PTS-549

Senior Management Engagement in On-Site Inspections

Nataly Subrtova

Policy Planning and Operation Section/OSI Division/PTS/CTBTO



PUTTING AN END TO NUCLEAR EXPLOSIONS

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Operating Framework

Concept

• OSI Exercise Programme for 2022-2025 – a series of tabletop exercises (TTE) in 2022 and 2023 to foster the engagement of the PTS senior management.

Basic premise

 On-Site Inspection (OSI) under the CTBT places the entire Organization—not just inspectors—under intense scrutiny. Senior management must be ready to lead, decide and communicate under unprecedented time pressure.

Guiding principles

- <u>to improve</u> the understanding and increase PTS-wide engagement in building of OSI capabilities/as a prerequisite for achieving OSI readiness.
- <u>to prepare PTS</u> senior management for their involvement in the 2 integration exercises: Build-Up Exercise (BUE24) & Integrated Field Exercise (IFE).



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TTE on the Role of Senior Management During an OSI (2022)

1st all senior PTS leadership OSI exercise in this format

Objective:

 Familiarize senior PTS leadership with OSI-related policies, challenges and dilemmas with decision-making under time pressure

Format:

Moderated discussion on 8 sequential scenarios (from IMS detection of an ambiguous event to arrival of an IT at a POE)

Participants:

• 27, including the ES, all PTS Directors, Division Coordinators, Sections Chiefs and States Signatories' representatives

Key Outcomes:

- OSIs = PTS-wide responsibility; leadership readiness is central (both technical & non-technical)
- Expedited standard internal procedures (admin, logistics, etc.) essential for the conduct of an OSI
- Develop an all-source IDC analytical capability to assist in authentication, handling, processing and analysis of multi-source data



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TTE on Senior Management Responsibilities (2023)

[Objective:

 Designed specifically to prepare the PTS senior leadership for their involvement in the BUE24 and the upcoming IFE.

Format:

Directed role-play on 4 scenarios likely to arise during an OSI:

Public Information

Information management

Response to ISP allegations

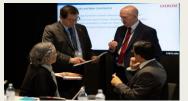
Risk management

Participants:

• 22 senior-level PTS staff members + the ES, and 9 external participants including 6 States Signatories' representatives.









Key Outcomes:

- Proactive narrative lead with fact-based and consistent messaging & tailored PI strategy
- Clear policies and verification mechanisms (including enhanced analytical IDC capability) for acceptance and use of external information
- Flexible approaches to de-escalation to preserve the integrity of the inspection
- Inspectors' safety and risk management paramount.



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Senior Management Engagement during the BUE24

Medium-scale integrated field exercise focusing on the continuation period, with some elements to "test" PTS senior management under realistic OSI-like conditions

Focus areas:

- Handling media and public communication on sensitive inspection findings
- Facilitating access & cooperation from the Inspected State Party (ISP)
- Ensuring objective, timely communication (by the DG/DIROSI)

Outcomes:

- Strengthened leadership confidence (tested however, in a limited format)
- Enhanced coordination and decision-making agility, but with some room for improvement
- Valuable formative experience in preparation for a full-scale IFE





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Main Takeaways

- TTEs & BUE24 confirmed the organization-wide extend of the OSIs
- OSI readiness dependable on both technical expertise in the field as well as effective decision-making, streamlined internal processes and credible communication
- Priorities (looking ahead):
 - Continuous senior leadership engagement & training
 - Streamlined internal mechanisms to meet OSI (and Treaty's) timelines
 - Enhanced IDC analytical power
 - Timely, evidence-based and transparent communication
- Next milestone: IFE

