



Inspectorate Division
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NOTE BY THE TECHNICAL SECRETARIAT

TRAINING OF GROUP C INSPECTORS

Introduction

1. The purpose of this Note is to provide details of the training that was given to the most recently hired group of inspectors, known as Group C, on the staff of the Technical Secretariat (hereinafter “the Secretariat”), and that took place over a seven-week period in February and March 2004.

Background

2. The vast majority of current inspectors belong to Group A or B, having completed extensive training programmes in 1997 and 1998 when the Secretariat was rapidly preparing to assume its full range of responsibilities related to verification under the Chemical Weapons Convention (hereinafter “the Convention”). Much of the material covered in these programmes was unfamiliar to most of these new inspectors, only a few of whom had had any experience with chemical weapons or the ways in which they are produced. As a result, the Secretariat had to rely heavily on those few Member States that did have experience with chemical weapons, or on others that had chemical weapons protection programmes and could therefore assist the Secretariat in training its inspectors.
3. The training of the 148 inspector candidates in Group A took place in the 20 weeks between 12 January and 20 May 1997—much of it in China, Czech Republic, Finland, France, Germany, India, Italy, Japan, Netherlands, Romania, Russian Federation, Slovakia, Switzerland, and United Kingdom of Great Britain and Northern Ireland. Similarly, the training of the 82 inspector candidates in Group B took place in the 21 weeks between 12 January and 29 May 1998. It involved extensive training in China, Germany, Italy, Netherlands, Romania, Russian Federation, Spain, Switzerland, and United Kingdom of Great Britain and Northern Ireland.
4. Normal attrition since 1998, the implementation of the OPCW policy on tenure starting in 2003, and the prospect of further departures in 2004 through normal and managed attrition, all meant that approximately 40 new inspectors would have to be trained and hired in 2004. A plan was developed to split this group into two, one to be trained early in the year; the other, toward the end.



Evolution of the training concept

5. Prior to mid-2003, the Inspectorate Division (INS) had already developed a training programme for future inspector candidates, involving three elements:
 - (a) ten to 14 weeks of in-house training delivered as classroom lectures, with considerable emphasis on theory and organisational matters, and including tabletop exercises and some basic local field training;
 - (b) the possibility that trainees would spend between 2 and 4 of these 10 to 14 weeks in Member States, taking hands-on training; and
 - (c) the prospect that, should the candidates successfully complete this training programme, they would be hired as inspectors, with a certain amount of on-the-job training on missions as well as additional in-depth training later on at OPCW headquarters.
6. Various training scenarios were considered, all of which involved compressing into a much shorter period as much as possible of the five months of training that had been given to the first two groups.
7. Following consultations in 2003 both with Member States on the Programme and Budget for 2004 and with the Advisory Body on Administrative and Financial Matters, it became clear that financial constraints would necessitate a significant change in the training concept. In brief, these constraints were as follows:
 - (a) New inspectors were to be employed immediately as staff members—an arrangement that thus obviated both the expense of the return trip that candidates would take and the payment of a daily subsistence allowance during the training period.
 - (b) No new training funds for additional inspectors were to be provided, so that any funding requirements would need to be met from training funds that had already been allocated.
8. As a result of these constraints, the concept evolved as follows:
 - (a) New inspectors would be hired immediately on a three-year fixed-term contract and then begin training.
 - (b) Virtually all training would need to be provided at OPCW headquarters by Secretariat staff, primarily from INS and the Verification Division (VER), who would have to conduct it in addition to carrying out their normal duties.
 - (c) Because of financial and time constraints, Member States would provide much less hands-on training than before.
 - (d) The training period would be reduced to seven weeks.
 - (e) Hands-on training would need to be scheduled at some point after the initial training, through participation in particular assignments or through specialised training.

- (f) In particular, all in-depth training related to challenge inspections and investigations of alleged use would be provided at a later stage.
9. The key to the success of this modified concept would be to include new inspectors on teams on which highly experienced inspectors were also serving—an arrangement that had not been available when the Secretariat began operations.

Organisation and aim of the training programme

10. The training programme for the Group C Inspectors was organised by INS in cooperation with the Training and Staff Development Branch (TDB) and with the involvement of almost every Division of the Secretariat, most notably VER. Twenty new inspectors, hailing from 20 countries on 5 continents, participated. As a group, they possessed specialised skills in 4 areas: chemical-production technologies, chemical weapons munitions, analytical chemistry, and health and safety.
11. The aim of the programme was to provide all new inspectors with entry-level training on the normal functions of an inspector. Upon completing this programme, inspectors would understand the operating procedures of the OPCW and, most particularly, those required to carry out the day-to-day industry- and chemical weapons-related verification objectives assigned to the Secretariat.

Breakdown of course components

12. The course lasted seven weeks and comprised four components:
- (a) general training (common to all participants);
 - (b) initial hazardous-waste operations and emergency-response (HAZWOPER) training (common to all);
 - (c) training tailored to the four speciality areas referred to in paragraph 10 above; and
 - (d) an advanced medical-training and communications course (common to all).

General training

13. This segment of the programme was the longest, lasting four weeks, and covered areas common to all types of inspection. The topics included the following:¹
- (a) the Convention;
 - (b) the structure of the OPCW and the work of its policy-making organs and their subsidiary bodies;
 - (c) the structure of the Secretariat and the work of its various Divisions;

¹ As part of this segment, Belgium had also offered to host a visit to an old chemical weapons destruction facility, but unforeseen scheduling difficulties forced its cancellation. Belgium has kindly offered to keep its invitation open.

- (d) the major policy documentation governing inspection activities, including the OPCW policies on confidentiality and on health and safety, and the Secretariat's quality-management system;
 - (e) the chemistry, technology, and toxicology of chemical weapons;
 - (f) the verification processes for different types of inspections;
 - (g) the schedules of chemicals and related guidelines;
 - (h) practical training on working in hazardous conditions;
 - (i) a demonstration of the use of personal protective equipment;
 - (j) hands-on training with inspection equipment;
 - (k) a visit to a munitions museum (hosted by the Netherlands); and
 - (l) tabletop exercises.
14. The performance of each of the candidates during this training segment was assessed through two written examinations and observation during practical exercises.

Initial HAZWOPER training

15. This safety training, which lasted three days, is a statutory requirement for inspectors so that they can inspect chemical weapons destruction facilities in the United States of America. A representative of that country's government conducted the course.

Field training

16. This segment, which lasted five days, drew on the refresher-training programme that each inspector is required to take each year, and provided a combination of theoretical lessons, field exercises, and hands-on training in the use of various kinds of inspection equipment. The trainees familiarised themselves with precautionary measures required for work under hazardous conditions, with the selection, use, and maintenance of individual protective equipment, with how to operate chemical weapons detection equipment, and with decontamination techniques. Theoretical and practical tests were used to assess the level of skill participants had acquired in these areas.

Specialised training

17. Separate training programmes, each lasting six days, were conducted for each of the speciality groups referred to above: chemical-production technologists, chemical weapons munitions specialists, analytical chemists, and health and safety specialists. This training afforded the opportunity to assess the skills of all of the new inspectors in their speciality areas, and to orient these skills towards inspection requirements. It consisted of classroom lectures, tabletop exercises, work with analytical instruments, case studies, and group assignments. The performance of each candidate was assessed during practical training, and at the end of this segment the candidates took a written examination in their speciality area.

Advanced medical-training and communications course

18. This challenging course, which lasted four days, was organised and conducted by the Detection Department of the Defence Science and Technology Laboratory, the United Kingdom of Great Britain and Northern Ireland, with the active involvement of OPCW inspectors. Conducted at Porton Down in Wiltshire, the United Kingdom, the course provided information on the advanced medical treatment of casualties inflicted by chemical weapons, on decontamination methodologies and their limitations, as well as on radio and communications-control procedures to be followed in a chemical weapons environment.
19. In the medical segment of this course, participants received instruction on the medical effects of exposure to chemical weapons, on current countermeasures and how these are evolving, and on protection, triage, decontamination, and the evacuation of casualties. The participants were also trained in hand-held radio techniques and in setting up and managing a small communications control centre. The final exercise integrated the various elements of the course and involved the management of an emergency situation.
20. The following table provides a few statistics that will give further insight into what was involved in developing and executing this training programme.

COURSE-DEVELOPMENT STATISTICS

Item	Quantity
Personnel days spent developing the course	570
Classroom lectures given	175
Tabletop exercises conducted	6
Case studies, and group and field activities conducted	14
Pages of course material provided to each participant	5,000

21. The programme was developed by a small, designated INS team working in close cooperation with the TDB and VER. Other members of the team worked on the programme when they were available at OPCW headquarters. Virtually all the Divisions of the Secretariat contributed to the training, with the workload roughly divided as follows: INS, 80%, VER, 10%, all other Divisions, 10%. In all, some 100 staff members contributed to the training.

Results

22. On the basis of the written examinations and other practical tests mentioned above, it was concluded that all of the new inspectors successfully completed the training programme.
23. On 2 April 2004, the Deputy Director-General, in his capacity as Acting Director-General, presented the new inspectors with certificates attesting to their successful completion of the course.
24. Following that ceremony, the new inspectors were ready to be deployed on their first inspections, and the first of these took place very soon afterwards. They are now fully engaged in the initial on-the-job training phase of their work programme.

Conclusion

25. All stages of the programme described above were quite labour-intensive, from development through execution. In many ways, the success of the programme is a tribute to the professionalism of those involved, since much of the lecture preparation was conducted outside working hours—indeed, the new inspectors had an enormous amount of material to absorb in their spare time over a very few weeks. This collective effort will also provide a solid foundation for similar training programmes in the future.

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