

Better Questions for Better Solutions: The Value of Needs Assessments

**D. Christian Hassell, PhD
Science and Technology Group Leader**

**Steve Jameson
Intelligence and Threat Analysis Group**

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- ▶ AMTI is a leading provider of professional and technical services strategically focused on two principle areas:
 - Homeland Security
 - Global War on Terrorism (GWOT)

- ▶ Our Homeland Security efforts support Federal, State, and local clients as well as the private sector

- ▶ Our expansive support to the GWOT emerged from our early involvement with Special Operations Forces and their supporting services and agencies



Government & Corporate Security	Exercise Design & Development	Technology Development & Management	CBRNE Solutions	EOD & IED Operations	Integrated Information Solutions	Visual Communications	Product Development	Information Operations
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- **Government and Corporate Security:** Risk Analyses, Security and Vulnerability Assessments, Red TeamSM Services, Tactical Training, Travel Facilitation, and Major Event Security Planning
- **Exercise Design and Development:** Drills, Tabletop and Computer-Based Exercises, Functional Exercises, Full-Scale Exercises, and Major Event Security Exercises
- **Technology Development and Management:** Technology Engineering and Integration, Professional Services, and Operational Test and Evaluation
- **CBRNE Solutions:** Research, Development, Acquisition, Verification, and Testing
- **Explosive Ordnance Disposal and Improvised Explosive Device Operations:** Technology Insertion and Integration, Training, Exercise Development and Support, and Robotic Solutions
- **Integrated Information Solutions:** Communications Engineering and Information Technology Support
- **Visual Communications:** Multimedia Solutions, Computer-Based Training, and Advanced Distance Learning
- **Product Solutions:** Information Technology, Communications, IED, Personal Protection, and other Products, and custom Product Development and Logistics Services
- **Information Operations:** Systems Engineering, Design, Integration, Testing and Long-term Support of Advanced Tactical Communications, and Intelligence and Electronic Warfare Systems



We think we understand a given problem, then we attempt to solve it (often with technology).

Incomplete understanding of the root problem is the cause of many failures (especially with application of technology).



- What information do we need?
- How quickly/often do we need the information?
- Who needs the information?
- How does the information integrate with existing systems?



- ▶ Need to think beyond just the alarm
 - Reaction & Response
 - Recovery & Restart
- ▶ Assume that failures will occur
 - Consequences of false positives
 - Mitigation options
 - Redundancy
 - Orthogonal verification

Think several layers deep and several steps forward.



Assess

- Identify threat (specific to the industry/sector/...)
- Prioritize threats

Construct security system according to prioritized threat

- Budget for training and maintenance
- Staff to maintain the system

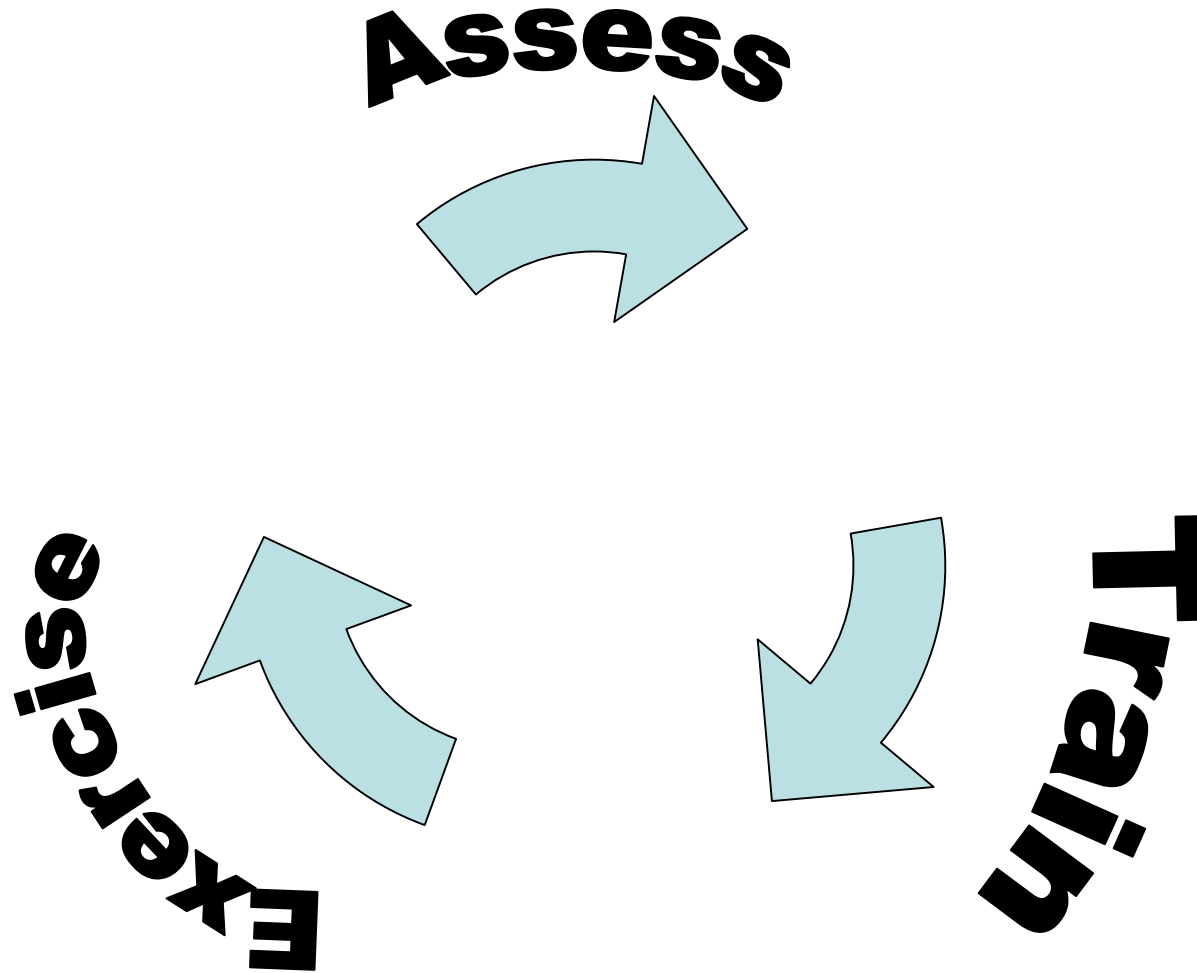
Train

- Tailored to each level of response
- Maintenance of equipment

Exercise

- Responses to alerts
- Adherence to Procedures and Standards
- Maintenance



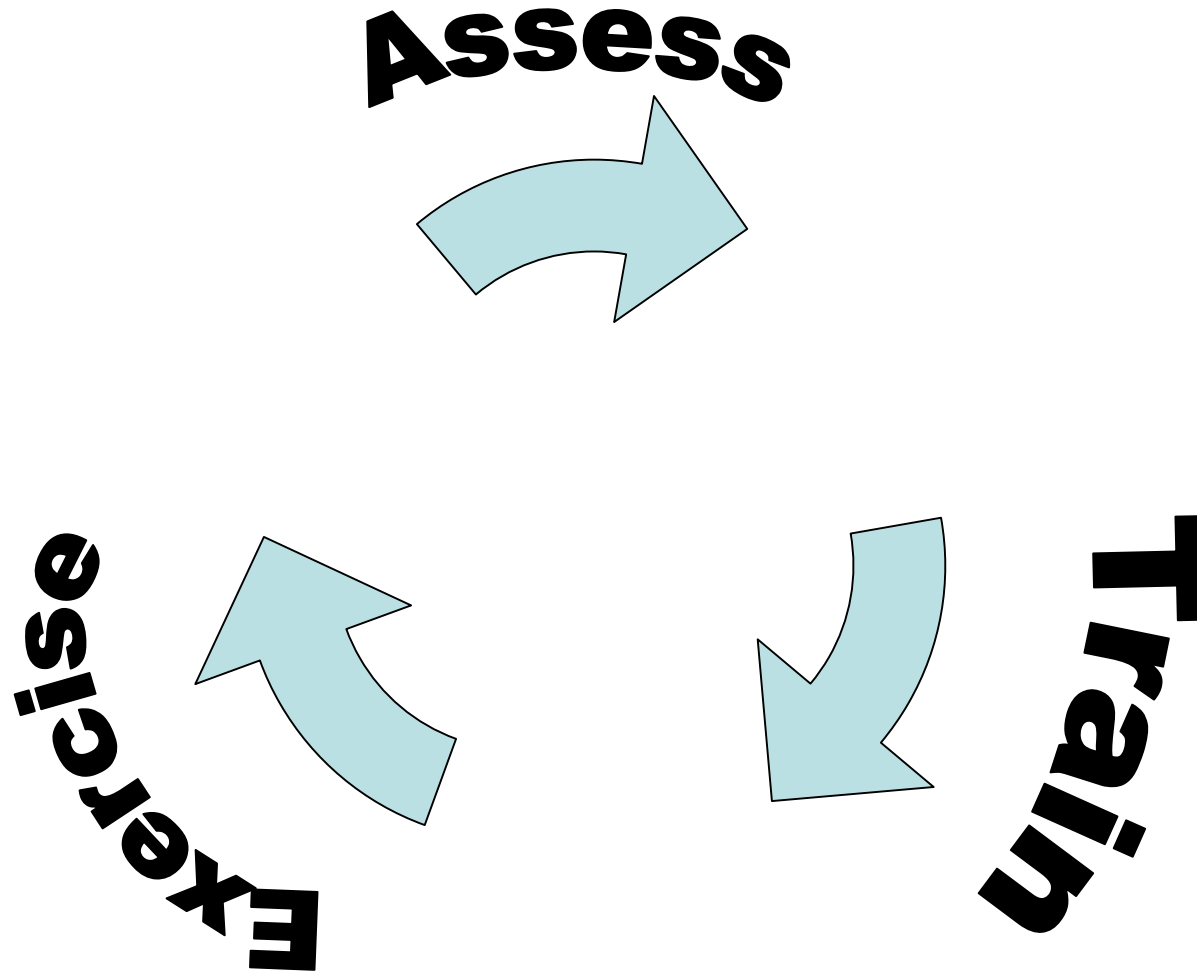


- Simulate Adversary Activities During Exercises
- Performed by individuals with unique skills and expertise to apply knowledge of a potential adversary's tactics, techniques and procedures, including
 - Surveillance, Targeting, and Attack Planning
 - Probe and Penetration operations
 - Tactical Operations to Test Response Capabilities
 - Technologies of Potential Utility to Adversary

- Deepen understanding of the adversaries,
esp. their motivations, capabilities and intent
- Create a wider and deeper understanding of potential
adversary options and behavior
- Hedge against the social comfort of “the accepted
assumptions and the accepted solutions”
- Hedge against inexperience
 - (a not uncommon situation in Government Agencies where
leadership tenures tend to be short)

SOURCE: Defense Science Board Task Force on “The Role and Status of DoD Red Teaming Activities,” September 2003





► For further information:

D. Christian Hassell, PhD
Science and Technology Group Leader
AMTI
2900 Sabre Street
Suite 800
Virginia Beach, VA 23452

phone: 757-431-8597
cell: 757-375-5042
email: chassell@amti.net

