Annex 2.

6.5. Delivery of Training

6.5.1. When to Learn or Train BCCS ?

The current situation is that all Finabel Member State provides BCCS for force protection purposes when soldiers and officers join the Army, during basic training.
Most of the soldiers and officers of CS/CSS units are also provided with these skills during the next phase of their careers, specifically during their Special To Arms training. The time devoted to this specific training depends mostly on the rank.
When joining their operational unit the training for close combat skills becomes part of the normal training cycle, as well as part of the PDT as required.
In this specific domain we can conclude that the Finabel nations are carrying out the training that was proposed as mandatory.

6.5.2. Role of CS/CSS JNCOs, SNCOs and JOffrs

It is important to note that the training of close combat skills for force protection is increasingly provided by the CS/CSS NCOs and JOffrs themselves. It is becoming common that the NCOs and JOffrs are instructors and trainers of their troops, since they are their commanders on operations. JNCOs and JOffrs of CS/CSS units are now capable of fulfilling this role.
The need of specialists remains still mostly not considered as essential for the training of the CS/CSS unit's personnel.

6.5.3. Facilities

Firing ranges, small arms simulators, dry training areas and MOUT/FIBUA facilities are relatively common to everyone. On the other hand, built up areas simulating operational theatres are more difficult to find; only UK seems to dispose of such a facility reflecting the types of infrastructure present in Iraq and Afghanistan.

Two other more specific facilities were mentioned as useful: a Small Arms Judgemental Training simulator in BE and a Mine Warfare range in ES.

6.5.4. Pre-Deployment Training for Multinational Units

A common PDT for a multinational unit occurs only exceptionally because of practical constraints (time, budget, availability of material, possibility to deploy abroad in operational configuration only for training, etc.). Few Finabel nations have experience in this field and BE experience tends to prove the validity of common training prior to deployment.

7. DEVELOPING THE TRAINING SOLUTION

This third and last part of the study highlights the key points that we believe need modification in order that CS/CSS troops can effectively protect themselves on operations, thereby closing the gap between the current and the proposed training requirements.

7.1. Tactical Procedures

In the two previous parts we made an analysis on doctrines, trying to outline which ones were used or should be used. NATO doctrine seems to be a valuable one on which Finabel nations could base the development of tactical procedures in order that CS/CSS troops can effectively protect themselves on operations.
Generally, we can conclude that CS/CSS troops should follow most of the standards of combat troops as far as force protection is involved. The tactical procedures should also include asymmetric combat skills.

7.2. Individual Military Skills

There is no area that required addressing with regard to the individual military skills because CS/CSS troops are already provided with the necessary skills for force protection.
However we can add that the basic training of CS/CSS troops should be up to the required standards of the basic training of combat troops.

7.3. Collective Military Skills

In regarding collective military skills, it is assessed that sufficient priority should be afforded to the close combat skills training of CS/CSS troops.

It was also recognised that too often efforts are concentrated on the training of combat troops with less regard to the specific needs of CS/CSS troops. In this domain the following points were identified as requiring attention :

- Enhance small arms live firing exercises in situations close to the possible threats,
- See that CS/CSS troops do have the ability and capacity to secure the line of communications,
- Train CS/CSS NCOs' and officers' in order to give them effective leadership capacities,
- Prepare mentally all CS/CSS troops to real team work.

7.4. Delivery of Training

As already mentioned the training of CS/CSS troops should receive the same priority as the training of combat troops; they should be trained in the same way.
Therefore, Finabel nations should consider that force protection training of CS/CSS troops is as important as their core role/speciality training and ensure that force protection is an important part of their general training and of PDT.
We should also remember that the "train the trainers" methodology was considered as a requirement to help the unit's instructors to maintain a high level of performance.

7.5. Facilities

Among the Finabel nations the sharing of facilities was one of the aims of the study " M.11.R. Revise ". This study can be useful as reference in this particular domain.

8. RECOMMENDATIONS

Experience during recent operations has confirmed that there is no front line and CS/CSS personnel and assets have an increased vulnerability to attack. Therefore it is important that all personnel within an EU BG are trained to protect themselves and their team to common standards, when employed on operations. Finabel nations should consider that CS/CSS personnel require a full set of force protection skills to defend themselves and their assets from threats.
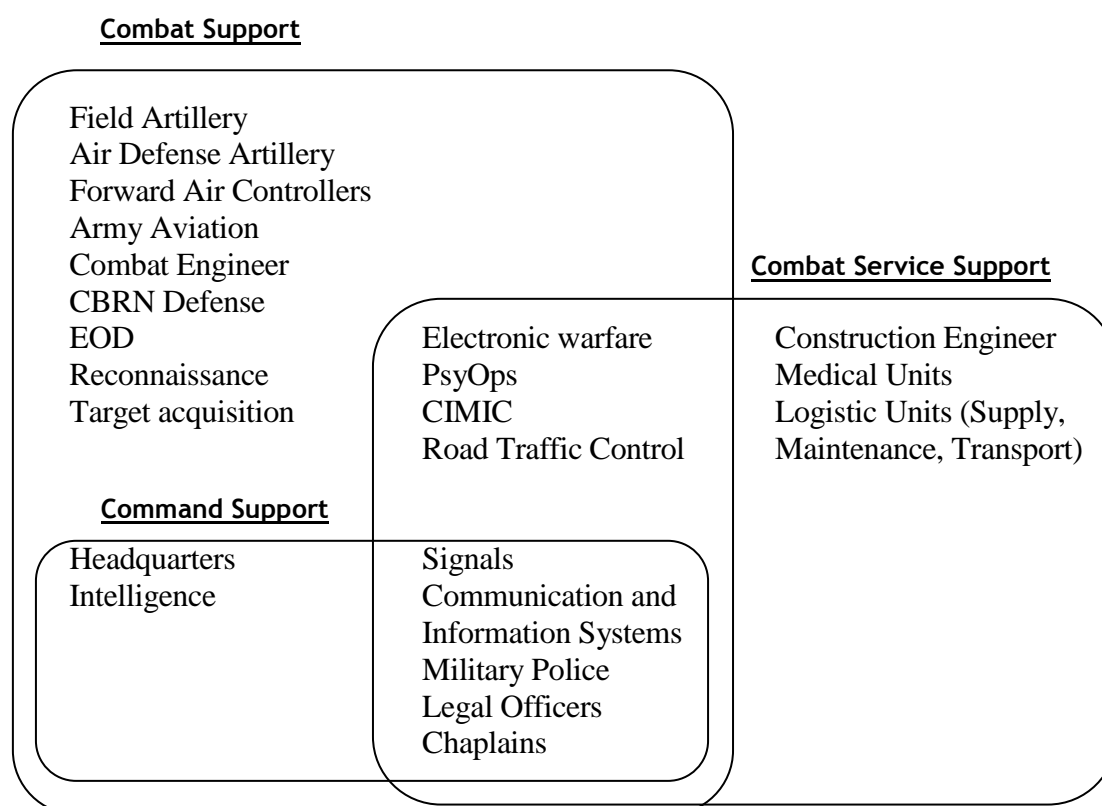It is consequently recommended that Finabel Armies afford enough priority in the training of CS/CSS troops and consider the " essential " military skills proposed in Annex 2 as the minimum training standard and include them in their own basic/single arm training. The training of the " recommended " skills will be another important step for the development of a better force protection capability.

A N N E X 1

CS and CSS Troops

Because of the differences in the structure of the Finabel Armies and the differences in national definitions of CS/CSS it was not possible to point out where to draw a line between these types of troop. This was also not the object of the present study; the most important point was merely to point out which types of troops were of interest for the study.

Hereafter you will find a diagram comprising the list of the Combat Support, Combat Service Support and Command Support Troops as they were globally classified by the Member States.

Combat Support

Field Artillery
Air Defense Artillery
Forward Air Controllers
Army Aviation
Combat Engineer
CBRN Defense
EOD
Reconnaissance
Target acquisition

Electronic warfare
PsyOps
CIMIC
Road Traffic Control

Combat Service Support

Construction Engineer
Medical Units
Logistic Units (Supply, Maintenance, Transport)

Command Support

Headquarters
Intelligence

Signals
Communication and Information Systems
Military Police
Legal Officers
Chaplains

A N N E X 2

Military Skills

Individual military skills
The individual military skills were divided in two columns (essential and recommended) considering the frequency of appearance in the propositions of the Member States.

Essential	Recommended
Health and hygiene	
Fitness	
Basic individual infantry skills	
Basic self-defence techniques	
Battlefield first-aid	
CBRN protection skills	
Mine Awareness or Explosive Risk Education	
Counter Improvised Explosive Devices (CIED)	
Use of individual weapons	Use of bayonet
Use of the collective armament available in the CS/CSS unit	
Use of light anti-tank individual weapons	Use of light anti-aircraft individual weapons
Instinctive firing	
Fire and manoeuvre (inclusive fire control)	
Firing from vehicles	
Use of hand- and rifle-launched grenades	
Use of radios	Use of night vision devices
Map reading/navigation	Use of targeting devices
	Use of early warning means
	Capability for cooperation/call for indirect fire
	Driving light and heavy vehicles
Guarding/securing/protecting facilities or areas	Anti-ambush capability
Checking vehicles and identities	Crowd control operation capability
Establishing and operate checkpoints	Fight in special environment (urban/woody)
Patrolling	
Police procedures such as temporary detention, searches, confiscation, etc. according to International Law	
Law of Armed Conflicts (LOAC)	Knowledge of enemy action and attack methods
Rules of Engagement (ROE)	Cultural/social knowledge
	Linguistic competences
Loading of means on tank carriers, ships, rail-platforms	Helicopter emplaning/deplaning
Conducting counter-intelligence measures	Recognition/fratricide prevention

Fire-fighting

Collective military skills

Considering the proposal the Member States agreed on :

" Given that CS/CSS soldiers have a primary task, which if not met will result in mission failure, it must be accepted that the level of competence of CS/CSS troops compared to combat troops is likely to be lower. The minimum level is that CS/CSS troops should have the ability to collectively defend themselves, with limited offensive capabilities at low level (up to section level) in order to provide an effective defence. "

And considering the frequency of appearances in the proposals of the Member States we have to mention the following collective military skills.

CS/CSS troops should …

Essential	Recommended
Collective defensive field firing capacities	Collective offensive field firing capacities
Procedures that seek to minimise the threat to their key points	Organise and conduct all-round defences of facilities, infrastructures or staging area in urban and wooden environment
Practiced checkpoint/guarding skills including reactions on/QRF	
Conduct local recce and/or clearance patrols	
Convoy and anti-ambush drills	Conduct and protect convoy operations
Training in tactical movement by day and by night	
Prisoner handling	Conduct PsyOps or CIMIC operations

A N N E X 3

<u>Abbreviations</u>

AAR	After Action Review
BCCS	Basic Close Combat Skills
CBRN	Chemical, Bacteriological, Radiological, Nuclear
CIMIC	Civilian-military co-operation
C	Combat
CS	Combat Support
CSS	Combat Service Support
EOD	Explosive Ordnance Destruction
ERE	Explosive Risk Education
EU BG	European Battle Group
FIBUA	Fighting In Build-Up Area
JNCO	Junior Non Commissioned Officer
JOffr	Junior Officer
LL	Lessons Learned
LOAC	Law Of Armed Conflicts
LOC	Line of Communication
MOUT	Military Operation in Urban Terrain
NRF	NATO Response Force
PDT	Pre-Deployment Training
QRF	Quick Reaction Force
ROE	Rules Of Engagement
SNCO	Senior Non Commissioned Officer
SOP	Standard Operating Procedure
STA	Special To Arm