

# D38.1 Training organisation and management

## Public Summary Only (PS)

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# 1 Public summary

Many security issues in mass transportation suffer under the condition that competences of stakeholders are insufficient to cope with specific crisis situations. Therefore, training activities have been launched to bridge the gap between competences given by the stakeholders and specific requirements in crisis situations.

Unfortunately, training and learning activities have different shortages: (1) The requirements in crisis situations that have an impact on competence are fuzzy. (2) The competences of stakeholders available are not clear. (3) Specific crisis situations and the specific competence needs of different stakeholders derived from them are too complex to cover them with a general training. (4) The configuration of training and learning strategies follow no systematic logic/path and are often unique activities not transferable to other crisis scenarios. (5) Training and learning activities and a substantial improvement of competences to cope with crisis situations are difficult to be measured in a satisfying way.

The report deals with the organisation and management of security training and defines a transferable competence and training framework that could be applied to enhance the level of security in any public transport system. In its first part, the deliverable accompanies and supports the training material that is developed in WP38. The staff groups for which training courses are developed include (1) front-line employees and passengers, (2) security employees, (3) operators in security command and control centres and operational control centres, and (4) security managers. The second part is not directly linked with the training material developed in WP38 but shows how the management of security competences could be done in a very systematic way.

In its first part, the deliverable is structured according to the four recognised stages of the training cycle and covers (1) a description of security threats of public transport operators, necessary security competencies and training needs of staff, (2) an overview of training design issues (e.g. training methods, instructional design, training models), (3) topics of training delivery (e.g. training topics), and (4) steps to be taken for training evaluation (on individual trainee as well as organisational level).

The second part expands the topic of security competences and competence measurement by outlining the competence framework. It is a holistic concept to support crisis management activities by a systematic approach to find out needed competences, to bridge competence gaps and to measure the success of learning and training activities. It is not a step by step manual to set-up activities but a report of the concept, its scale and scope including examples of its usage and recommendations for the implementation of the concept.

The target groups for reading this report are the developers of training lessons within SECUR-ED WP38 as well as all persons who are responsible for the application of the developed training courses during the demonstrations as well as afterwards.

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