

Risk Management

Scenario #3

DELIBERATE RISK MANAGEMENT – SECURITY OPERATION TRAINING

SCENARIO: The security forces commander is organizing a training exercise that will simulate a terrorist attack. The objective of the training is to assess the response capabilities of the base's security forces in a high-stress situation that mimics a real-life incident. The scenario will involve three individuals posing as terrorists - dressed in black with ski masks and armed with weapons - storming into a security forces facility under the cover of darkness. While the personnel conducting the exercise will notify the facility's staff that it is a drill, realistic measures will be taken to simulate a hostage situation. The rest of the base will not be informed about the exercise until the supervisor decides to intervene and suspend the operation. As part of this, an RM (Risk Management) application needs to be completed for this operation.

- The terrorist intends to breach the base perimeter through the main gate, utilizing valid authorization to gain entry. From there, they will traverse approximately 1 ½ miles along a central roadway (refer to Diagram A) leading to the security forces operations building. Once inside, they will initiate a hostage situation, adopting the role of a terrorist with striking realism. This exercise aims to simulate a high-stakes scenario, providing an opportunity for rigorous training and assessment of response protocols.
- The base has multiple sensitive operations, potentially attracting terrorist attention.
- Positioned approximately 2 miles from the targeted security forces operations area (refer to Diagram A), the reaction force will mobilize using a van and two armored cars, traversing the main base roads to reach the incident site.
- The security force's reaction force is well-prepared and equipped with comprehensive training in hostage rescue operations. The team is adept at executing established 'knock it off' procedures. These protocols, overseen by the security force commander, conclude the exercise upon meeting its objectives or preempt any undesirable outcomes.
- The security force operations area occupies a segment within a larger building, accommodating functions unrelated to security. It's crucial to note that personnel may be present in other parts of the building during the operation. To maintain authenticity and preserve the element of surprise, these individuals will not be informed of the training exercise. This measure ensures the exercise's confidentiality and bolsters your confidence in security measures.
- The base is situated in close proximity to a bustling urban center and operates within a state where carrying weapons, including concealed firearms, is permitted with proper licensing and is a common practice.

EXERCISE: The exercise does not begin for two weeks. You must develop a risk management application for the situation and develop any needed risk controls.

- Step 1: a. Identify critical steps in the process and develop a Hazard ID approach suitable for this Risk Management application.
b. Apply the Hazard ID tools you have chosen. Refer to DAFPAM 90-803 for a list of Hazard ID tools.
- Step 2: Assess the risk associated with each hazard you identified in step 1. Use the 4x5 risk management matrix (refer to DAFPAM 90-803) to help prioritize the risks. Document the risk issues using the DAF Form 4437.
- Step 3: Starting with the worst hazards, prioritize the development of the best possible risk controls in this scenario.
- Step 4: Be prepared to present your recommendations in a way that enables the appropriate person to make a risk-based decision. Outline the advantages and disadvantages of each option.
- Step 5: Describe how these risk controls would be implemented.
- Step 6: Describe the procedures that could be used to assess the effectiveness of this RM application. Additionally, explain the feedback mechanism or process that would be applied in this situation.

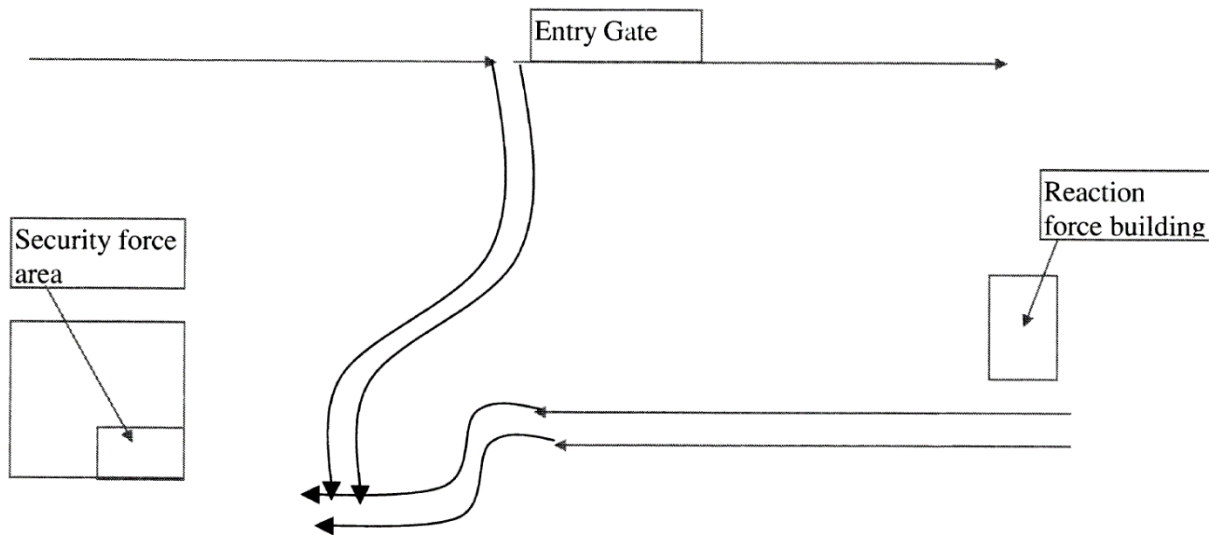


Diagram A