Terrorism & Security Risk Management Workshop
Concorde Hotel, Singapore
24-25 October 2011

Background

On 24-25 October 2011, the S2 Institute, in conjunction with Aventis School of Management/Center for Behavioral Science, will present a two-day, 16-hour version of the S2 Terrorism and Security Risk Assessment Workshop at the Concorde Hotel in Singapore.

The S2 Terrorism and Security Risk Assessment Workshop is designed to instruct security and public safety personnel in the dynamics of security and terrorism related risk and effective methodology for evaluating security risk. The information presented in this workshop reflects best practices in risk management as applied in both the government and commercial sectors of the security industry.

This course is structured as an interactive workshop, utilizing numerous exercises to aid the students in understanding the process of risk assessment and how to apply risk management principles in anti-terrorism and security planning.

NOTE: This program is scheduled the week following the four-day S2/IACSP Anti-Terrorism Officer course. Students interested in attending both programs should contact us for special rates. Information about the S2/IACSP Anti-Terrorism Officer course is located on the web: http://www.s2institute.com/content/_pages_advanced/_courses/ato_singapore11B.php
Who Should Attend?


Learning Objectives

Students attending the S2 Terrorism and Security Risk Assessment Workshop will acquire the following skills and competencies:

- Understand risk management principles and the function of risk assessment in security planning;
- Recognize important characteristics of terrorism related risk and modus operandi;
- Conduct security assessments by utilizing qualitative risk assessment methodology;
- Design prioritized security countermeasures strategies by utilizing cost-benefit analysis techniques.

Schedule & Outline

Monday, 24 October 2011 (Day One)

08:30 – 10:30  Principles of Security Risk Management
10:30 – 12:00  Characteristics of Security Risk
12:00 – 13:00  Lunch
13:00 – 15:00  Characteristics of Security Risk (cont.)
15:00 – 17:00  Assessing Security Risk

Day 1 Outline:

1. Principle of Risk Management
   1.1 What is Risk?
      1.1.1 Risk Definitions
      1.1.2 Risk Elements
      1.1.3 Risk Expressions
   1.2 Fundamental Risk Management Concepts
   1.3 Risk Assessment Approaches
      1.3.1 Quantitative Risk Assessment
      1.3.2 Qualitative Risk Assessment
   1.4 Basic Qualitative Risk Assessment Model
   1.5 Example of Risk Management Principles: Driving to Work

2. Characteristics of Security Related Risk
   2.1 Definition
   2.2 Ideological Motives
   2.3 Strategic Objectives of Terrorist Groups
   2.4 Types of Targets
   2.5 Target Selection Criteria
      2.5.1 Exercise 1: Could your organization be attractive as a target?
   2.6 Categories of Security Related Risk
      2.6.1 Explosive Attack
2.6.1 Hand-Delivered IEDs
  2.6.1.1 Vehicle-Borne IEDs
  2.6.1.2 Projected Charges
  2.6.1.4 Mail Bombs
  2.6.1.5 Anti-Vehicle IEDs
  2.6.2 Kidnapping
  2.6.3 Armed Attack
    2.6.3.1 Hijacking
    2.6.3.2 Armed Occupation
    2.6.3.3 Barricaded Hostage
  2.6.4 Arson
  2.6.5 Chemical/Biological/Radiological (CBR)
  2.6.6 Nuclear
  2.6.7 Cyber Attack
  2.6.8 RFW/EMP Threats
  2.7 Planning and Execution Phases
  2.8 Facts to Remember About Terrorism

3. Conducting the Risk Assessment
  3.1 Guidelines for Assessing Security Related Risk
  3.2 Step One: Identify and Profile Assets
    3.2.1 Asset Identification
    3.2.2 Sources of Asset Information
    3.2.3 Identification of Undesirable Events
      3.2.3.1 Exercise 2: Asset Inventory
    3.2.4 Asset Valuation
      3.2.4.1 Asset Valuation Considerations
      3.2.4.2 Establishing Asset Valuation Criteria
      3.2.4.3 Examples of Asset Valuation Scales
      3.2.4.4 Exercise 3: Develop a Criteria Scale for Rating Criticality

Tuesday, 25 October 2011 (Day Two)

08:30 – 12:00  Assessing Security Risk
12:00 – 13:00  Lunch
13:00 – 15:30 Assessing Security Risk (cont.)
15:30 – 17:00  Alt. Security Risk Assessment and SVA Models

Day Two Outline:

4. Conducting the Risk Assessment (Cont)
   3.3 Step Two: Identify and Profile Threats (a.k.a. “Threat Analysis”)
     3.3.1 Categories of Threats
     3.3.2 Identifying Potential Adversaries
       3.3.2.1 Exercise 4: Self – Assessment to Identify Potential Adversaries
     3.3.3 Adversary Assessment
       3.3.3.1 Sources of Adversary Information
       3.3.3.2 Determination of INTENT and CAPABILITY
       3.3.3.3 Analysis of Critical Threat Modus Operandi
         3.3.3.3.1 Exercise 5: Assess a Group as a Potential Adversary
         3.3.3.3.2 Identification of Potential Risks Based on Threat M.O.
       3.3.3.3.3 Development of Design Basis Threats (DBTs)
3.3.4 Development of Threat Scenarios
   3.3.4.1 Exercise 6: Develop Several Threat Scenarios

3.3.5 Development of Threat Rating Criteria
   3.3.5.1 Alternative Expressions of Threat
   3.3.5.2 Exercise 7: Develop a Threat Rating Criteria

3.4 Step Three: Identify Asset Vulnerabilities
   3.4.1 Vulnerability Assessment Principles
   3.4.2 Terrorism-Related Vulnerability Issues
      3.4.2.1 Protective Counterintelligence/OPSEC
      3.4.2.2 Access Control/Physical Security
      3.4.2.3 Damage Mitigation
      3.4.2.4 Contingency Response
   3.4.3 Areas of Vulnerability
      3.4.3.1 Environmental Characteristics
      3.4.3.2 Facility Characteristics
      3.4.3.3 Personnel Behaviour
      3.4.3.4 Location of Assets
      3.4.3.5 Operational and Personnel Practices
   3.4.4 Vulnerability Assessment Approaches
      3.4.4.1 Compliance – Oriented Assessment Approaches
      3.4.4.2 Performance – Oriented Assessment Approaches
      3.4.4.3 Security Assessment Surveys
      3.4.4.4 Quantitative Path Intrusion Analysis
         3.4.4.4.1 Path Analysis Models and Software
      3.4.4.5 Fault Tree Analysis
      3.4.4.6 Practical Field Tests (a.k.a. “Red Team Exercises”)
   3.4.5 Completing the Vulnerability Assessment
   3.4.6 Developing a Vulnerability Rating Criteria

3.5 Step Four: Evaluate Risk
   3.5.1 Determining Risk Probability
   3.5.2 Develop Probability/Critically Pairing System for Risk Definition
   3.5.3 Establish Level of Risk and Risk Acceptability
      3.5.3.1 Case Examples

3.6 Step Five: Identify & Implement Countermeasures
   3.6.1 Integrated Countermeasures Theory
      3.6.1.1 Proactive Countermeasures
      3.6.1.2 Reactive/Mitigative Countermeasures
   3.6.2 Identify Potential Countermeasures
      3.6.2.1 Countermeasures Options
   3.6.3 Countermeasures Cost-Benefit Analysis
      3.6.3.1 Determining the Potential Effectiveness of Countermeasures
      3.6.3.2 Determining the Cost of Countermeasures
      3.6.3.3 Determining Risk Reduction Goals
      3.6.3.4 Applied Cost-Benefit Analysis

   4.1 US DOJ Chemical Plant Vulnerability Assessment Methodology
   4.2 US DoD Risk Assessment Methodology
   4.3 US DOE Electricity Utility Vulnerability Assessment Model
   4.4 CIA Security Vulnerability Assessment Methodology
   4.5 CARVER/CARVER + Shock

What Will You Receive?

In addition to 16-hours of instruction, all students attending the S2 Terrorism and Security Risk Assessment Workshop will receive the following:
Certificate of Completion suitable for framing
Course notebook including over 250 pages of slides and reference material
Course workbook including various worksheets designed to aid students in applying risk management principles in practical application
CD-ROM containing references, Excel spreadsheets, and computer-based tools to aid in conducting risk and vulnerability assessments
S2 Institute Alumni Challenge Coin

Enrollment in the S2 Terrorism and Security Risk Assessment Workshop also includes catered lunches and coffee breaks.

About the Instructor

Craig S. Gundry, CPS, ATO, CHS-III
Craig Gundry is the S2 Institute’s lead instructor for anti-terrorism subjects and the Vice President of Special Projects for Critical Intervention Services (CIS). Mr. Gundry is responsible for directing CIS consulting and training projects pertaining to terrorism and security management, including the development of doctrine and training for the CIS Anti-Terrorism Officer Division. Prior to joining CIS, Mr. Gundry was the President of Palladium Media Group, a company specializing in training and consulting on explosive, chemical, and biological terrorism. Mr. Gundry's expertise in anti-terrorism began as a specialist in force protection and anti-terrorism with the United States Army.

Mr. Gundry is the author of the acclaimed Bomb Countermeasures for Security Professionals CD-ROM and a new book on assessing terrorism-related risk. Mr. Gundry is also a frequent consultant on issues relating to terrorism and weapons of mass destruction and has provided expert commentary for numerous media organizations including Al-Jazeera, CNN, and Fox News Network.

As an instructor, Mr. Gundry has been training security, police, and emergency responders in terrorism-related issues for over 17 years. His previous students have included security professionals, facility managers, military personnel, police officers, and federal officials from over 30 nations.

Enrollment

Tuition: $1,000 USD  (Group discounts available. Contact us for details.)

To enroll in the S2 Terrorism and Security Risk Assessment Workshop, use our secure online registration and payment system:
http://www.s2institute.com/content/_pages_advanced/_courses/attr_singapore11.php

Students may also enroll by completing the attached enrollment form and returning it by fax to:
+01-727-210-0611.
Questions regarding enrollment may be submitted to the S2 Institute by email: info@s2institute.com

**Lodging & Travel Information**

The S2 Terrorism and Security Risk Assessment Workshop will be hosted by Aventis School of Management/Center for Behavioral Science on-site at Concorde Hotel in Singapore:

Concorde Hotel  
100 Orchard Road  
Singapore 238840

Telephone: +65 6733 8855  
Fax: +65 6732 7886

We have arranged a special room rate for students through the Aventis School of Management. Be sure to request the special room rate when making your reservation. *(Be sure to reference “Aventis School of Management” when making your reservation)*
Testimonials

We believe that there is no better way to convey the quality of our anti-terrorism instructional programs than through the words of our previous students. The following are some opinion statements from a handful of the thousands of students who have received anti-terrorism training from the S2 Safety & Intelligence Institute since 1998.

“The extensive knowledge, skills and experience of Craig Gundry on the topics covered by the course is very evident in his conduct of the lectures. One cannot help but be impressed. He is an instructor and trainer par excellence.”

C. Luspo
ABS-CBN

“A very experienced and knowledgeable instructor. Very impressed with his energy and enthusiasm in teaching. Class is a good mixture of government and private sector personnel, which is great for networking.”

L. Amin
Morgan Stanley

“Craig is professional in his conduct as an instructor and gives relevant examples to substantiate his points.”

Y. Jun
Singapore Police Force

“Very knowledgeable and engaging. Impressive presentation, as he is able to capture everyone's attention.”

H. Mohan
(April 2011 Graduate, Singapore ATO Course)

“I personally give thanks to S2 and CIS for the opportunity to attend the Anti-Terrorism Officer (ATO) training sessions. In all of my travels and training, military and civilian, I rarely have the pleasure of encountering such professional instructors and presentations. The knowledge possessed and demonstrated by the instructor staff sets the bar for all civilian training agencies to follow...The training you are providing to security personnel, military personnel and law enforcement professionals, is unmatched by civilian readiness training for the war on terror.”

J. White
Advanced Training Section, U.S. Special Operations Command

“The instructor knew all the subjects like the back of his hand...A+++!”

SMSgt G. Enwright
Office of the Secretary of the Air Force, USAF

“This course is designed extremely well. I have had a few terrorism / anti-terrorism classes, but none have come close to the intensity and historical background as the S2 course. Your course is what every law enforcement officer should be taking.”

R. Bast
U.S. Department of Treasury
“I just returned to the Washington area after attending the Terrorism Related Risks course. This email is sent as kudos for a very interesting and informative course that will be of value to me and others that I interact with. Mr. Gundry is an outstanding instructor who displays a deep understanding of his subject, who keeps the interest of the students and created a solid course... Please note, that I am an intelligence and security professional with 40 years of experience in the field. I am currently the principal Analytical Risk Management instructor/facilitator for the DoD Joint Counterintelligence Academy and taught the subject for CIA et al for some four years prior to my stint with DoD. I mention this to emphasize Mr. Gundry's evident expertise in the subject and the fact that old guys like me still have much to learn from others. ”

A. Pattakos, CPP, OCP (Colonel, US Army-Retired)
Beta Analytics International

"I thought that the course was outstanding. I had previous training from the military on multiple levels, but this went much more in depth. I recommend this course to anyone in the field."

SSG S. Scarliff
U.S. Army

"I thought this course was very well done. The handouts were great and the topics very relevant and up to date with what is currently going on. This is definitely a "must take" course for anyone dealing with physical security/anti-terrorism matters."

C. Vernieuw
U.S. Army Research Institute of Environmental Medicine

“The scope and depth of instruction provides an awesome foundation for the development of a career in combating terrorism. I know the investment I made in this course will prove invaluable”.

J. Skerry, III
Sarasota County Sheriff’s Office

“Really excellent. A lot of practical advice that one can use in one's everyday work. Excellent.”

J. Perois
Dolphin Energy, Ltd.

“The course material was well presented and exceed my expectations in every way. Mr. Gundry's performance as an instructor along with his experience and real world case studies really made an impression...I highly recommend this course material for all federal entities.”

R. Williams
U.S. Army

"This is a really good course and it provides a lot of very useful information about anti-terrorism issues. I would recommend it to others because it is very educational."

R.W. Calvert
Department of National Defense, Canada

“Met and exceeded all of my expectations...no shortcuts during the delivery of the lectures. The instructor should be the standard by which all instructors should be judged.”

L. McMillan
Embassy of Trinidad & Tobago

"I thought that the course materials and additional handouts provided with the course were extremely well put together and will be useful long after completing the certification examination. In
addition, the instructor was very knowledgeable of AT/FP principles and presented the information in a clear and concise manner. This course was well worth the time and money invested.”

R. Russell
Booz Allen Hamilton

“Great stuff. Presentation was of high standard. Mr. Gundry is highly educated and very experienced in the subject matter. I personally give thanks to S2 for the opportunity. Thank You!”

F. Gaspar
U.S. Customs Anti-Narcotic Unit

“I think this course is really excellent. I have been involved in AT matters for a number of years, however, I found many new and valuable insights.”

J. Dos Santos
IBM Pacific Asia

“Very professional and complete. A great enhancement of the knowledge base.”

LTC J. Rider
U.S. Army

“Very well written and presented. I would recommend this course of study to anyone wanting to further their knowledge in regards to terrorism.”

W. S. Holmes
U.S. Department of Treasury, U.S. Mint

“Excellent course! I highly recommend it.”

D. Izquierdo
U.S. Border Patrol/DHS

“This course takes anti-terrorism theory and puts it in a practical perspective. I would rate it very high against the other anti-terrorism training I have had.”

E. Vogt
U.S. DOJ, Federal Bureau of Prisons

“This is a very rich course. I really recommend for all persons who are interested in this area.”

Lt. Col. R. Carvalho
Head of Aviation Security Division, Brazilian Civil Aviation.

“A couple of days ago I completed your course. I wanted to congratulate and strongly encourage you to continue to raise the bar. As a former protective services professional and now an emergency physician, my job responsibilities require continuous and active education and training and I must say that your ATO course is one, if not the best I have ever taken. I found Mr. Craig Gundry to be an extremely knowledgeable and charismatic instructor. Thank you for giving me the opportunity to participate in such an amazing class.”

Dr. A. Baez, MSc, EMT-P
Mayo Clinic College of Medicine
**Course Title** | **Course Date(s)** | **Course Tuition**
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Terrorism & Security Risk Assessment Workshop, Singapore | 18-21 October 2011 | US $1,000.00

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**Registration Eligibility**

1. Are you a U.S. Citizen? Yes/No. If NO, country of citizenship:

2. If you are registering for a restricted class, check the box that best describes your eligibility status.

- FL "D" License Holder
- FL "G" License Holder
- FL "C" or "CC" License Holder
- Full-Time Security Mgmt Professional
- Cert. Law Enforcement Officer
- U.S. Government Employee
- Human Resources Professional
- Other:

**Payment Method**

- Company/Government Purchase Order No.: (Private organizations must call for approval)

- Company/Agency Check (Payable to: S2 Institute) (The Institute’s Federal Tax ID Number is 59-3480247)

- Credit Card (NOTE: Your card will be billed upon receipt and confirmation of enrollment.)
  - American Express
  - Discover
  - MasterCard
  - Visa
  - CARD NUMBER: __ __ __ __ - __ __ __ __ - __ __ __ __ - __ __ __ __
  - Expiration Date (Mo./Yr.): ____/____
  - Authorized Signature: ____________________________

**When your registration form is processed, you will receive a confirmation by e-mail.**