



# Assessing Terrorism Related Risk Workshop

## The Hague, Netherlands

4-7 December 2017



### Background

On 4-7 December 2017, the S2 Institute will be presenting a four-day, 32-hour version of the S2 Assessing Terrorism Related Risk (ATRR) Workshop in The Hague, Netherlands.

The S2 Assessing Terrorism Related Risk (ATRR) Workshop is designed to instruct security and public safety personnel in the dynamics of terrorism related risk and effective methodology for evaluating terrorism related risk in support of security planning. The information presented in this course reflects best practices in security risk management as applied in both the government and commercial sectors of the security industry.

### Who Should Attend?

Security Directors, Military Force Protection Planners, National Security and Intelligence Analysts, and Police Officers Assigned to Strategic Anti-Terrorism Activities

### Learning Objectives

Students attending the S2 Assessing Terrorism Related Risk (ATRR) Workshop is 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 terrorist modus operandi necessary for conducting effective risk assessments.
- Conduct security assessments by utilizing qualitative risk assessment methodology.
- Evaluate the design of physical protection systems utilizing quantitative assessment models.
- Evaluate potential vulnerability of structures to blast loading from terrorist IEDs.
- Design prioritized security countermeasures strategies by utilizing cost-benefit analysis techniques.

## Schedule & Outline

### Monday, 4 December 2017 (Day One)

08:00 – 08:30	Class Registration
08:30 – 10:00	Principles of Security Risk Management
10:00 – 12:00	Characteristics of Terrorism Related Risk
12:00 – 13:00	Lunch
13:00 – 16:30	Assessing Terrorism Related Risk

#### Day One Outline:

- Principles of Risk Management
  - What is Risk?
  - Fundamental Risk Management Concepts
  - Risk Assessment Approaches
    - Risk Measurement Models
    - Risk Assessment Methodology
  - Basic Qualitative Risk Assessment Model
  - Example of Risk Management Principles in Application
- Characteristics of Terrorism Related Risk
  - Definitions
  - Current Trends
  - Ideological Motives
  - Strategic Objectives of Terrorist Groups
  - Types of Terrorist Targets
  - Terrorist Target Selection Criteria
    - EXERCISE: Could your organization be attractive as a terrorist target?
  - Categories of Terrorism Related Risk
  - Terrorist Planning and Execution Phases
  - Risk Dynamics and Terrorism
- Conducting the Risk Assessment
  - Guidelines for Assessing Terrorism Related Risk
    - Assessment Planning and Preparation
    - Team Composition
  - Step One: Identifying and Profiling Assets
    - Asset Identification Principles
    - Sources of Asset Information
    - Identification of Undesirable Events
    - Asset Identification Approaches
      - Manual Listing

- o Process Analysis
- o Consequence Analysis
- o EXERCISE: Asset Inventory

## **Tuesday, 5 December 2017 (Day Two)**

08:30 – 12:00	Assessing Terrorism Related Risk (cont.)
12:00 – 13:00	Lunch
13:00 – 16:30	Assessing Terrorism Related Risk (cont.)

### Day Two Outline:

- Asset Valuation
    - o Exercise: Develop Criteria for Rating Severity
- Conducting the Risk Assessment (cont.)
  - Step Two: Identifying and Profiling Threats
    - Categories of Threats
    - Identifying Potential Terrorist Adversaries
      - o EXERCISE: Self-Assessment
    - Adversary Assessment
      - o Sources of Adversary Information
      - o Determination of INTENT and CAPABILITY
      - o Structured Target Attractiveness Assessment
      - o Analysis of Critical Threat Modus Operandi
        - EXERCISE: Adversary Assessment
        - Identification of Potential Risks Based on Threat M.O.
        - Development of Design Basis Threats (DBTs)
    - Development of Threat Scenarios
      - o EXERCISE: Develop Threat Scenarios
    - Development of Threat Rating Criteria
      - o Alternative Expressions of Threat
      - o EXERCISE: Develop a Threat Estimation Criteria
  - Step Three: Identifying and Estimating Asset Vulnerability
    - Vulnerability Assessment Principles
    - Terrorism-Related Vulnerability Issues
      - o Protective Counterintelligence/OPSEC
      - o Access Control/Physical Security
      - o Damage Mitigation
      - o Emergency Planning and Preparation
    - Areas of Vulnerability
      - o Environmental Characteristics
      - o Facility Characteristics
      - o Personnel Behavior
      - o Location of Assets
      - o Operational and Personnel Practices
    - Vulnerability Assessment Approaches
      - o Assessment Approaches and Applications
      - o Security & Emergency Management Assessment Surveys
        - Types of Security Surveys
        - Survey Structure
        - Data Collection Process and Documentation

## **Wednesday, 6 December 2017 (Day Three)**

08:30 – 12:00	Assessing Terrorism Related Risk (cont.)
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12:00 – 13:00	Lunch
13:00 – 16:30	Assessing Terrorism Related Risk (cont.)

Day Three Outline:

- o Fault Tree Analysis
  - Quantitative and Qualitative Applications
- o Critical Success Factors (CSF) Analysis
  - EXERCISE: CSF Analysis Criteria
- o Quantitative Physical Protection System (PPS) Analysis
  - Physical Protection Systems (PPS) Functions
  - PPS Mathematics
  - Estimate of Adversary Sequence Interruption Model (EASI)
    - Factors Determining Probability of Interruption
    - Site Characterization
    - Adversary Paths
    - EXERCISE: ASD Diagram
    - EXERCISE: EASI Path Analysis
- o Blast Hazard Analysis
  - Blast Dynamics
    - Blast Effects and Structural Response
    - Overpressure-Range Effects Assessment
    - Building Damage and Injury Effects Estimation
  - EXERCISE: Blast Hazard Analysis
- o Practical Field Tests (a.k.a. “Red Team Exercises”)
  - Completing the Vulnerability Assessment
- o Vulnerability Rating Criteria
- o EXERCISE: Estimate Vulnerability

**Thursday, 7 December 2017 (Day Four)**

08:30 – 10:30	Assessing Terrorism Related Risk (cont.)
10:30 – 11:00	Common Problems in Risk Assessments
11:10 – 12:00	Risk Assessment Reports
12:00 – 13:00	Lunch
13:00 – 15:30	Application-Specific Security Risk Assessment Models
15:30 – 16:00	Graduation Presentation

- Step Four: Evaluating Risk
  - Establishing Level of Risk and Risk Acceptability
  - EXERCISE: Completing the Risk Assessment
- Step Five: Identify & Implement Countermeasures
  - Integrated Countermeasures Theory
  - Identifying Potential Countermeasures
  - Countermeasures Cost-Benefit Analysis
    - o Applied Cost-Benefit Analysis
    - o EXERCISE: Cost benefit Analysis
  - Conducting the Risk Assessment (cont.)
- Common Problems Made During Terrorism Related Risk Assessments
- The Security Risk Assessment Report
  - Risk Communications Considerations
  - Security Risk Assessment Reports
    - Sample Report Format
    - Examples
- Application-Specific Security Risk Assessment Models

- Risk Methodology Criteria
- FEMA 452 Risk Assessment Methodology
- CIA Analytic Risk Management Methodology
- CIS-Client Chemical Plant Vulnerability Assessment Methodology
- NIJ Chemical Plant Vulnerability Assessment Methodology
- API/NPRA Security Vulnerability Assessment Methodology
- NERC CIP-014 Risk Assessment Process
- CARVER / CARVER + Shock
- ISO 31000 Risk Management & Security Risk Assessment Methodology

## What Will You Receive?

In addition to 32-hours of instruction, all students attending the S2 Assessing Terrorism Related Risk (ATRR) Workshop will receive the following:

- Certificate of Completion suitable for framing
- Course notebook including over 200 pages of slides and reference material
- Reference CD-ROM including tools and text references useful for conducting terrorism-related risk assessments
- ATRR Workbook

Enrollment in the S2 Assessing Terrorism Related Risk (ATRR) Workshop also includes catered lunches and coffee breaks.

## About the Instructor



### **Craig S. Gundry, PSP, CPS, 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 critical infrastructure security, 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, BBC, 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 40 nations.

## **Enrollment**

**Standard Tuition: USD \$2,000** (*Group discounts available. Contact us for details.*)

**S2 ATO Graduate Tuition: USD \$1,700** – Special discounted rate for previous graduates of the S2 Anti-Terrorism Officer (ATO) course.

To enroll in the S2 Assessing Terrorism Related Risk (ATRR) Workshop, use our secure online registration and payment system:

[http://www.s2institute.com/content/pages/advanced/courses/atrr\\_hague17.php](http://www.s2institute.com/content/pages/advanced/courses/atrr_hague17.php)

Students may also enroll by completing the attached enrollment form and returning it by fax to: +01-727-535-6666.

Questions regarding enrollment may be submitted to the S2 Institute by email:

[info@s2institute.com](mailto:info@s2institute.com)

## Lodging & Travel Information

The S2/IACSP ATRR Workshop will be conducted on-site at the Parkhotel Den Haag:

**Parkhotel Den Haag**  
Molenstraat 53  
2513 BJ Den Haag  
Tel: +31 (0)70 362 43 71

<http://www.parkhotelden Haag.nl/>

## 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.

*“Very interesting course! The in-depth instruction is very high and the knowledge of the instructor is amazing. I think this course is a must for even people already active in the spectrum.”*

M. Scharding  
The Swatch Group

*“Very relevant and a must for security professionals in the emerging dynamic services. The program is targeted to address all of the major contemporary security issues globally.”*

Dr. A. Acidah  
Nigeria LNG Limited

*“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

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

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

*“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

*“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 class met all of my expectations and even more. Very clear information and great opportunity to interact with fellow professionals from different countries. The instructor kept our attention focused on the topic 100%."*

M. Florescu  
National Bank of Romania

*"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

*"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 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

*"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.

*“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

Use this registration form to enroll in an S2 course as an individual student.

**COURSE REGISTRATION FORM** Fax (727) 535-6666

Return to: S2 Institute Registration, 13777 Belcher Road South, Largo, FL 33771 • Tel. (727) 461-0066 • Fax (727) 535-6666  
**To guarantee a seat in any S2 program, fax or mail your registration today!**

Course Title	Course Date(s)	Course Tuition
		\$US
		\$US
* All tuition rates and totals in US Dollars.		<b>Total:</b> \$US

Last Name, First Name, Middle Initial		Salutation (Mr., Mrs., etc)	Title	
Organization/Agency		Division or Department		
Mailing Address			City	State
Zip Code	Country	Telephone	Fax	
Email Address		Emergency Contact Name and Phone		

**Registration Eligibility** NOTE: All registration applicants for restricted classes are subject to identity verification.

1. Are you a U.S. Citizen? \_\_\_\_\_ 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: \_\_\_\_\_

<b>INTERNAL USE ONLY</b>	Date Received	Amount Paid	Check No.	Date Entered
	Amount Due	Initials	Notes	

**WHEN YOUR REGISTRATION FORM IS PROCESSED, YOU WILL RECEIVE A CONFIRMATION BY E-MAIL.**

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		\$US
		\$US
* All tuition rates and totals in US Dollars.		<b>Total:</b> \$US

Last Name, First Name, Middle Initial		Salutation (Mr., Mrs., etc)	Title	
Organization/Agency		Division or Department		
Mailing Address			City	State
Zip Code	Country	Telephone	Fax	
Email Address		Emergency Contact Name and Phone		

**Registration Eligibility** NOTE: All registration applicants for restricted classes are subject to identity verification.

1. Are you a U.S. Citizen? \_\_\_\_\_ 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: \_\_\_\_\_

<b>INTERNAL USE ONLY</b>	Date Received	Amount Paid	Check No.	Date Entered
	Amount Due	Initials	Notes	

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**\*Special discounted rate for previous graduates of the S2 Anti-Terrorism Officer (ATO) course. New students enrolling in both 2017 Brussels courses (ATO and ATRR) may enroll at the ATO graduate tuition rate.**