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Every attempt has been made to update this publication to remove out-of-date links as of April 2010.

A Commander's Responsibility



Donald Davis

COMMANDERS face many demands on their time and assets, but they must never sacrifice the safety of people, information and resources. Assuring force protection should be every commander's goal.

Leaders must ask themselves:

Does my unit have a current threat assessment?

Threat assessments incorporate intelligence data from national, DOD and local levels with informal information from surrounding communities. Assessments detail normal activity patterns, attitudes toward U.S. forces, deterrence perceptions, new threat possibilities and indicators of changing conditions.

There are several questions to ask when assessing threat. Thinking about the following factors can prepare soldiers for potential risks:

- Are there domestic or transnational threat groups in the area?
- Who or what are their targets?
- What are their objectives?
- How active are they?
- Are they violent?
- Are they amateurs or pros?
- How much support do the terrorists have?
- How do they operate?
- Are they predictable?
- What are their tactics and weapons?

Deployable units should expand their assessments to include transitions from their home bases to (and including) final destinations.

New sources of threat information should be continually sought. Leaders should encourage their soldiers to look for and report suspicious activities, stolen identification and elicitation of security information. Debriefing guard and security personnel may help illuminate activity patterns that extend beyond one guard tour.

Remember that seeing threats takes imagination. "No one in the entire aviation industry imagined terrorists would use commercial aircraft as cruise missiles," said one airline pilot after Sept. 11.

Do we have a current vulnerability assessment?

Vulnerability assessments are required annually and when threat levels change, and are based on the threat assessment. A vulnerability assessment starts with an inventory of key assets and areas, and explores the possibility of threat as well as the existence of threat. Vulnerabilities should be prioritized in the order in which they should be addressed, according to the inventory of key assets and areas.

During vulnerability assessments, leaders should check perimeter fences to ensure they are free of obstacles and vegetation over four inches high, which could impede observation and provide concealment to intruders. Access to unit equipment can be limited through the layering of security. For example, fences and such barriers as cement blocks, vehicle tires and 55-gallon oil drums can prevent forced entry.

Assessments must also define the vulnerability of computer networks, installation infrastructure and transportation systems.

Do we have an antiterrorism plan?

Antiterrorism plans synchronize routine security activities, outline procedures for threat monitoring, provide measures for changing threat levels and include a specific plan for incident response. Leaders should ensure the plan outlines unit members' roles during terrorist attacks, security violations, chemical attacks and bomb threats. The antiterrorism plan is based on the threat and vulnerability assessments.

Has the plan been exercised?

Army Regulation 525-13, "Antiterrorism," requires annual exercises that test and rehearse antiterrorism

plans. The antiterrorism exercise validates, and highlights the shortfalls of, the antiterrorism plan.

Antiterrorism activities should also be incorporated into routine operations through the implementation of a Random Antiterrorism Measures Program (RAMP), in which visually obvious measures from FPCON levels higher than the current FPCON are randomly implemented. This generates deterrence through unpredictability and raises the security awareness of both friends and potential adversaries. Exercises and Risk Analysis Management Systems (RAMS) can help validate resource requirements.

Bomb-threat exercises rehearse command and control, evacuation and search procedures, and actions to take if a suspected or actual bomb is found.

Since mass notification systems such as "Giant Voice" provide immediate and effective notification of emergency conditions, leaders should test them to make sure they work.

Was the antiterrorism program reviewed within the last year?

Leaders must periodically review and update their units' security plans and brief all personnel on their individual responsibilities.

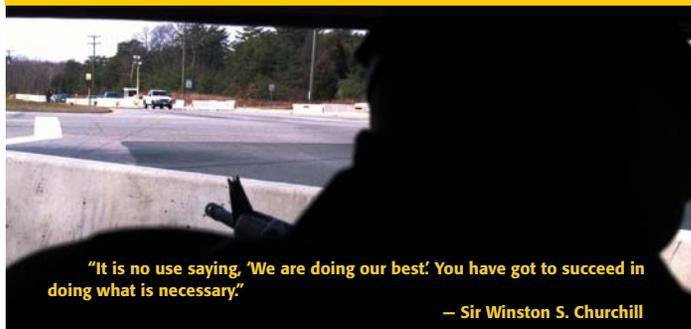
Are we current on Level One Antiterrorism Awareness Training?

Level One Antiterrorism Awareness Training is an annual requirement for all active-duty service members and DOD personnel, including civilians stationed overseas. Stateside civilians and family members ages 14 and above should receive Level One training if the threat level is raised to moderate, or if they are eligible for overseas government travel.

The training includes information on terrorist operations, individual protective measures, surveillance detection, hostage survival and threat levels. It is available from DOD online at www.at-awareness.org.

Commanders' Core Functions

Anticipate threat. Identify terrorist options and scenarios. Challenge assumptions.
Mitigate vulnerabilities. Establish protective measures, both procedural and physical.
Engage to observe. Establish reconnaissance. Gather local insights.
Engage to deter. Calibrate random measures for maximum prevention.
Prepare attack response. Be prepared for the worst. Rehearse.



"It is no use saying, 'We are doing our best.' You have got to succeed in doing what is necessary."

— Sir Winston S. Churchill

SSG Alberto Betancourt

Force-Protection Checklist

- Does the unit have antiterrorism and force-protection regulations?
 - ♦ Army Regulation 525-13, "Antiterrorism," dated Feb. 2, 2002.
 - ♦ National Guard Regulation 525-13, Supplement to AR 525-13.
 - ♦ Department of Defense Directive 2000.12, "Antiterrorism/Force Protection Program."
 - ♦ Department of Defense Instruction 2000.16, "DOD Antiterrorism Standards."
 - ♦ CJCS 5260, "Commander's Handbook for Antiterrorism Readiness."
- Does the unit have a force-protection officer?
- Does the unit conduct annual Level One Antiterrorism Awareness Training, including introduction to terrorism, terrorist operations, detecting terrorist surveillance and hostage/kidnap situation training?
- Does the unit have records of force-protection training?
- Does the unit have current threat and vulnerability assessments?
- Has the unit's antiterrorism plan been rehearsed and updated within the last year?
- Are soldiers traveling to medium- or high-threat level areas provided the following:
 - ♦ A briefing on the current country-specific force protection level in effect;
 - ♦ Instruction on recognizing and reporting such improvised explosive devices as packages, baggage and motor vehicles;
 - ♦ Cultural aspects of host countries;
 - ♦ Mine awareness;
 - ♦ Rules of engagement, as applicable.

RESOURCES

Army Regulation 525-13, "Antiterrorism" — Prescribes Army policy and procedures and assigns responsibilities for the Antiterrorism Program. It contains a detailed list of other applicable Army and DOD regulations and publications.

On-line situation-based training — Level One antiterrorism training is an annual requirement that portrays soldiers in deadly scenarios and offers a multiple-choice test with instant feedback. Located at www.at-awareness.org, this website requires an access code provided by your unit or installation antiterrorism officer (ATO). The ATO can also present this training to a large group before deployment.

The Terrorism Research Center — Informs the public of the phenomena of terrorism and information warfare. The center's website, www.terrorism.com, features links to other terrorism research sites and resources.

Federal Emergency Management Agency — Offers fact sheets on terrorism. Located at www.fema.gov.

www.defenselink.mil/sites/t.html#terror — Includes a listing of several key government terrorism-related sites.

www.state.gov — Offers basic travel information on most countries.



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