THE PROFESSIONAL PROTECTION OFFICER



PRACTICAL SECURITY
STRATEGIES AND
EMERGING TRENDS



Contents

Foreword xiii
Contributors List xv
Introduction xix
Code of Ethics xxv

1

FOUNDATIONS

1. Concepts and Theories of Asset Protection

JIM ELLIS AND CHRISTOPHER A. HERTIG

Introduction 3
Asset Definition 3
Asset Valuation 4
Risks 4
Mitigation 4
Asset Protection 5
Physical Security 6
Crime Prevention Through Environmental Design 6
Safety 7
Risk Management and Insurance 7
Summary 10
References 10

2. The Evolution of Asset Protection and Security

CHRISTOPHER A. HERTIG AND JOHN CHRISTMAN

Introduction 13
The Cycle of History 14
Key Terms 15
The Wartime Growth of Security 16
History of Policing 17
"Private Security" or "Public Police?" 18

Fire Protection 20
Commerce 21
Economic and Marketing Trends and
Asset Protection 22
Demographics 23
Class Struggles and Terrorism 24
Labor Relations 27
Law 29
History of Security Services 31
The Path to Professionalism 33
Contemporary Careers in Asset Protection 34
References 38
Resources 38

3. Role of the Professional Protection Officer

KEVIN PALACIOS AND CHRISTOPHER A. HERTIG

Introduction 41
Definition of a Protection Officer 41
Levels of Protection Staff 42
Major Roles of Protection Officers 43
What It Means to be a Professional 45
Preventative Functions 48
Mitigation Functions 48
Response Functions 48
Basic Protection Officer 48
Intermediate Protection Officer 49
Summary 49
References 51
Resources 51

4. The Protection Officer as a Leader

FRANKLIN R. TIMMONS AND SCOTT A. WATSON

Introduction 55

Do You Really Want to be a Leader? 56

iv CONTENTS

Team Member Skills: The Foundation of Leadership 57
Expectations of Leaders 57
Three Critical Leadership Skills 57
Ten Steps to Becoming an Effective Leader 60
The Leader as an Agent of Change 61
Pitfalls of Leadership 61
Conclusion 62
References 62
Resources 62

5. Career Planning for Protection Professionals

CHRISTOPHER A. HERTIG AND CHRIS RICHARDSON

Importance of Career Planning 65
Education 66
Training 66
Experience 67
Licensing/Certification 68
Networking 68
Job Search 69
Career Advancement 69
References 71
Resources 71

H

COMMUNICATIONS

6. Effective Communications CHARLES T. THIBODEAU

Effective Communications Defined 75

Due Diligence Based on Effective
Communications 75

Channels of Communications 76

The Six Essentials of Effective
Communications 76

Consider the Audience 76

Verifying Communications with Feedback 77

Myths and Misconceptions in
Communications 77

Proper Use of Communications Devices 77

Summary 80

7. Security Awareness

Introduction 83
What is Security Awareness? 83
Expanding the Team Through Partnerships 84
Techniques for Reinforcing Policy and
Procedures to Increase Security
Awareness 84
Double Loop Learning 85
Tools 86
Lessons Learned 87
Resources 87
References 88

8. Central Alarm Stations and Dispatch Operations SEAN SMITH, JIM ELLIS, AND RICH ABRAMS

Introduction 89
History of Central Alarm and Dispatch
Centers 90
Types of Monitoring Systems 91
Types of Sensors 95
Transmission Media 98
Visitor Management Systems 99
Communications 100
Conclusion 101
References 102

Ш

PROTECTION OFFICER FUNCTIONS

9. Automation in Protection Operations KEVIN E. PETERSON

Historical Perspective 107 Contemporary Security Environment 108 The Role of the Professional Protection Officer 112 Summary 113 References 114 CONTENTS

10. Patrol Principles CHRISTOPHER A. VAIL.

History of Patrol 117
Purpose of Patrol 119
Types of Patrol 121
Preparation for Patrol 122
Techniques of Patrol 124
Factors that Influence Patrol Effectiveness 126
Unethical/Unprofessional Practices 127
Fixed Posts 127
Conclusion 128
References 129

11. Traffic Control

Signs and Automatic Signals 131
Roadway Positions 132
Hand Signals 132
The Whistle 133
Traffic Control 133
Gate Duty 135
Equipment 135
General Rules for Traffic Direction 135

12. Crowd Management and Special Event Planning

PATRICK C. BISHOP, TERENCE M. GIBBS, AND IENNIFER LANTZ

Introduction 137
Definitions 138
Formation of Crowds 138
Causes of Crowd Formations 138
Psychological Factors 139
Types of Crowds 140
Crowd Actions and Suggested Countermeasures 140
When Verbalization Doesn't Work 142
Security and Demonstrations 142
Formation of a Mob 143
Responsibility and Behavior of Protective Groups 143
Planning Considerations 143
Personal Behavior 144
Riot Control Force Deployment Procedures 144
Crowd Management Assessment 145

Alcohol Serving Considerations 146 Reference 147 Resources 147

IV

 \mathbf{v}

CRIME PREVENTION AND PHYSICAL SECURITY

13. Environmental Crime Control GLEN KITTERINGHAM

Introduction 151
Environmental Crime Prevention Versus Social
Crime Prevention 152
Theories 152
Routine Activity Theory 156
Crime Pattern Theory 156
Crime Prevention Through Environmental
Design (CPTED) 156
Second-Generation CPTED 157
Defensible Space: Crime Prevention Through
Urban Design 158
Practical Applications 158
Summary 158
References 159
Resources 159

14. Physical Security Concepts and Applications

KEVIN T. DOSS AND DENIS A. O'SULLIVAN

Physical Security Planning 161
Security Lighting 166
Application Considerations 167
Glazing 167
Intrusion Detection 168
System Monitoring 170
Card Access 170
Locking Hardware 171
Closed Circuit Television 173
Safes and Vaults 175
Underwriters Laboratories 177
Fencing 177

Convergence 179
Continuing Education 180
Physical Security Certification 180
References 181
Resources 181

15. Alarm System Fundamentals

Alarm Monitoring 184
Operator Interface 185
Alarm Sensors 186
Duress Alarms 187
Nuisance Alarms 187
Alarm Response 188

16. Access Control

Introduction 191
Emergency Access Control 192
Examples of Access Control 192
Audit and Record Keeping 193
Access Authorization 193
Applying Physical Security in Access Control 194
Locks and Key Control 194
Electronic Access Control Systems 195
Access System Database Management 196
Biometric Technologies 196
Access Control in the Information Age 197

17. Detection Technology

KEVIN T. DOSS, CHRISTOPHER A. HERTIG, AND BETHANY J. REDMOND

Which Detection Equipment is the Best? 199
Metal Detection 200
X-Ray 200
Explosive Detection 201
Canine Detection 202
Electronic Article Surveillance 202
Responding to Alarms 203
Summary 204
References 204

V

SAFETY AND FIRE PROTECTION

18. Fire Prevention, Detection, and Response MICHAEL STROBERGER

Fire Basics 209
Detection Methods 211
Fire Types 211
Extinguishers 212
Permanent Extinguishing Hardware 213
Containment 213
Fire Plans 214
Arson 214
Conclusion 215

19. Occupational Safety and Health and the Protection Officer

KEVIN PALACIOS

Introduction 217
Work and Health 218
Basic Elements of an Occupational Safety and
Health (OSH) Program 218
Occupational Risks 221
The role of the Protection Officer in
OSH Programs 222
Key Facts in Accidents 223

20. An All Hazards Approach to Hazardous Materials ROBERT D. IAFFIN

Role of the Protection Officer 230 Hazardous Material Incidents 231 Tools and Resources 232 Response Models and Templates 233 The Initial Response 234 Resources 237 CONTENTS

VI

INFORMATION PROTECTION

21. Information Security and Counterintelligence

KEVIN E. PETERSON

Key Terminology 241
Threats to Information and Intangible Assets 243
How Technology is Changing the Threat 245
A Suite of Protective Measures 246
The Role of the Professional Protection Officer 249
Summary 250
References 251

VII

DEVIANCE CRIME AND VIOLENCE

22. Workplace Crime and Deviance NORMAN R. BOTTOM AND WHITNEY D. GUNTER

Theories of Workplace Crime 255
Theft Prevention 258
Response to Theft 262
Summary 264
References 266
Resources 266

23. Substance Abuse

FRANCIS J. ELLIOTT, GLEN KITTERINGHAM, AND TERENCE M. GIBBS

Impact on Business and Industry 270
Substance Abuse: What is the Motivation? 27
How Problematic Behavior and Dependence Develop? 272
How is Substance Abuse Perpetuated? 273
Conditions Adversely Affecting the Workplace 274
How Must Industry Respond? 274

Drugs of Abuse, Paraphernalia, and Definitions 277
Indicators and Common Signs of Abuse 278
Signs and Symptoms: Controlled Substances 278
Inhalants: Glue, Gasoline, Erasing Fluid 282
Protecting People and Assets 282
References 285

24. Workplace Violence

vii

TIMOTHY A. PRITCHARD AND ROGER MASLEN

References 292

25. Crisis Intervention

MICHAEL A. HANNIGAN AND CHRISTOPHER A. HERTIG

Introduction 295 Causes of Disruptive Behavior 296 Stages of Management of Disruptive Behavior 296 Crisis Development Behavior Modules 297 Protection Officer Guidelines 298 Verbal and Physical Disruptive Behavior 298 Empathic Listening 299 Nonverbal Communications 299 Controlling Disruptive or Violent Behavior 299 Team Intervention 300 Positive Factors Resulting from Team Approach 300 Leadership in the Team Approach 301 Safety Considerations in Crisis Intervention 301 Conclusion 301 Resources 302

26. Strikes, Lockouts, and Labor Relations DAVID I. DELONG

Strikes 305
Searches 308
Employee Misconduct and Dishonesty 309
Employee Discipline 309
Types of Discipline 309
Arbitration 310
Summary 310

viii CONTENTS

VIII

RISK AND THREAT MANAGEMENT

27. Security Risk Management KEVIN E. PETERSON

The Historical Basis for Risk Management 315 What is Security Risk Management? 316 Two Key Elements: Assessment and Mitigation 316 Taking a Strategic Risk Management Approach 317 The Risk Management Process 317 Likelihood Versus Consequence Scatter Charting 321 The Foundation of a Mitigation Strategy 322 The Five Avenues to Address Risk 323 "The Four D's" 325 Layered Security (Defense in Depth) 325 Mitigation Measures 326 Tailoring the Program to the Setting and Environment 326 The Role of the Professional Protection Officer 326 Summary 328 References 329

28. Emergency Planning ERNEST G. VENDRELL AND SCOTT A. WATSON

Introduction 331
Types of Potential Emergencies 332
Scope of the Problem 335
Emergency Planning Considerations 336
Vulnerability Analysis 338
Developing the Emergency Response Plan 342
Reviewing and Integrating The Emergency
Response Plan 343
Conclusion 346
References 346
Resource 347

29. Terrorism ROBERT METSCHER

What is Terrorism: A Definition Dilemma 349 Why Violence? Why They Do What They Do 352 The Reason for the Action 353 What They Look Like: From Individuals to
Organizations 354
Target Selection and Attacks 356
Security Preparations and Defensive Measures 357
References 359

30. Antiterrorism and VIP Protection CHRISTOPHER A. HERTIG AND

CHRISTOPHER A. HERTIG AND TED WADE

Terrorist Actions and Activities 363 Antiterrorist Strategy 365 Terrorism Defensive Strategies 366 Antiterrorist Techniques by Organizations/ Facilities 366 Specific Techniques for Antiterrorist Security 367 Professional Development for Personal Protection Specialists 370 Personal Protection Specialists (PPS) 371 Protecting the Principal 372 Hostage Situations 373 Hostage Threat Receipt 373 If Taken Hostage 374 Managing the Hostage Incident 374 Negotiation 375 The Stockholm Syndrome 375 Suicide Attacks 375 References 377 Resources 377

IX

INVESTIGATIONS

31. Investigation: Concepts and Practices for Security Professionals

CHRISTOPHER A. HERTIG

Investigative Logic 383
History of Investigation 384
Preliminary Investigation 385
Follow-up Investigation 385
Intelligence 386
Liaison 387
Notes and Reports 388
Auditing 389

Interviews 390
Investigative or Focused Interviews 391
Informants 393
Undercover Investigations 394
Shopping Services 395
Surveillance 395
Behavior/Condition Analysis 396
Testifying in Legal and Quasi-Legal Proceedings 397
Managing Investigations 398
Conclusion 399
References 401
Resources 401

32. Crime and Incident Scene Procedures DENNIS SHEPP

What is an Incident? 403
The Scene 404
Hazards to an Incident Scene 404
Determining Boundaries 405
Protect and Preserve the Scene 405
Evidence 406
Making Detailed and Accurate Notes 408
Working with Law Enforcement and
Investigators 409
Conclusion 410
References 410

33. Interviewing and Statements DENNIS SHEPP

Introduction 413
What is Interviewing? 413
The Power of Communication 414
The Interview Process 416
Deception 417
Concluding the Interview 418
Conclusion 418
References 419
Resources 419

34. Foundations for Surveillance

General Types 421 Covert Personal Surveillance 422 Overt Personal Surveillance 422 Covert Electronic Surveillance 422 Overt Electronic Surveillance 423 Equipment Requirements 423 Privacy Issues 423 Recording and Retention 424

35. Report Writing and Field Notes RAV-ZURIDAN YISRAFI.

Introduction 427
Importance of Report Writing 427
Field Notes 428
Reports Should be Written 428
What Should be Reported 429
Qualities of Good Reports 429
References 431

X

LEGAL ASPECTS OF SECURITY

36. Legal Aspects of Security

Introduction 435
The Development of Our Laws 436
Types of Laws—Criminal and Civil 437
Conclusion 446

ΧI

OFFICER SAFETY AND USE OF FORCE

37. Use of Force Charles T. Thibodeau and Christopher A. Hertig

Use of Force 449
Use of Force in General 450
Justifying the Use of Force 451

Retreat 452 Force Alternatives Defined 452 Excessive Force Liability 453 Injuries to Officers are Avoidable 453 Arrest and Detention Search and Seizure 453 A Formula for Self-Control 454 Conflict Resolution Formats 455 Response to Aggressive Behavior 455 Officer Safety Issues 460 Optimal Distance 460 Defanging the Snake 461 Elements of Aggression 462 Dealing with Aggression 462 Verbal Deescalation 463 Applying Verbal De-escalation to Aggressive Situations 463 Lethal and Less-than-Lethal Weapons Management 464 Report Writing in Use-of-Force Cases 466 References 468 Resources 468

38. Defensive Tactics and Officer Safety INGE SEBYAN BLACK

The Professional Security Officer's Role 471
Avoiding Potential Situations 472
Know Your Limitations 472
Focus on Prevention 473
Threat Assessments 473
Defensive Tactics and Weapons 474
Post Orders 475
Special Circumstances 475
Use of Force 475
All Force Beyond this Point Requires Training Beyond the Introductory Officer Level 478
Training for Success 479
Focus on Prevention 480
Conclusion 480

39. Industrial Hazards, Safety, and the Security Patrol Officer

BRIAN D. BAKER

Definition of Industrial Hazards 484 Industrial Hazards, Accidents, Injury, and Illness 485 Risk Assessment 488 Self-Assessment 488 Self-Protection 491 References 494

40. Apprehension and Detention Procedures

Developing a Working Model 498
What Constitutes an Arrest? 499
The Importance of Reasonableness 499
What Gets Security Officers in
Trouble? 500
Detention and Apprehension Methodology 501
The Use of Force 503
Dealing with the Aftermath 503
Conclusion 504

XII

RELATIONS WITH OTHERS

41. Human Relations in a Global Environment

CHRISTOPHER A. HERTIG AND DARRIEN DAVENPORT

Human Relations 509
Advice from the Master 510
Diversity 510
Globalization 513
Women in Protection 514
Sexual Harassment 514
Effective Communication 515
Ethical Behavior 515
Customer Service Leadership 516
Summary 517
References 518
Resources 518

42. Public Relations

CHARLES T. THIBODEAU, CHRISTOPHER A. HERTIG, AND GEORGE A. BARNETT

Public Relations Defined 521 Public Relations Planning 522 CONTENTS xi

Promoting Effective Customer Relations Within the
Security Force 524
Handling Customer Complaints 526
Service That Can Make the Difference 527
Training 527
The Media: Good Dream/Bad Dream 528
Access Control at the Scene of a Critical Incident 529
Disruption of Business 529
Plant Emergency Organization Control 529
Contract Security Contingent Access Control 529
Conclusion 530
References 531

43. Community Relations: Making the Strategy Come Alive MARK E. PUETZ AND K. C. POULIN

Introduction 535
Security and the Experience Economy 536
Cost of Quality 541
From Strategy to Brand to Officer 544
Building a Community of Substance 547
The Transformation 554
References 555

44. Networking and the Liaison Function

BRION P. GILBRIDE

First Scenario: Fire 558 Second Scenario: Vehicle Break-in 559 Third Scenario: Special Event 560
Fourth Scenario: Scaport Operations 561
Fifth Scenario: Installing a Central
Station 563
Professional Organizations and
Training 563
Industry Regulation by Government 564
Conclusion 566
References 566

45. Ethics and Professionalism Christopher A. Hertig

Key Terms and Concepts 570
Ethical Decision Making 572
Ethical Issues in Protection 572
Why Unethical Behavior Occurs 573
Conclusion 574
Resources 575

Index 577