

# **SGSECURE@WORKPLACES WORKSHOP**

How To Plan And Facilitate A  
Table Top Exercise (TTX)



# Scope

# Learning Objectives

1. Describe the measures to counter terrorism

1.2. List the steps for responding to person-borne threats and suspicious item

2. Plan a TTX (Discussion-based) for their workplaces to identify and validate gaps in the current contingency plan in dealing with terror attacks.

3. Describe the step to steps to conduct TTX.

4. Facilitate a TTX.

# **Topic 1**

## Terrorism threats

# What is Terrorism?

## Oxford Dictionaries

- the use of violence and intimidation, especially against civilians, in the pursuit of political aims

## Dictionary.com

- the use of violence and threats to intimidate or coerce, especially for political purposes.
- the state of fear and submission produced by terrorism or terrorization.
- a terroristic method of governing or of resisting a government.



**What is the definition of Terrorism?**

# Growing Threats: Rise of Terrorism

- The world's security climate changed since Sep 11 attack on World Trade Centre
- Countries know the importance of tackling terrorism threats as it has become a constant presence in modern life.
- Terror activities grew with the Islamic State of Iraq and Syria (ISIS) as a new force in recent years.
- Singapore too has also been targeted by ISIS as we are part of the global anti ISIS coalition.

***"It is about what each of us can do as an individual, it is about how each of us can play our part, to protect ourselves, and to protect those around us."***

*- Prime Minister Lee Hsien Loong at the official launch of the national SGSecure movement on 24 September 2016*

# Growing Threats: What can you do against Terrorism?

Source : <https://www.sgsecure.sg/docs/default-source/default-document-library/sgsecure-guide-for-workplaces.pdf>

## IMPLEMENTING THE 3Ps

Take the 3Ps approach at your workplace to build up organisational resilience against terrorism.



### PREPARE YOUR WORKFORCE

Your employees are your greatest assets. It is crucial you prepare them with the right knowledge and skills to prevent and deal with crises. If an attack happens, a prepared and cohesive workforce can minimise your downtime and help your business return to normalcy quickly.



### PROTECT YOUR WORKPLACE

Risk management plans and mitigation measures are critical to ensure your business can withstand crises. Taking these steps will enable you to prevent and minimise potential losses, and resume operations quickly after crises.



### PARTNER YOUR COMMUNITY

The impact of a terror attack extends beyond the point of attack. Your operations may be disrupted if your partners are affected. Build up a network within your community to solve problems collectively. Strong community networks strengthen vigilance and boost your ability to respond effectively and swiftly to crises.

# Terror Attacks

29 Nov 2019 London Bridge Stabbing attack

10 Nov 18 Australia Melbourne stabbing attack

18 Sept 16 Minnesota mall stabbing attack

21 Sep 13 Nairobi Kenya Westgate Mall attack



# Articles on Terror Threats

## Singapore under highest terror threat in recent years: 8 key points from MHA's terror report



A counter-terrorism exercise at Bishan's Junction 8 Mall on Oct 17, 2016. ISIS remains the most significant threat to Singapore, and has targeted it, MHA said in its terrorism threat report released on Thursday (June 1). ST PHOTO: SEAH KWANG PENG

PUBLISHED JUN 1, 2017, 6:00 PM SGT

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### ST VIDEOS

Star Wars and Frozen 2 footage wows Disney fan fest

HK police say officer fired warning shot as he felt life was in danger; 12-year-old among 86 arrested in...

Joe Walsh becomes second

**THE DIPLOMAT**  
Read The Diplomat, Know the Asia-Pacific

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**ASEAN BEAT**

### Why Singapore Is a Terrorist Target

The Islamic State has been upfront about its goal to attack the city-state.

By Bilveer Singh  
June 28, 2017

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In a 2011 article titled "Why S'pore is an iconic target for terrorists," I posited a number of reasons why terrorists are attracted to the idea of striking Singapore. Senior government officials in the republic have also been giving such warnings, especially the coordinating ministers for national security.

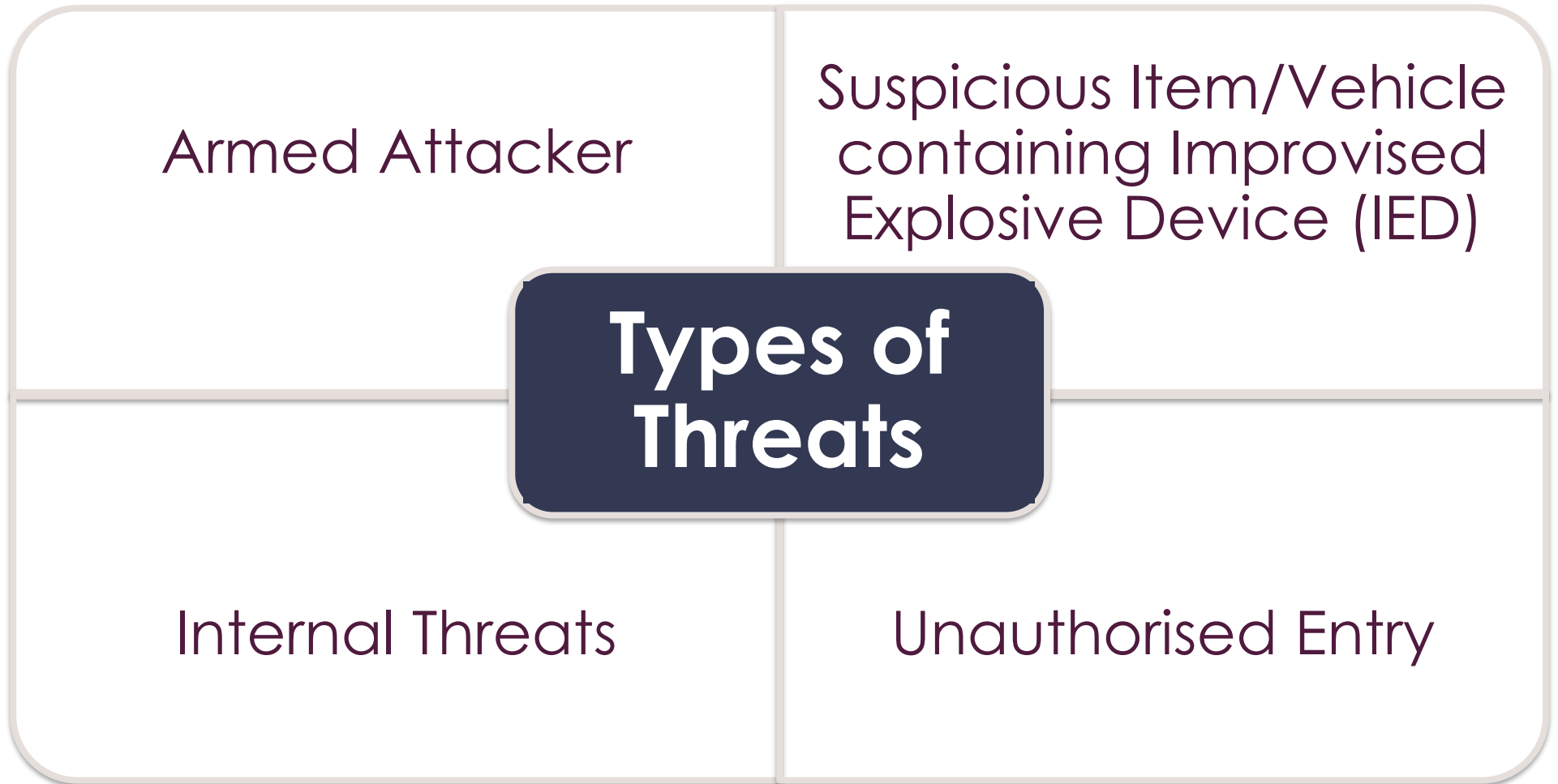
An attack on Singapore would not be novel, as the republic had been targeted by terrorists in the past. There was the January 31, 1974 hijacking of the *Laju* ferry by the Popular Front for the Liberation of Palestine and Japanese Red Army as well as the March 1991 hijacking of a Singapore Airline plane by Pakistanis. Singapore-born terrorist Mas Selamat had plans of hijacking a plane and crashing it into Changi Airport. Abu Umar of Mujahidin Indonesia Barat had planned attacks on the Singapore embassy in Jakarta.

As to why Singapore has been targeted in the past by Islamists, I listed a few primary considerations in my previous article.

A Special Forces Task Group prepare to storm a building during an ASEAN Defense Ministers' Meeting (ADMM)-Plus counterterrorism exercise in Singapore (May 9, 2016).  
Image Credit: REUTERS/Edgar Su

<https://www.straitstimes.com/singapore/singapore-under-highest-terror-threat-in-recent-years-8-key-points-from-mhas-terror-report>

<https://thediplomat.com/2017/06/why-singapore-is-a-terrorist-target/>



**Types of Threats**

Armed Attacker

Suspicious Item/Vehicle containing Improvised Explosive Device (IED)

Internal Threats

Unauthorised Entry

# Profiling for **Suspicious** Behaviour

# Suspicious Behaviours and Characteristics

Taking photos or doing video recordings of security features

Wearing bulky or oversized attire that may conceal hidden objects such as weapons or explosives

Attempting to hide/disguise their identity by wearing hoodies, masks, motorcycle helmets

Having electrical wires sticking out from underneath their clothing

Loitering for an extended period of time at one location

Entering premises without prior notification or on the pretext of being engaged to perform some form of work within the premises

Wandering within premises without a valid pass authorising entry

Not able to provide a reasonable explanation or are uncooperative when asked for their purpose of visit

Making an unexpected delivery of a package to an office or to a specific person

Placing an object or parcel in a crowded area and departing immediately

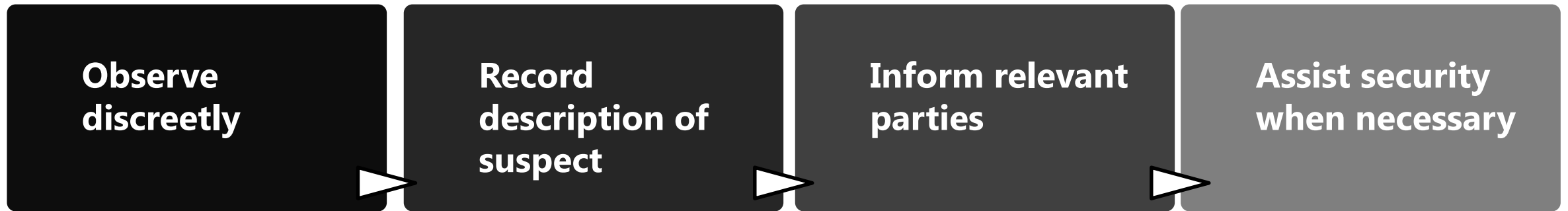
Asking specific questions concerning the security of a place, a neighbourhood, an event or the personal movement of a specific individual without a reasonable explanation

# Tell Tale Indicators (TTIs): *Non-Verbal*

1. Sweating profusely
2. Avoiding direct eye contact
3. Nervous licking of lips
4. Constant clutching of bag
5. Trembling and repetitive touching of face
6. Extreme nervousness, strained look
7. Hands holding dangling wires
8. Constantly looking around fearing of getting detected
9. Pacing up and down



# Responding to Person-Borne Threats



**Note: To prevent detection, avoid following the person too closely.**

# Description of a Suspicious Person

<b>Build and Height:</b> Small, medium, thin, plump, muscular	<b>Complexion:</b> Fair, tanned, dark	<b>Distinctive Characteristics:</b> Tattoos, spectacles, scars	<b>Hair:</b> Curly, short, long, dyed (colour)
<b>Race:</b> Chinese, Malay, Indian, Eurasian etc.	<b>Type and Colour of Clothing and Footwear:</b> Colour, type (t-shirt, overall, sleeveless or short-sleeved, etc.), or prominent logos or brands	<b>Items Carried:</b> Guns, knives, sling bag, waist-pouch, etc.	



\* IF POSSIBLE, TRY TO OBTAIN THE BRAND OF CLOTHING, SHOES, HATS ETC.

1. No return address
2. Use of restrictive markings
3. Addressed to person's title only
4. Common words are misspelled, poorly typed or written
5. Excessive packaging materials such as string or adhesive tape
6. Oily stains, discolouration or crystallisation on wrapper
7. Excessive postage
8. Emitting traces of unusual odour like that of almond or marzipan
9. Protruding wires
10. Emitting ticking sound
11. Item left unattended in public areas or abandoned in ways that seem out of place

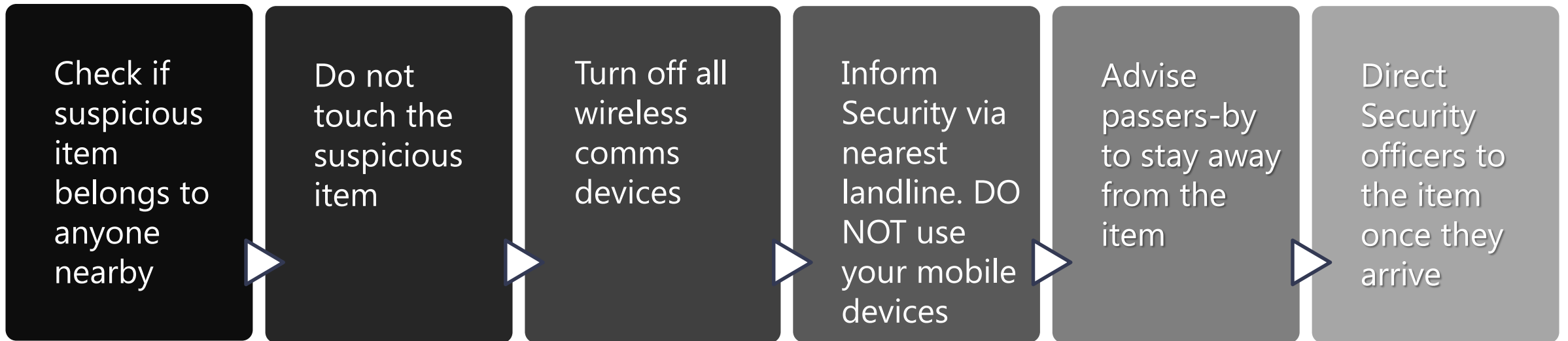
## Tell Tale Indicators (TTIs): *Suspicious Item*



One of the parcel bombs mailed to prominent politicians and critics of President Donald Trump, October 2018



# Responding to Suspicious Items

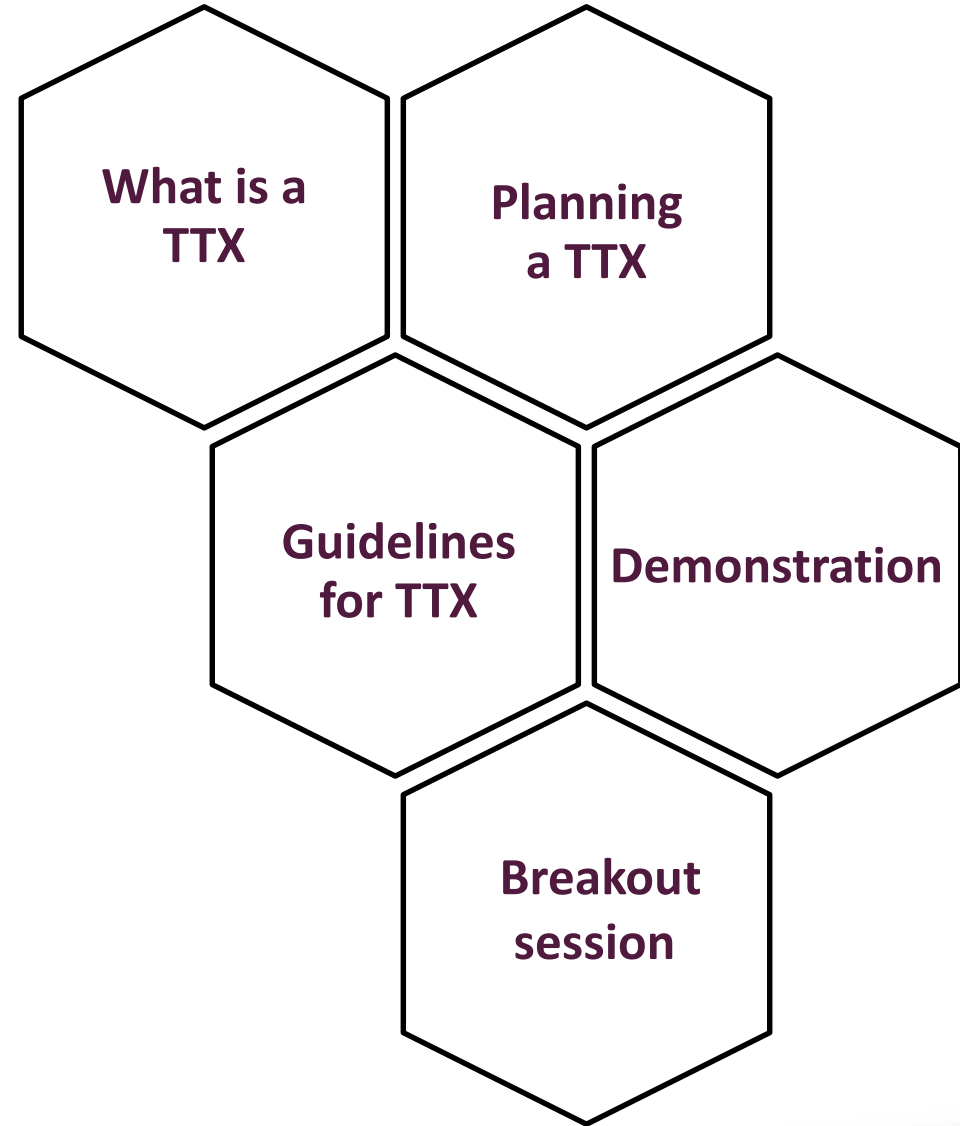


# HOW TO CONDUCT A TABLE-TOP EXERCISE

(TTX)

## Introduction

# Table-Top Exercise (TTX)



# What is a TTX?

Facilitated scenario-based discussion.

To test and evaluate emergency plans of potential scenarios in a practiced environment.

Aims to identify gaps in the current contingency plan for terror attacks.

# Planning a TTX: Prep

1. Discussion with stakeholders on the Exercise objectives

2. Develop Exercise Scenarios and injects

3. Roles and responsibilities of participants

4. Admin and logistics preparation

## **1. Discussion with stakeholders on the Exercise objectives**

# **Planning a TTX: Prep**

- a. Roles and responsibilities of all relevant personnel during an attack before Police arrival, and upon Police arrival**
- b. Evacuation and lockdown procedures**
- c. Communication protocols amongst various stakeholders and with emergency forces (special operations force and command)**
- d. Link up procedures with Police**
- e. Key information that would be useful to Police**
- f. Staff accounting measures**
- g. Business continuity and recovery processes**

## 2. Develop Exercise Scenarios and injects

# Planning a TTX: Prep

- a. **Develop one or more emergency scenarios with information specific to the threat(s) in slide 12:**
  1. **Scenario Narrative**
  2. **Scenario Injects**
  3. **Questions to ask participants:**
    - a. **What is the current SOP?**
    - b. **What can you do?**
    - c. **What information do you gather for incident reporting?**
    - d. **Who do you activate?**
    - e. **How can you help?**
    - f. **Questions to ask certain participants**

### 3. Roles and responsibilities of participants

## Planning a TTX: Prep

- a. Identify Timekeeper, AAR observer, Exercise controller
- b. Group the participants from different departments/ organisations for the exercise
- c. Contextualise and review the scenarios and injects for the participants



## 4. Admin and logistics preparation

# Planning a TTX: Prep

- a. **Documentations:**
  1. Exercise scenarios and injects guide/slides
  2. Facilitator observations worksheet
  3. Participants' worksheets and handouts
  4. Relevant SOPs/Policies
- b. **Logistics:**
  1. Room booking arrangements
  2. Printing of TTX documents

# Planning a TTX: Execution

1. Pre-TTX briefing: Concerns of Exercise Admin



2. TTX commencement: Narration of TTX scenarios, Facilitation of discussion, Recording of observations and findings.



3. Post-TTX debriefing



4. After-Action Reviews to study identified gaps

## **1. Pre-TTX briefing: Concerns of Exercise Admin**

# **Planning a TTX:** **Execution**

- a. Introduce yourself**
- b. Participants to introduce themselves**
  - 1. Conduct Ice-breaker if participants are from different organisations**
- c. Explain the purpose of the Exercise**
- d. Explain the objective of the Exercise**
- e. Define the roles and responsibilities**

**2. TTX commencement: Narration of TTX scenarios, Facilitation of discussion, Recording of observations and findings.**

## **Planning a TTX:** **Execution**

- a. Read out the scenario to the participants**
- b. Encourage observers to note down observation points.**
- c. Deliver injects to develop the discussion further**
- d. Post probing questions to the participants when they are stuck**
- e. Do a wrap-up before moving to the next scenario/injects**

### 3. Post-TTX debriefing

## Planning a TTX: Execution

- a. **Revisit the individual scenarios**
  1. **Get participants to share their takeaways**
  2. **Get observers to give their observations**
  3. **Ask the group how they can better react to the scenario**

**4. After-Action Reviews to study identified gaps**

## **Planning a TTX:** **Execution**

- a. Facilitators to note and share learning points and action items for all the scenarios and injects**
  - 1. Highlight good practices and gaps to be addressed by the group**
  - 2. Suggest how the gaps can be improved**

## Guidelines for TTX

1. Responses to the scenarios can take reference from the SOPs and contingency response plans.
2. Sometimes responses to the scenarios may differ due to factors such as environment, profile of building occupants, or existing processes in place.
3. Encourage communication among group members for more ideas.
4. The session should be conducted in an objective, neutral and constructive manner.
5. Take notes of participants' responses to be used for debriefing purpose.
6. Control the exercise time.

# **Table-Top Exercise (TTX)**

## 1. Demonstration



# 1. Demonstration

S/No	Sections	Purpose	Description
1	Objective	Outcome of Table-Top Exercise	To test contingency response plans, so as to identify gaps to be reviewed
2	Planning and Preparation	Staff to think through and identify the gaps within their own company	Proposed functions (based on company's staff strength): <ol style="list-style-type: none"><li>1. Facilitator/Safety</li><li>2. Time Keeper</li><li>3. TTX Observer</li><li>4. Role players</li></ol>

# 1. Demonstration

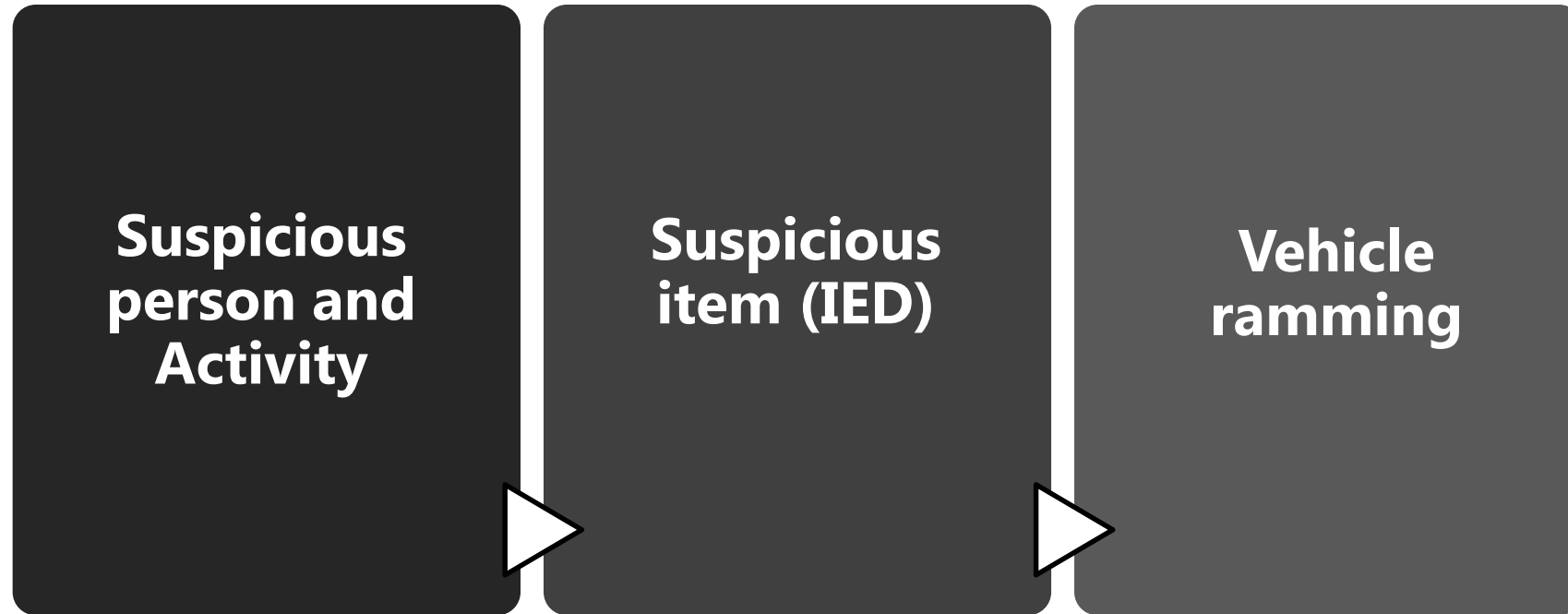
S/No	Sections	Purpose	Description
3	TTX Execution	Exercise the scenarios and facilitate injects	<p>Pre-TTX: Ensure the TTX environment is conducive Brief participants on the TTX objectives, safety and roles.</p> <p>TTX: Narrate the scenario Facilitate the scenario development Record observations</p> <p>Post-TTX: Conduct After-Action Review with participants and observers for the gaps identified.</p>

# **Table-Top Exercise (TTX)**

## 2. Role Play

## 2. Table-Top Exercise (TTX) Breakout Session

### Scenarios



## 2. Table-Top Exercise (TTX) Breakout Session

### **Scenario 1: Suspicious Person and Activity**

Today is the first day of the Great Singapore Sale, your store is having a storewide discount for all merchandise. Many customers are busy shopping for their best deals. You notice a man taking photos suspiciously of the CCTV cameras of your store and the access points in and out of your store. You recall seeing him taking photos at the same areas yesterday. After awhile, the man realizes that you have been observing him. He immediately runs off.

## 2. Table-Top Exercise (TTX) Breakout Session

### Scenario 1: Suspicious Person and Activity



## 2. Table-Top Exercise (TTX) Breakout Session

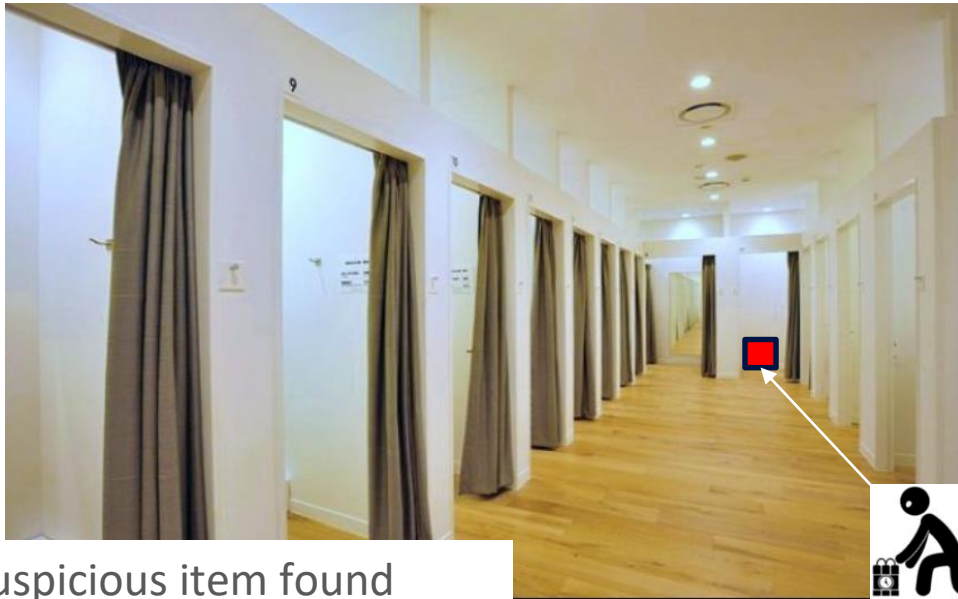
### **Scenario 2:** **Suspicious Item** **(IED)**

It is 7pm in the evening, many customers are queuing outside the fitting rooms waiting to try out the clothing sizes. Then, one customer informs you that a previous customer left something in one of the fitting rooms. You go in to the room and notice a parcel that has exposed wires.

# 2. Table-Top Exercise (TTX) Breakout Session

## Scenario 2:

### Suspicious Item (IED)



Suspicious item found  
in one of the fitting rooms

You are one of the event crew for the 2.30pm cartoon character meet and greet session at the event hall. It is Sat 1400hrs, the hall has a lot family gathered early for good seats. At 1415hrs, you notice a suspicious item placed at the middle skirting stair of the event stage, facing the crowd. You approached the item and can hear ticking sound and some wire exposed.

Inject 1: The event was cancelled due to confirmed suspicious item to be an IED. While the crowd was exiting to the entrance, another hidden IED placed at the entrance, exploded at the entrance injuring and killing 50 pax exiting the scene.

Inject 2: subsequently, the suspicious item exploded and kill 20 pax in the front row.



## 2. Table-Top Exercise (TTX) Breakout Session

### **Scenario 3:** **Vehicle Ramming**

It is Saturday afternoon and there are many customers dining in your restaurant. A few of them are queuing. A van rams through the window knocking down diners and those in the queue.

Inject 1: The driver then alights from the van and starts stabbing as many people as he could.

Inject 2: After stabbing the diners, perpetrator runs out of the restaurant, toward the mall main entrance.

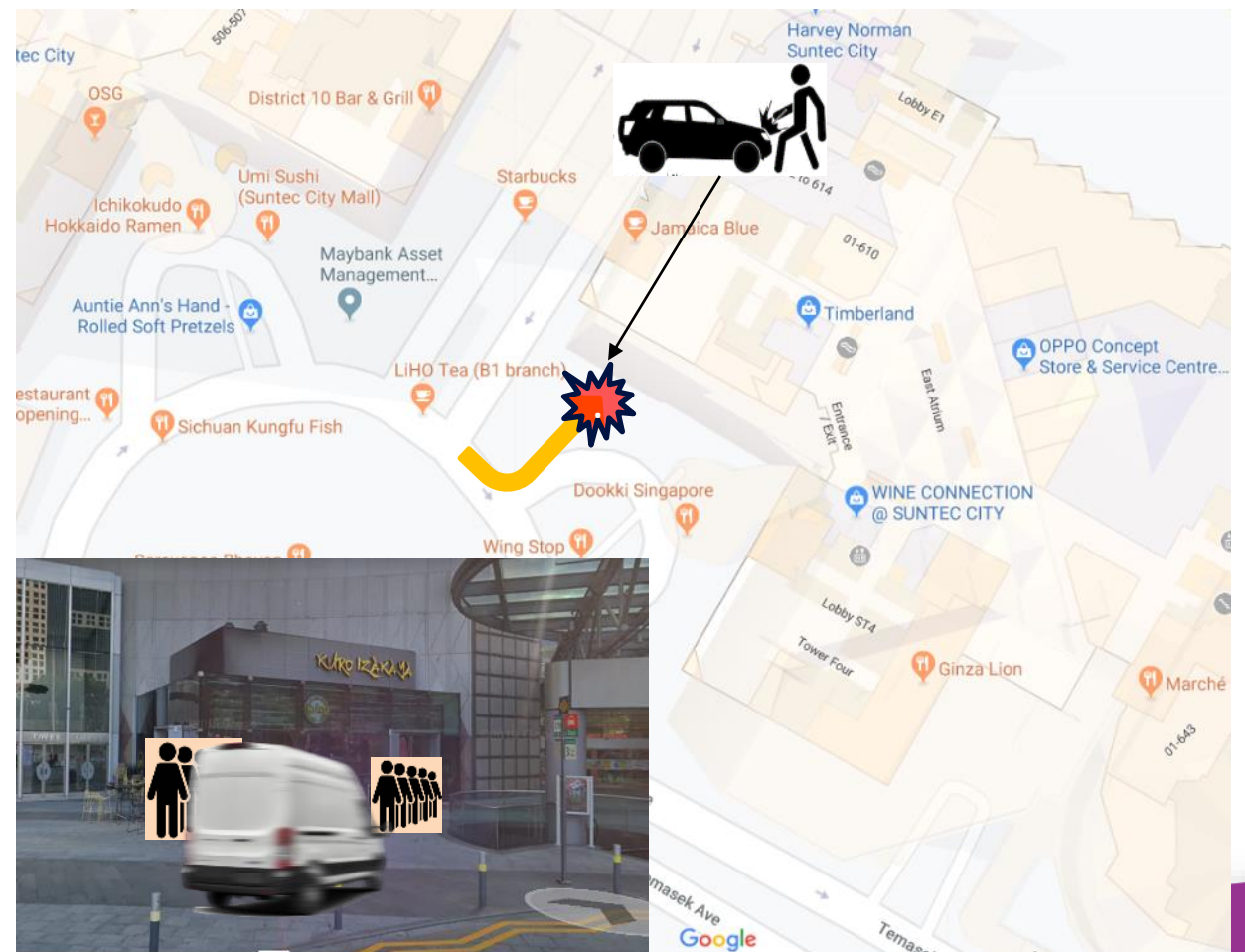
# 2. Table-Top Exercise (TTX) Breakout Session

## Scenario 3: Vehicle Ramming

It is Sat 1830hrs, dinner crowd is seen entering the Entrance into East Atrium. A Van rammed onto the pavement towards the mall entrance, knocking down 30 People

Inject 1-The assailant got out of the truck and took out a knife and stabbed 5 more people while running up to level 2.

Inject 2 –At the same time , the truck caught fire and is spreading to nearby stores



## Exercise Evaluation (AAR)

Conduct AAR immediately after the conclusion of the exercise proper. Document the **observations and findings** arising from the exercise with accuracy.

Record only what you saw and nothing more. Do not include additional information such as “might have happened”.

Timeliness means that after a certain period of time, the suspicious situation will change; people will leave. It is very important to report anything suspicious immediately after you observation.

Know what to document –It is important for the participant to quickly spot scenario. Facilitator can help by giving details and creating a “word picture” to better understand and assess the situation. The activities are important to report and may change due to time lapse once the police officer arrives.

## **Exercise Evaluation (AAR)**

Permanent details of suspicious person or vehicle are very important to report because they are not likely to change quickly. If possible, use your phone camera to capture discreetly the image of the suspicious person.

To bring up **lessons learned and recommend measures for improvement** and implementation.

To allow participants to clarify doubts and uncertainties that they may have with regards to their roles or the procedures to be adopted.

To identify solutions to anticipated problems and recommendations for changes or additions to be made to the Emergency Response Plan.

A simple debrief report should be put up thereafter capturing the above areas.

# THANK YOU

Presented by



# Resources

SPF Resource:

<https://www.police.gov.sg/resources/prevent-terrorism>



SG Secure Resource:

<https://www.sgsecure.sg/resources>



MOM SGSecure@Workplaces Digital

Resources: <https://www.mom.gov.sg/employment-practices/sgsecure/resources>

