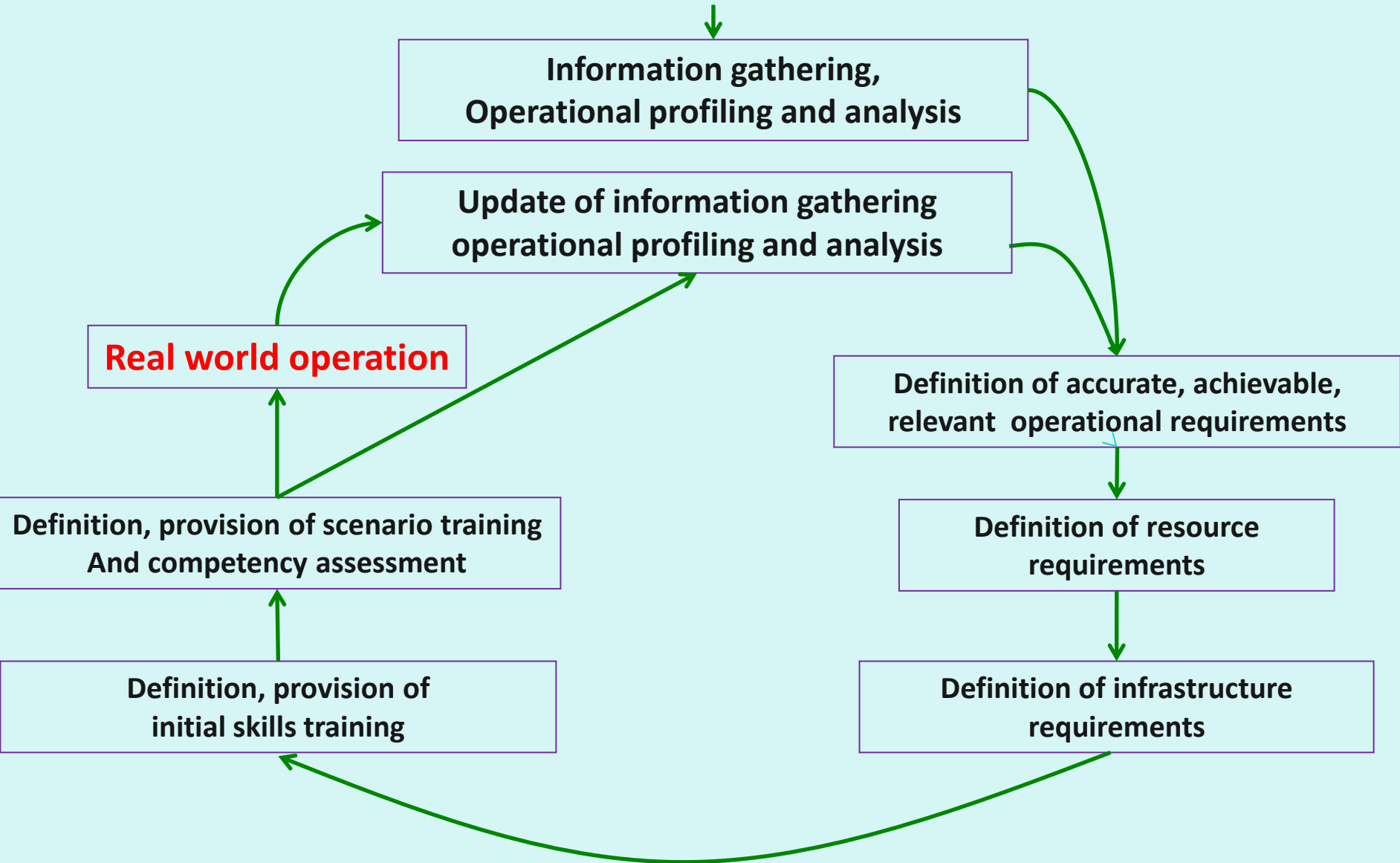




**Methodology for
the formation, development, ongoing competency assessment and
capability enhancement of a specialist maritime
counter crime, piracy, terrorism resource(CCPTR)**

Hamish G McDonald OBE

How to develop and run a CCPTR to achieve its Governance declared operational role



Governance declared operational role

The role as legislatively defined by the organisation's Governance Principal

Definition of declared operational role

- To assist identification of criminal, piracy and/or terrorist infrastructures that may or do threaten inland, coastal or offshore waterways
- To provide “policing” relating to any perceived criminal, piracy and/or terrorist threats to inland, coastal or offshore waterways
- To provide a controlled response to combat a defined criminal, piracy and/or terrorist threat on inland, coastal or offshore waterways
- To provide a interdictive response to nullify criminal, piracy and/or terrorist acts on inland, coastal or offshore waterways

Information gathering, profiling and analysis

Rationale and process

Societal environment

It is known that there is a strong interactive link between an individual's, a family's, and a community's perception of their safety, security and wellbeing, and that of the actual safety, security and wellbeing of their society and country as a whole. It is also the case that a negative perception within any country, region or community has the potential to be a breeding ground for viral negative threats which are readily exploited by criminal, piracy and/or terrorist networks.

Definition of local culture and society considerations

- social strata, customs and taboos
- lines of responsibility in decision making and management
- networks, interrelationships and interactions
- current infrastructure levels
- levels of educational and technical ability
- attitudes to changing existing ways
- influences, both positive and negative

Operational environment

In order to maximise the potential operational capability of the operational resource there must be an accurate understanding of the environment they have to function within. This in terms of how the varied types, demands and effects of each individual or combined environment will effect the performance capability of the human, and/or physical operational resource

Definition of the varied elements, their interplay, influence and effect on the operational environment.

- Natural
- Social
- Inland, coastal and offshore waterways
- Politics
- Administration
- Hardware
- Maintenance
- Communications
- Infrastructure
- Procurement
- Logistics
- Internal/External influences

Definition of accurate, achievable, relevant operational requirements

Development of a CCPTR to “police” and interdict criminal, piracy and terrorist threats on inland, coastal and offshore waterways

Having capability to:

- Develop own information sources and have access to other authenticated information databases relevant to operational scenarios
- Monitor activities by use of passive and active surveillance means
- Analyse and profile potential threats and targets
- Operate differing forms of water vehicles on inland, coastal and offshore waterways
- Operate differing land based vehicles in urban and field environments
- Interface with differing support resources
- Transfer persons to/from coastline, structures, riverine, and other vessels types by either overt or covert means
- Intercept and interdict specific riverine, structure, coastal, and shipborne activities
- Transfer persons to/from offshore structures and/or other waterborne vehicles that are either static or underway
- Intercept, board and secure an underway waterborne vehicle

Definition of resource requirements

Human resources

- Command
- Communications
- Operational
- Training
- Management
- Administration
- Information sharing network
- Finance
- Logistics
- Maintenance
- External

Physical resources

- Base(s)
- Land vehicles
- Water vehicles
- Air support vehicles
- Communication systems
- Weaponry
- Assault equipment
- Personal protective equipment
- Training, management, administration, logistics, maintenance equipment
- External

Codified Resources

- Mission approval at Department of Interior or legislative authority level?
- Cooperative agreements from national to district/province to local level regarding precedence of authorities
- Predefined cost transference agreements
- Information sharing agreements
- Prosecution pathway for detainees (legislatively defined)
- Legislative defined confiscation/disposal of property rules for convicted entities

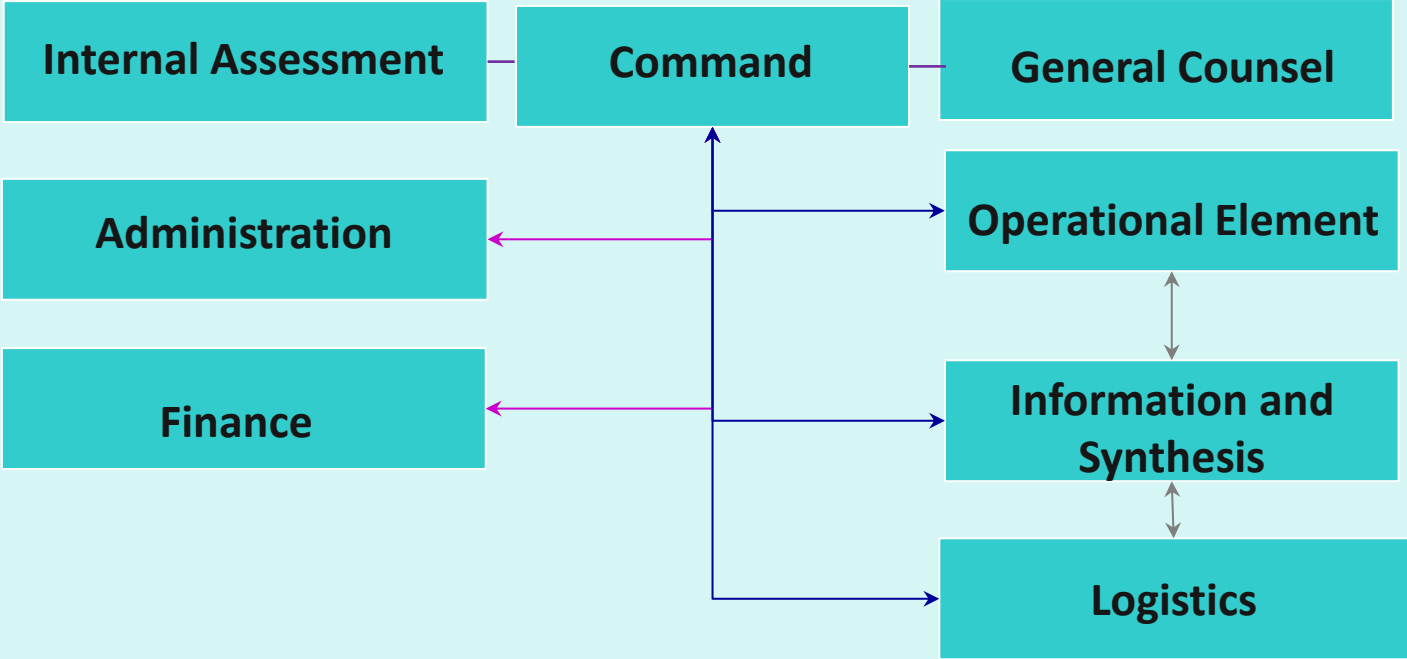
Definition of Infrastructure requirements

The infrastructure must be fit for purpose and efficiently support all aspects and elements of the CCPTR and its operation

The infrastructure must be able to answer at national level, with regional and local concurrence what is

- Defined and practically efficient command, management, administration, logistics and operations
- Rapid and easy communication between all elements in all directions of communicative travel
- Efficient maintenance
- Ongoing internal assessment (Operational/Counterintelligence/Capability shortfalls)
- Training, competency assessment and further development
- Assessment of real world operations, competency and further development requirements
- Achievement of a high level of operational functionality, efficiency and success

Task Organization Infrastructure



Command and Operational Element Skills Base Development

The remainder of this discussion focuses towards the development of individual, and collective unit skills, required to conduct maritime interdiction operations. The collective capability of the operational unit drives all other parameters of the organization's required infrastructure.

- Mission Analysis required to define Governance directed capability, fused with cost analyses to develop and sustain operational capability
- Assists with definition of personnel selection for operational resource
- Assists with defining the equipment required to support collective unit tasks
- Assists to clarify roles and functions from national to regional to local levels
- Assists with the definition of current information streams and gaps
- Other?

Definition, formulation, and provision of initial skills training

Operational profiling and analysis to define operational and physical resource requirements. These findings enable the definition of individual resources skill development requirement.

- Each individual resource skill development requirement must have a training element formulated
- Each element requires two separate defined sessions, Theoretical and Practical
- Initial training requirements for an entrant to a specialist “policing” force may well involve in excess of 60 training elements
- **Training elements**
 - Each element requires the following support items
- **Element Lesson Topic Guides / Lesson Plans**
 - Instructional materials
 - Instructional references
 - Instructional aids
 - Terminal objectives
 - Enabling objectives
 - Criterion test(s)
 - Competency assessment
- **Instructor Guides**
- **Instructor Aids**

EXAMPLE: ELEMENT LESSON TOPIC GUIDES / LESSON PLANS

(Date Prepared)

COURSE TITLE: Operator training for waterborne special operations.

CLASSIFICATION:

LESSON TOPIC NUMBER: 28

LESSON TOPIC: Theory of SOC use in underway vessel intercepts

ALLOTTED LESSON TIME: 60 minutes.

INSTRUCTIONAL MATERIALS:

28.2.1 Scale model SOC

28.2.2 Assault equipment

28.2.3 Boarding equipment

28.2.4 Ancillary equipment

INSTRUCTIONAL REFERENCES:

Underway vessel intercepts reference manual

INSTRUCTIONAL AIDS:

28.4.1 Magnetic board and equipment

28.4.2 Audio visual equipment

TERMINAL OBJECTIVES: *(This objective is supported entirely by this lesson topic)*

Provide outline of:

28.5.1 The general strategy and tactics for SOC use during underway vessel intercept

28.5.2 The factors affecting the operational procedures followed during SOC use in underway intercept

28.5.3 SOC handling methodologies and techniques to be employed during all stages of the underway ship intercepts

28.5.4 The risk factors to be considered and the necessary checks to be made during SOC use in underway vessel intercepts

28.5.5 Boarding procedures during underway vessel intercepts

28.5.6 Contingency emergency procedures

28.5.7 Abort mission procedures

Unit Element Assessment Guide and Record

Unit: Special operations craft(SOC) operations

Element: Basic Navigation (time, distance, course keeping)

- Range Statement :**
- 1) Training is carried out in daylight
 - 2) Training is carried out in darkness
 - 3) Training is carried out in slight, moderate, rough sea states

Performance Criteria

- 1) Calculation of the effects of surface currents and wind on the course keeping of the SOC
- 2) Calculation of the over the ground speed of the SOC whilst it is on any set course
- 3) Calculation of the effect of wave patterns on the SOC whilst it is on any set course

Evidence Checklist

- 1) Correct identification and calculation of the effects of surface currents and wind on the course keeping of the SOC
- 2) Correct identification and calculation of the over the ground speed of the SOC while it is on any set course
- 3) Correct identification and calculation of the effect of wave patterns on the SOC while it is on any set course

Evidence Confirmation

- Range Statement Undertaken
- Wind Speed (Beaufort scale)
- Sea State (Douglas scale)
- Environmental conditions
- Location
- Date Completed
- Instructor signature
- Delegate signature

Definition, formulation, and provision of scenario training and competency assessment

To provide participants with realistic exposure to scenarios, based on real world operational roles in order to assess unit collective skills

To provide Command with awareness of individual's, unit's and Force's operational capability

- Relevant, realistic “scenario training” must accurately reflect real world scenarios that fall within the CCPTR's declared operational role
- Every scenario exercise must be well planned and constructed, and all participants must be pre-briefed to realistic levels of situation awareness
- Every scenario exercise must be monitored and recorded at all stages and in all aspects
- There must be a thorough debrief by all parties after each scenario exercise, with the specific intent of providing an honest, constructive, critical review
- Lessons from each scenario exercise must be recorded and the necessary actions implemented

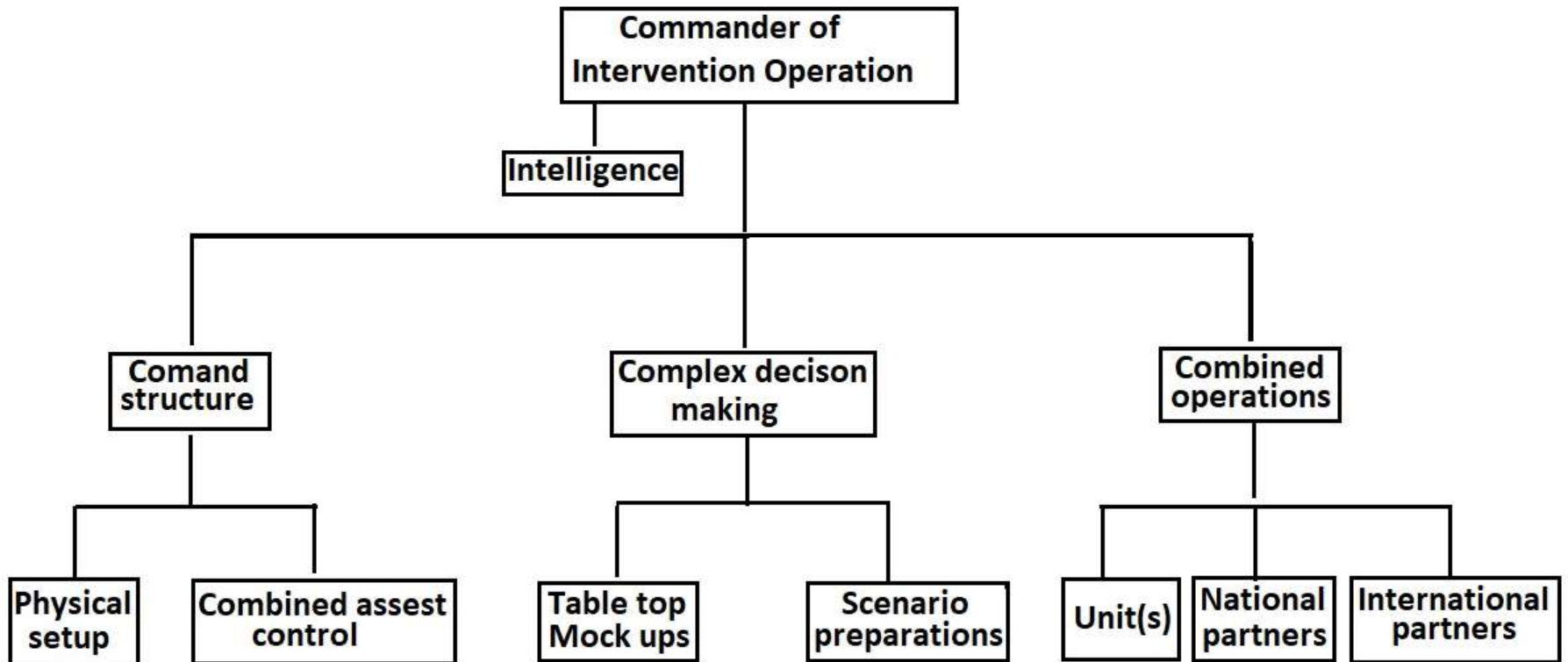
Example

Underway vessel intercept , boarding and securing

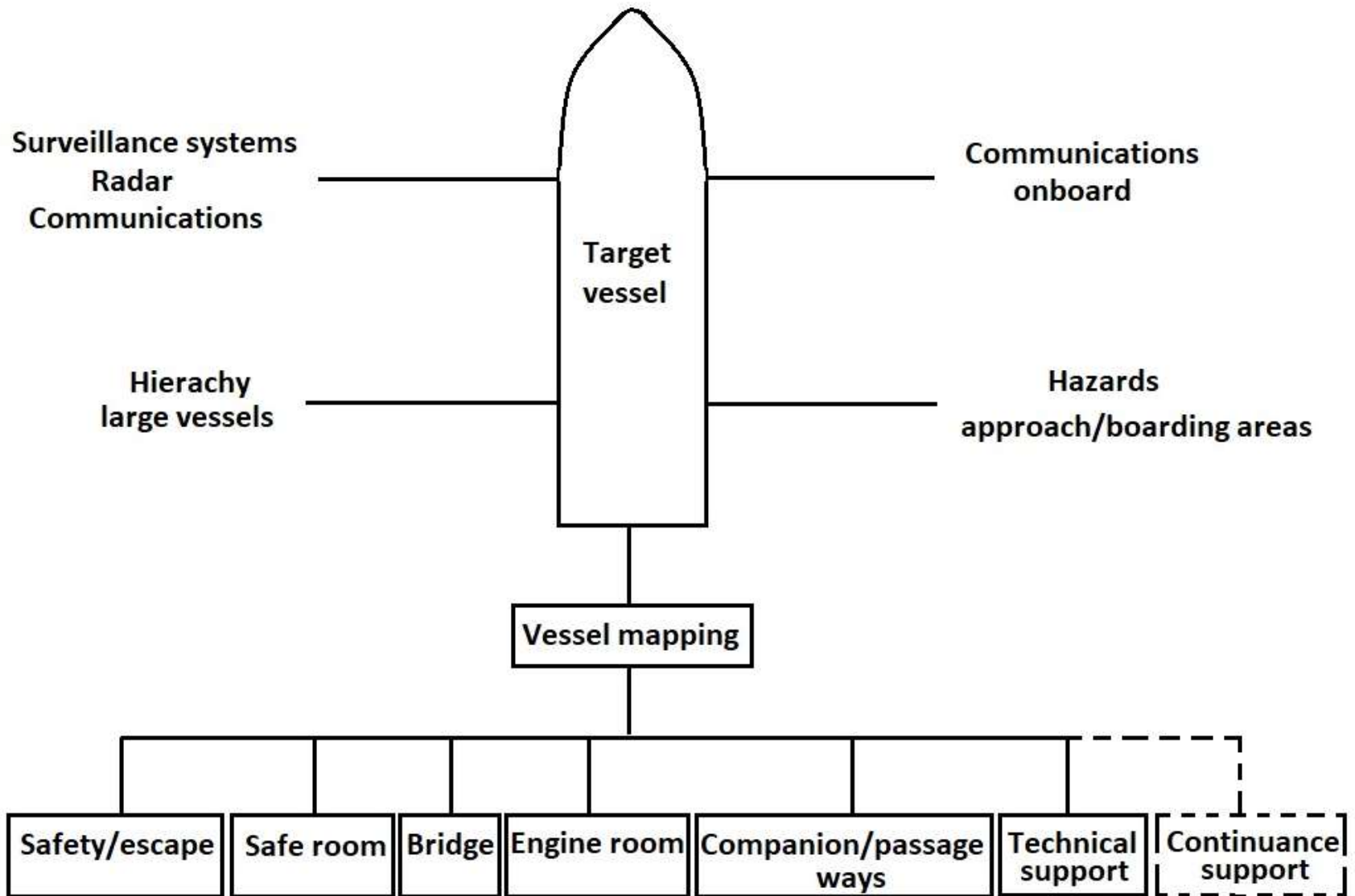


**Scenario exercise:
Underway vessel intercept, board and and secure**

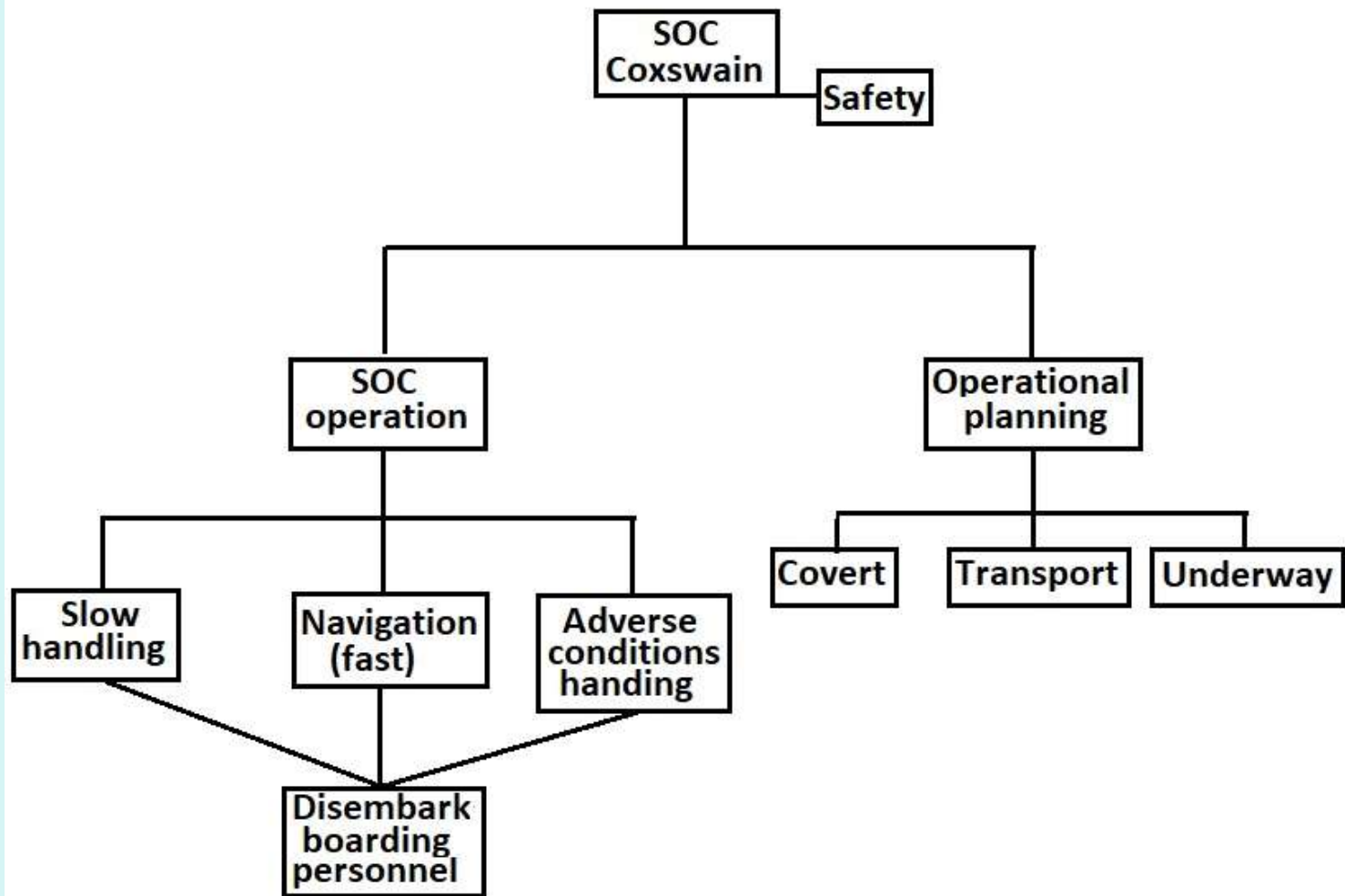
Command and Control



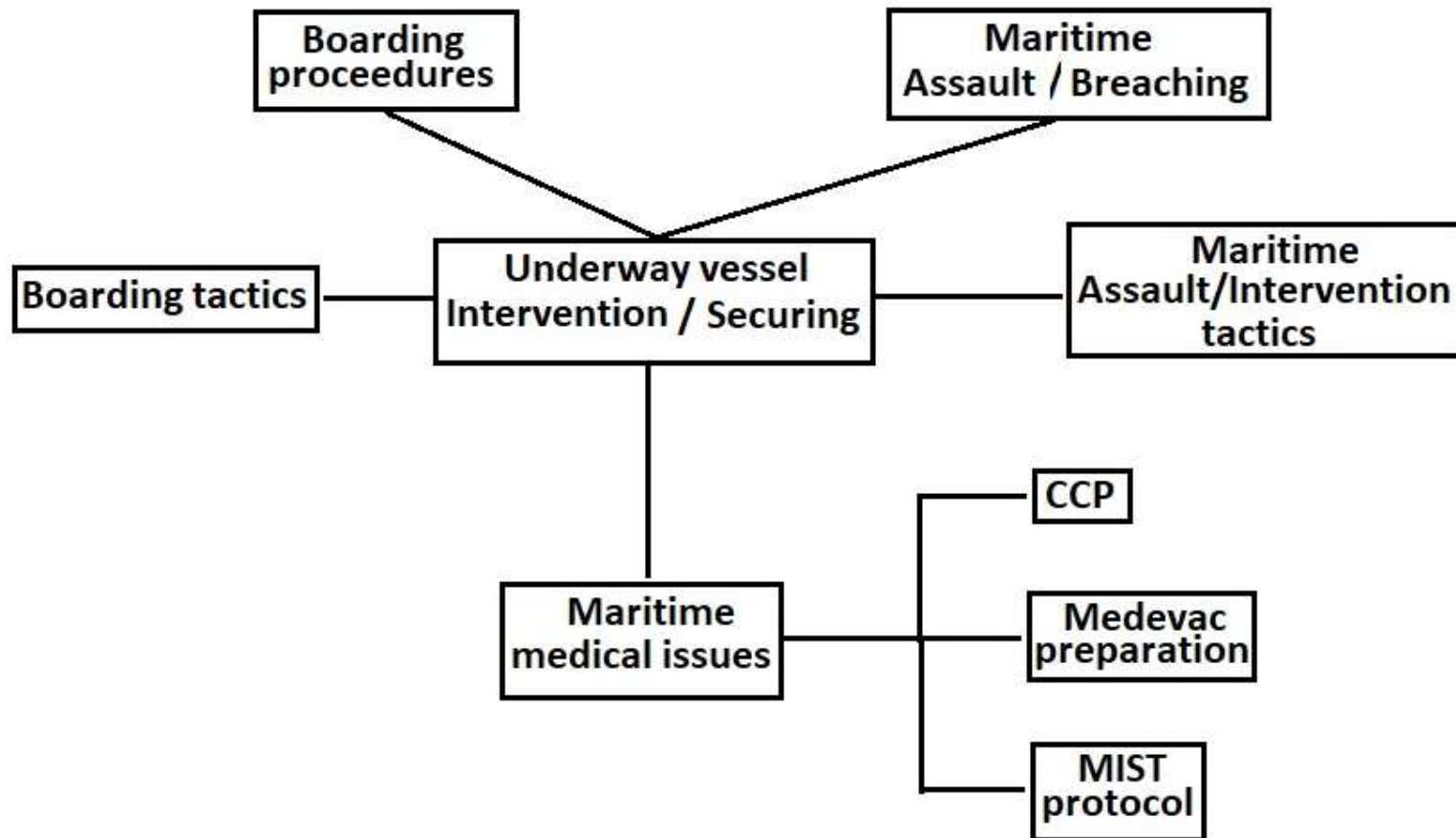
Target vessel profiling



Special operations craft (SOC)



Boarding/ Assault Team(s)



Real world operations

Key requirements for real world operational success

Operational Environment

Accurate definition and understanding of the components and implications of the operational environment

Operational resources

Command and operation of all resources to the maximum of their potential in any presented set of circumstances

Operational Skills

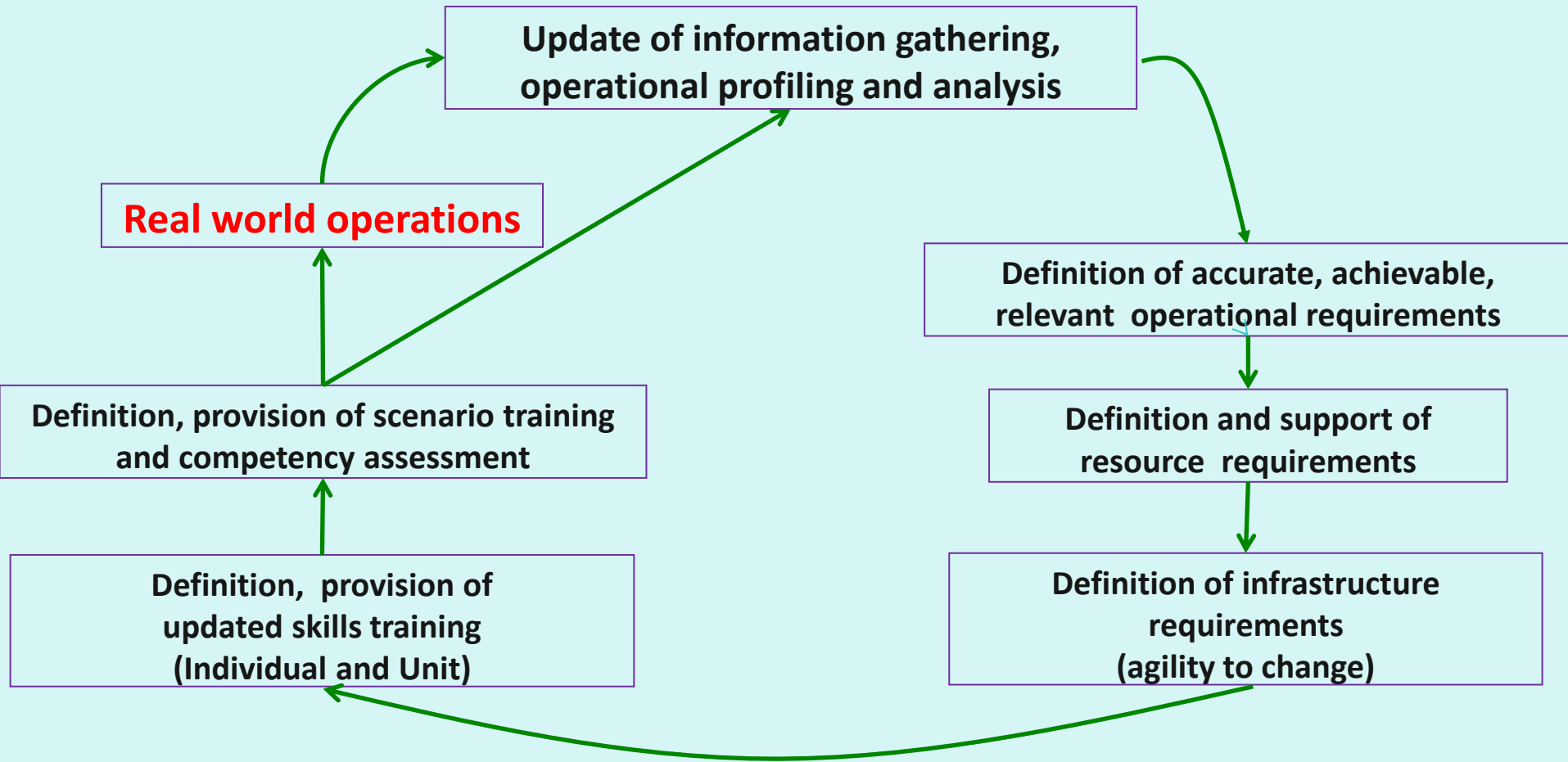
Controlled efficient operation of all operational resources in any presented set of operational environments

Real world operational history highlights that rarely, if ever, has the expected process and operation been reflected by the actual events (*A Plan holds up until the first shot is fired*)

- All real world operations must be closely monitored in order to gain as much knowledge of performance successes and failures.
- There must be a thorough debrief by all parties after each real world operation, with the specific intent of providing an honest, constructive, critical review
- The success and failures noted from each real world operation must be recorded and the necessary actions implemented
- All of the raw information gathered from the above aspects must then be fed into an update of the CCPTR's information gathering, operational profiling and analysis
- Historically, training has been the key factor underpinning operational success. If the operational resource had rehearsed the mission flow process repeatedly, they react, not deliberate, because they knew what to do.

Role of the Governance stated CCPTR

A well maintained wheel keeps turning and is capable of its job



This methodology provides any CCPTR with a complete system to enable self-propagation and maintenance, natural progression from external to full internal system support, while continuously affording the highest level of end user capability and potential.