

# An ITF Framework for Condensed OSI Exercises

Luis R. Gaya-Pique<sup>1</sup>, George Tuckwell<sup>2</sup>, Peter Labak<sup>1</sup>, Aled Rowlands<sup>1</sup>, Monika Primožič<sup>1</sup>

<sup>1</sup> OSI Division, CTBTO Preparatory Commission

<sup>2</sup> RSK Group, UK



CTBTO  
PREPARATORY COMMISSION

PUTTING AN  
END TO NUCLEAR  
EXPLOSIONS

Presentation Date: 10 September 2025

## DISCLAIMER

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## Why this Contribution

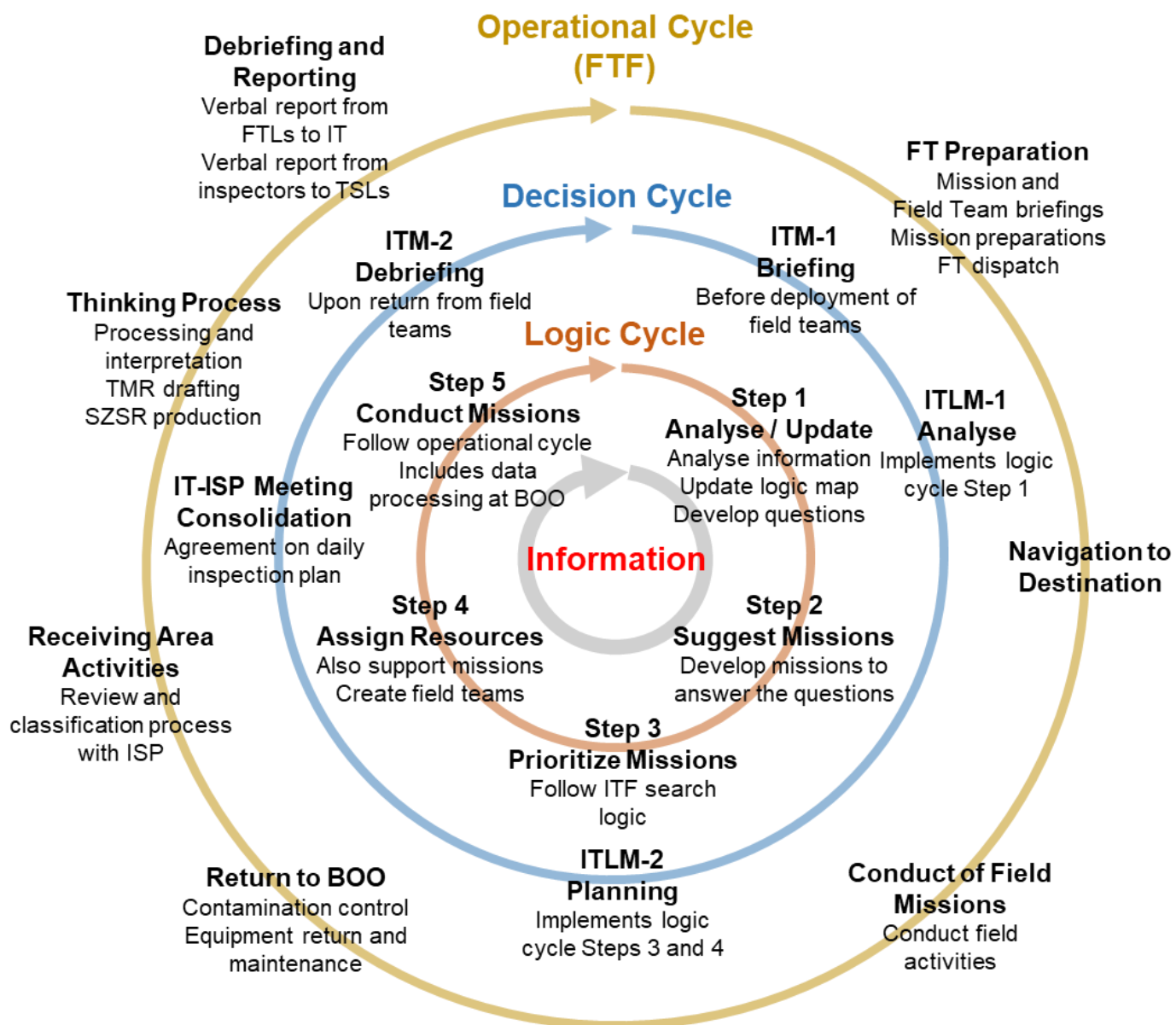
The Inspection Team Functionality (ITF) framework is the concept of operations for on-site inspections (OSIs).

It was designed having in mind real OSIs, not exercises – no time jumps, no 9-to-5 days, no interference from “non-players”.

There is the perception that ITF introduced some bottlenecks during the Build-Up Exercise BUE24 – **we all** (not just the Inspection Team, IT) rushed because of the condensed time, which minimized the relevance of some ITF procedures.



Is rushing the solution? Should an “ITF-for-exercises” be designed?



## ITF in One Slide

ITF provides the IT a space to think and work, limiting expert bias and noise.

It provides a logic to inspect an area following multiple lines of inquiry.

It defines the flow of information to support decision making.

ITF is implemented via three cycles running in parallel with information at the core.

For details: SnT2023, O4.5-301\_Tuckwell

## Observations Regarding the Implementation of ITF During BUE24

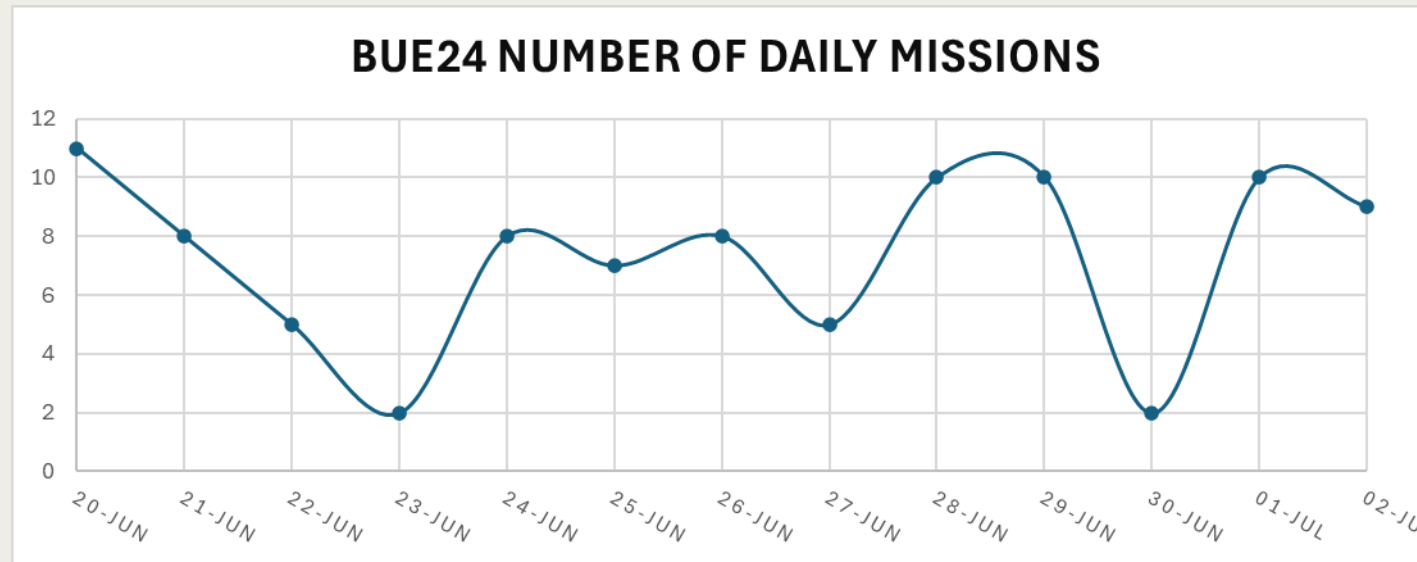
- Not all missions had a clear objective.
- There was pressure to prioritize activities over information.
- There was not enough time for technical discussions within groups of experts in the IT.
- There was not enough time for reporting.
- There was uncertainty about the available information, especially at the beginning of the exercise.







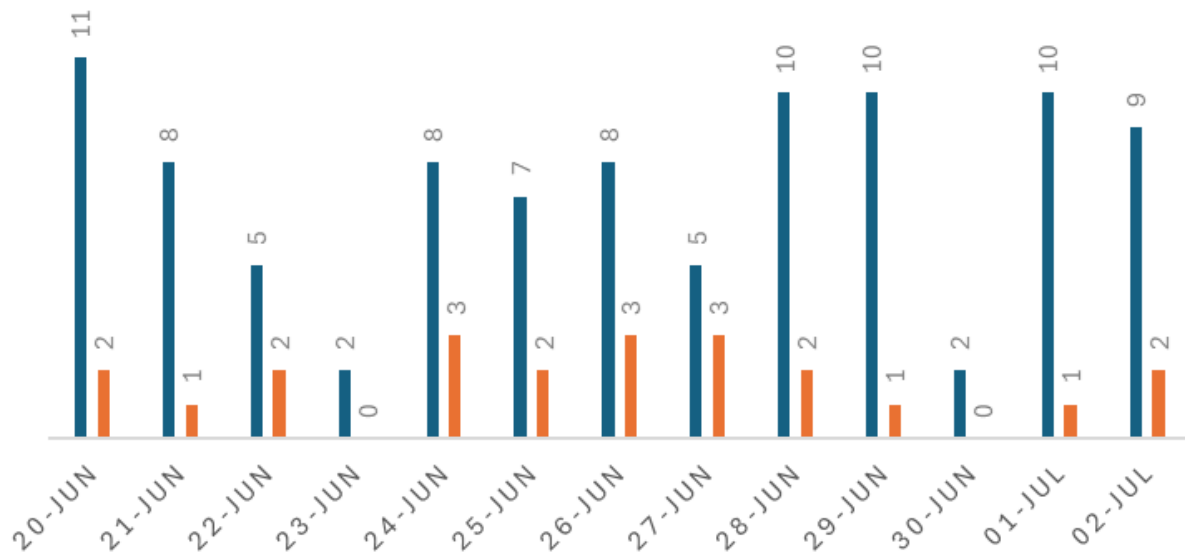
## Analysis of the Missions Conducted During BUE24



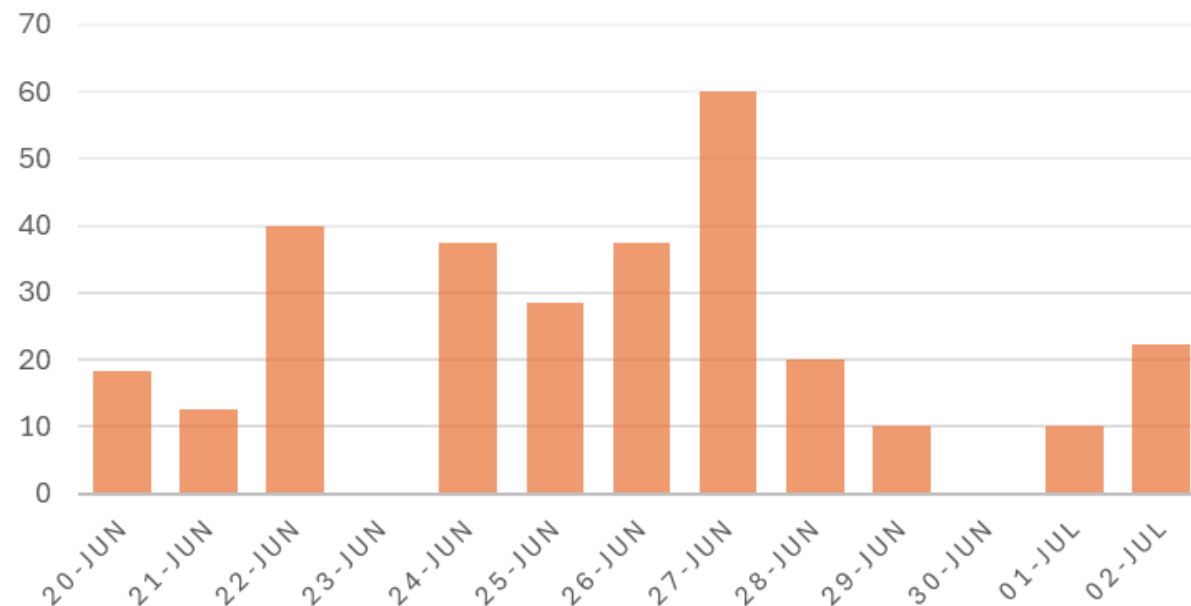
An impressive amount of missions – but did all missions contribute to the progress of the inspection?

## BUE24 Missions with Limited Contribution to the Progress of the Inspection

■ Total daily number of BUE24 missions  
■ Daily number of BUE24 missions not contributing to ITF



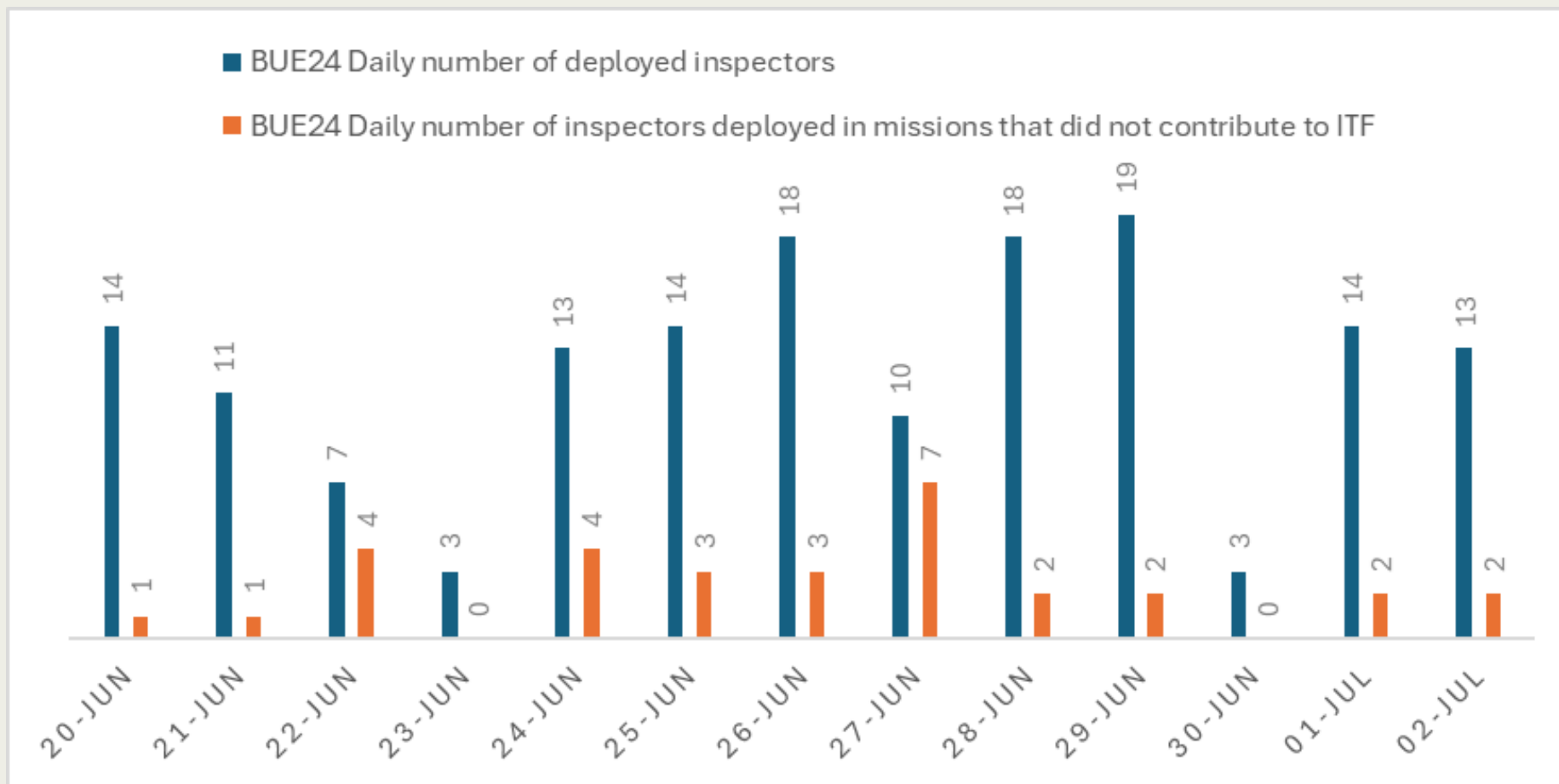
■ Percentage of BUE24 daily missions not contributing to ITF



Not all missions contributed to the progress of the inspection because of not following ITF Step 1, Step 2 or Step 5.



## Impact on Human Resources of Those Missions



## Why did those Challenges Happen?

- The IT was acquainted with ITF, but it was not practiced for years (extremely long duration of the Third Training Cycle due to COVID-19 – remember: OSI does not have an in-house inspectorate). The reasons why the ITF was needed were understood in theory, but had not been personally experienced by many in the IT.
- Prior to BUE24, the IT would have benefited from more exposure to conducting meetings and reporting.
- Lack of familiarity with the Progress Inspection Report (PIR), which was drafted by non-players and provided to the IT as the starting point of BUE24.
- The implementation of the ITF logic cycle got derailed by time jumps introduced by non-players to fulfil the objectives of the exercise.





## Addressing the ITF Issues during Time-Condensed Exercises

- Time at the BOO devoted to planning, preparation and reporting is even more important than for a real OSI. Conduct less field missions and devote more time to processing the gathered information and making the search logic progress.
- It was suggested to have additional tools or ways to make information more visible to the whole team.
- Slowing down the ITF cycle may be beneficial, even if it feels counterintuitive given the shorter timeframe compared to a real OSI.





## Time Management

Time is always valuable during an OSI, so it's important that meetings are efficient and focused.

Following the meeting agenda helps ensure that each session has clear purpose and impact, preventing the need to revisit the same topics multiple times.

Additionally, encouraging each inspector to engage in self-reflection and maintain awareness of time management can really support smoother and more productive meetings.

Topic	Lead	Duration
Specific H&S concerns for the day Operational and physical security issues Weather conditions Anticipated departures from routine Brief on lessons learned from previous missions	Safety Officer	5 min
Re-state FTs for the day Location of field activities Members of the FT Specific technical objectives of each mission Equipment taken Re-state hazards, error precursors and mitigation measures for the field mission, including encouragement of a safety pause process when needed Planned schedule of activities	FTLs	5 min each*
Questions for clarification	All, moderated by ITL	5 min
TOTAL DURATION		< 30 min

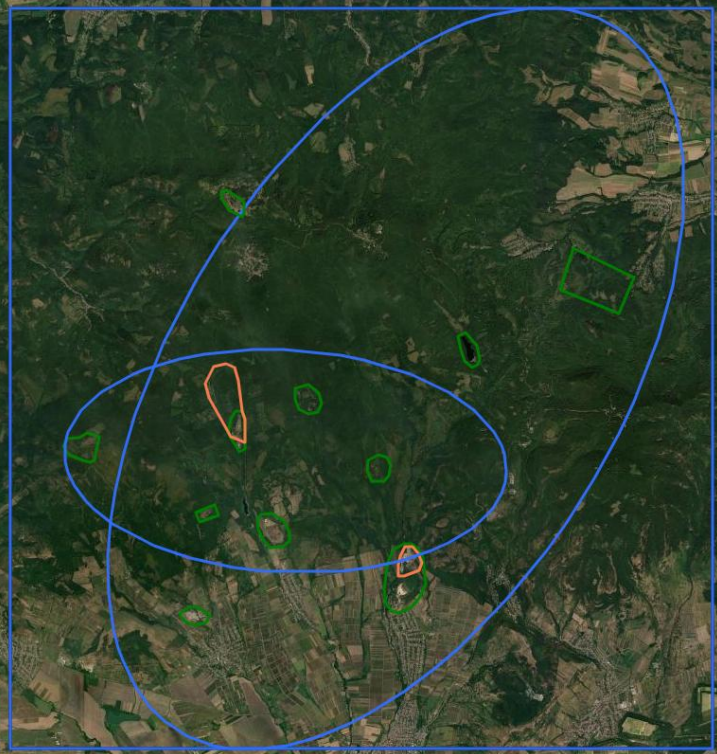


### Communication Tools

- When proposing a mission in GIMO (**ITF Step 2**), it's helpful if inspectors **provide as many relevant details as possible** to support clarity and planning (compulsory requirement in the latest GIMO update).
- Encouraging groups of **technical inspectors to hold ad-hoc meetings** can foster idea exchange and help maintain steady progress.
- **A clear and concise debriefing** upon returning from the field (ITF Step 5) is important to ensure everyone is aligned.
- Following **templates and procedures when writing TMRs** helps maintain consistency and quality.
- Using a **communication board** - even a simple analogue one - can greatly enhance situational awareness for the whole team.
- Encourage **open feedback** – creating a psychologically safe space where all team members (1TC, 2TC, 3TC and LTP) feel comfortable opposing the idea they believe is wrong.
- And don't forget **one-on-one check-ins** (regular personal catchups with all team members – can be done outside the BoO).



## An example of a communication board (based on Second Training Cycle)

Date: OSI day:	Time ITM-1: Time ITM-2:	Inspectors at BOO:	Tue 19 28°/14° Sunny Wed 20 30°/17° Partly Cloudy Thu 21 24°/15° Rain
			Published TMRs • Mission X • Mission Y • Mission Z
FT1 SZ Inspectors ETA			Announcements
FT2 SZ Inspectors ETA			
FT3 ...			

TIME	DAY D		DAY D+1	
8:00 AM	<u>ITM-1</u> Morning briefing		<u>ITM-1</u> Morning briefing	
9:00 AM	<u>ITLM-1</u> Planning meeting (ITF Step 1)	<u>Inspectors' time</u>  thinking (ITF Step 2) or gathering / processing / preparing (ITF Step 5)	<u>ITLM-1</u> Planning meeting (ITF Step 1)	<u>Inspectors' time</u>  thinking (ITF Step 2) or gathering / processing / preparing (ITF Step 5)
10:00 AM	<u>Leadership time</u>  TMR review  Search Zone Summary Report drafting  mission approval  ad-hoc meetings with technical inspectors			
11:00 AM				
12:00			<u>ITLM-2</u>	
1:00 PM			Mission prioritization (ITF Step 3), drafting daily plan (ITF Step 4)	
2:00 PM			<u>IT-ISP planning meeting</u> for days D+3 and D+4	
3:00 PM				
4:00 PM				
5:00 PM	<u>ITM-2</u> Evening debriefing		<u>ITM-2</u> Evening debriefing	

## ITF Steps 1-5 Implemented over Two Days

- During the launch phase, the IT creates daily inspection plans for the first 3 days of field activities.
- The IT could do the same at any given moment during the inspection.
- Scheduling the 5 ITF steps over two days whenever appropriate would reduce pressure and allow more time for thinking, planning, reporting and well-being.





### Conclusion

- There is no need to create an ITF for time-condensed exercises. Scheduling the decision cycle over two or more days will facilitate the conduct of the inspection.
- In such exercises, the IT needs to prioritize planning and reporting over conducting field activities. In that way, field activities will be more efficient and provide more relevant information.
- Efficient team communication is crucial during such exercises.
- When time is pressing, slowing down is even more important.

