



EPS-101

PROTECTIVE SECURITY AWARENESS



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PROTECTIVE SECURITY AWARENESS

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by Dan Sommer & Roland Vargoega

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Although the authors share almost 40 years of experience and lessons learnt within military, executive protection and security industry. Then this manual would not be complete without the knowledge shared by great men through the ages of time. Men, who like us, took the time to share their lessons learned with others through writings and history. We hereby honor,

Sun Zsu, for “The Art of War” - 500 BC. “The earliest known treatise on war and military science, The Art of War is a systematic guide to strategy and tactics”. “The book discusses various maneuvers and the effect of the outcome of battles. It stresses the importance of accurate information about the enemy's forces, dispositions and deployments, and movements.”¹

Miyamoto Musashi, for “The Book of Five Rings” -1645. “Famous Japanese soldier-artist of the early Edo (Tokugawa) period”. “Musashi began his fighting career at age 13, when he killed a man in combat. After the loss in the Battle of Sekigahara, he became one of the *Ronin*.” “Musashi wrote Gorin no sho (The Book of Five Rings), on his deathbed, the book is about military strategy and his martial experiences.”²

Carl Von Clausewitz, for “On War” - 1831. “He ruled out any rigid system of rules and principles for the conduct of war, celebrating instead the free operation of genius, changing historical conditions, moral forces, uncertainty, and chance. Elements, such as enemy counteractions, give war a nonlinear logic. Every simple action encounters “friction”, which slows it down and may frustrate it.”³

Helmuth Von Moltke, for “On the Nature of War” – 1880. And “*Letters, on Theories of War*” - 1890. “Prussian field marshal and chief of staff. Von Moltke was known among his colleagues as “the Golden Man,” for his brilliant military leadership, his skill as a writer, and his reputation for honesty and decency. Today historians regard him as the greatest military strategist of the late 1800s and the foundation behind the German Blitzkrieg.”⁴

ABOUT THE AUTHORSDAN SOMMER, SDS

Mr. Sommer is the author of the SD Agent, a Surveillance Detection Manual. He has taught aspects of Executive Protection and Counter Terrorism to students from the USA, United Kingdom, Iceland, Norway, Scotland, Denmark, Sweden, Cyprus, Northern Ireland, Russia, Lebanon, Greece, Lithuania, Hong Kong and Mexico. Training courses and seminars have been held in Iceland, England, Wales, Northern Ireland, Macau, Denmark, Mexico and Hong Kong. In depth research combined with the International experiences of the author, have been a key factor in reaching the conclusions as pertaining to the Executive Protection methods he advocates.

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MR. VARGOEGA AND MR. SOMMER, ARE BOTH FOUNDING PARTNERS OF THE OSE INSTITUTE – ONLINE SECURITY EDUCATION INC, WHICH IS THE PUBLISHING COMPANY BEHIND THIS BOOK AND MANY OTHERS TO COME.

THE OSE INSTITUTE

The OSE Institute was founded with the sole objective of providing Executive Protection Professionals with access to a top-of-the-line online education, no matter where they are based in the world. The driving thought behind the decision to found the OSE Institute, was that that the founders had worked and net-worked with so many highly-professional security and protection operatives, whose security careers and business success were and are still hampered by their lack of cutting-edge security, protection and business knowledge.

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INTRODUCTION TO SECURITY AWARENESS

Security awareness is the basic 101 knowledge when it comes to safety and security. Let us start by looking at the definition of the word security:

“SECURITY IS THE CONDITION OF BEING PROTECTED AGAINST DANGER OR LOSS. IN THE GENERAL SENSE, SECURITY IS A CONCEPT SIMILAR TO SAFETY. THE NUANCE BETWEEN THE TWO IS AN ADDED EMPHASIS ON BEING PROTECTED FROM DANGERS THAT ORIGINATE FROM OUTSIDE. INDIVIDUALS OR ACTIONS THAT ENCROACH UPON THE CONDITION OF PROTECTION ARE RESPONSIBLE FOR THE BREACH OF SECURITY”.

Wikipedia

The word awareness can be described as follows:

“AWARENESS MEANS BEING ACQUAINTED WITH, MINDFUL OF, CONSCIOUS THAT AND WELL INFORMED OF A SPECIFIC SUBJECT, AND THUS IMPLIES KNOWING AND UNDERSTANDING A SUBJECT AND ACTING ACCORDINGLY”⁵

Wulgaert, (2005)

Easily described, one could say that the definition of security awareness means being alert against actions and dangers that can disturb or harm our security and safety and put us at risk.

Security awareness is the knowledge and attitude people possess regarding their own safety and protection. It is a heightened state of mind and alertness towards breach of security and dangers in our surrounding environment. It has been a natural state of mind of most human beings since the beginning of time, where we always looked out for danger and it was a natural aspect of everyday life.

However, in today's world we often place our safety and security in the hands of the government and its law enforcement, rescue, fire department and security and safety nets that exist in most countries and societies around the world. This comfort of having others to look out for us, has sometimes affected us to the extent that we have become complacent towards the risks and dangers that is present in our everyday life.

The modern world is also moving fast and the population of many countries is stressing throughout the days, attending to business, work, family, and private life. The complacency factor combined with the new age stress is a bad combination that can make us blindfolded and distracted towards risks and dangers that we otherwise would see and react to, just by adhering to our natural instinct to protect ourselves and our loved ones. These facts is the underlying factors that can turn us into "voluntary victims" since it only serves those who are looking for and expecting to find easy targets or people that they easily can fool in order to achieve their objective, no matter what their end objective might be.

Even in stable countries with a low threat level such as the US and Western Europe, an individual's personal security, depend largely on the specific environments and situations that the individual encounters during their daily activities. Regardless of the stability of the country and effectiveness of the local law enforcement agencies, all individuals will face numerous indirect threats every day, and may even face direct threats. The outcome of these incidents will near always depend on the individual's personal security awareness, and the individual's response to such incidents.

All individuals should be aware that they are primarily responsible for their own personal security. Therefore, the best any individual can do is to pay attention to their safety and maintain an appropriate level of security awareness at all times. Most of it is simply just common sense, involving individual judgment in all daily activities in order to protect oneself.

Many people would claim that they are security oriented and aware of what is going on in their surrounding, but the question is; do they pay enough attention of what is going on or are they fooling themselves. The reason for this question is that various matters distract the majority of us in our daily life. As example, one could mention that is very difficult to pay close attention to the traffic while driving and arguing on the phone on the same time. Those who have done that could probably agree that they have found themselves driving on “autopilot” and once they closed the call, they found themselves thinking; *how did I end up here without really paying attention? And-or, ooh - luckily nothing happened since I lost my attention while driving!*

Another example is that we constantly have something on our mind that we are thinking about or talking to someone else about. It might be small things, just as thinking of what we need to shop and bring home to the dinner table, but the thing is that it steals our focus and attention to other things that goes on in our environment. A large number of people wander through life, only waking up and paying attention to what is going on around them, if there is something that really wakes them up, such as a large bang or equivalent disturbance of their inner thought process and peace of mind. Such a person would make him or herself to be a perfect “voluntary victim” who draws attention to his person by being either “blindfolded” or greatly distracted to what is going on around him or her.

“In a past university study, 250 prisoners were shown a seven second long video of 250 individuals (one by one). The prisoners were asked to identify whom they considered likely to be chosen as victims of a robbery. The 250 prisoners chose the same 64 individuals. – What was the only common factor among the 64? The answer was: distraction” (Anon, n.d.).

BEING DISTRACTED IS ALL THAT IS NEEDED TO BE SELECTED AS A TARGET AND TO BE BECOME A VICTIM OF CRIME OR BULLYING.

This basic knowledge is not new and concerns all of us, since as humans we behave pretty much the same in this aspect no matter where we live. The exception being people who live in conflict environments, and in countries where law enforcement is either insufficient or non-reliable, by such, they become forced to be aware of their own safety and security. Those of us who lives in safer environments, never learn or we only learn by mistake, meaning learning from hard experience by suffering from a negative experience i.e. robbery, assault, being hit by a car etc.

“INCREASINGLY, PEOPLE ARE SEEN AS ONE OF THE WEAKEST LINKS IN THE SECURITY CHAIN BECAUSE THEY ARE DIFFICULT TO CONTROL AND OFTEN NOT TRAINED, KNOWLEDGEABLE AND AWARE OF WHAT SECURITY IS ALL ABOUT”.⁶

Wulgaert, (2005)

The positive thing is that we can learn and we can train ourselves to become more security minded and aware in our daily lives. By learning, we mean that you should learn from the “experts” in crime, insurgency, and terrorism. By doing so, their common knowledge becomes your tool for defense. On top of this knowledge, you should never disregard other risks and dangers such as fire, traffic and other aspects of natural dangers that always exist in our surrounding and living environment.

Being security minded not only helps you to help yourself in terms of your own safety and security, it also affects your security in a much broader sense, since your awareness will protect other parties as well, such as protecting the society you live in or the company you work for. Preferably, everyone should be taught how to maintain an appropriate level of security awareness and learn how to incorporate that "awareness" into their daily schedules and life, both personal and professional.

“PEOPLE ARE IN NEAR ALL CASES THE FIRST AND THE LAST LINE OF DEFENSE AGAINST CRIMINAL AND TERRORIST THREATS.”

OSE Institute

In today's business world knowledge and experience is the key to success and since both are primarily stored and accessed from within the human mind and brain. Then it should be obvious that a business's greatest and most valuable asset is its personnel. There are clear benefits in terms of security strategies and policies of keeping security at the forefront of employee thinking, therefore, every business should ensure that all personnel is trained in safety and security, and in preventive and detective skills, this to obtain an appropriate level of security awareness.

The business that implements and maintains an active security awareness program will greatly reduce the various risks and threats, which the businesses, its operations, and personnel are exposed to during operations. This "fact" should be a key concept in all businesses security plans. Every business faces security risks and threats, which cannot be addressed merely by target hardening or through specific security systems and new technology. Because, in the first and last phases of a security threat or incident, it is always the human element which affects the early detection capability and the outcome of an incident.

“SECURITY AWARENESS SHOULD AND INDEED MUST BE THE FIRST POINT TO BE ADDRESSED IN ANY SECURITY PLAN OR PROGRAM”

OSE Institute

Security awareness is in essence the same concept as the "mindfulness" that is taught and advocated in Eastern paths of enlightenment such as Tendai Buddhism, Shintoism, Shugengo, and those Martial Arts that are Zen inspired. Mindfulness is to give full attention to the present, without dwelling on the past or worrying about the future. Mindfulness is an essential part of your Security Awareness, because without mindfulness you will not be able to remain in a state of security awareness.

However, mindfulness does not mean that you should "rigidly" control your thoughts, but rather pay attention to your

thoughts and whenever you find them drifting, you simply gently but firmly direct them back to the present situation and your role in it. In the beginning of your Executive Protection career, you will find that your mind will rush between the past, present and future as you try to settle in to your new role and your new environment. Therefore, in the beginning you will find that you will quite often have to “direct” your mindfulness into the present situation.

Even if you have completed the best training in Executive Protection and even though you have the highest level of protective and tactical abilities; it will all come to naught if your mind has drifted far away from the present at the time the enemy strikes. If you do not have mindfulness your mind will run wild and be unable to remain focused on the present, and then what good will all your training and abilities be... if you are not prepared in the moment of need?

***"PRESENCE OF MIND... IS NOTHING BUT AN INCREASED
CAPACITY OF DEALING WITH THE UNEXPECTED."***

Carl von Clausewitz

Security Awareness is thus a state of mind and an attitude influenced by knowledge and experience. The objective is to reduce risk of experiencing negative actions and incidents, so one might want to focus on sharing knowledge on previous mistakes made by others, in order to prevent that from happening to one self. To maintain security awareness through time, it is vital that you communicate your security message continuously and constantly remind and update all receivers of such information.

As an Executive Protection Specialist, security awareness is a much more complicated issue. Because, as an Executive Protection Specialist, you are not only responsible for your own personal security, you are also responsible for your client's security. Therefore, you need to extend your security awareness level and reach to include your client's personal security.

The purpose of this OSE Module is to teach you how to use your personal security awareness sense to ensure you and your client remain safe and secure. Security awareness will enable you to integrate protective security measures and procedures, which will lower your client's profile, and reduce the exposure to threats. Security awareness will enable you to determine when to employ "deception" and low profile operations to minimize your visibility, or in opposition when to "advertise" your presence through a show force and high profile operations. Whether your security awareness dictates low or high profile operations, you must be unpredictable, secretive and at all costs avoid routine.

"BE EXTREMELY SUBTLE, EVEN TO THE POINT OF FORMLESSNESS. BE EXTREMELY MYSTERIOUS, EVEN TO THE POINT OF SOUNDLESSNESS. THEREBY YOU CAN BE THE DIRECTOR OF THE OPPONENT'S FATE."

Sun Tzu

The purpose of security awareness is to enable you to use it as an assessment tool and early warning system, which will help you to deter, detect, and prevent safety threats, and prevent and delay hostile acts. Being aware of your immediate environment, will allow you to detect and avoid safety threats and provide you with a quick response to hostile activities. To rely entirely on prevention through the focus on security surveys, threat assessments, risk analysis, and intelligence reports is folly in Executive Protection. Such reports are a highly important part of any Executive Protection program, but the intelligence derived from them are based on past actions and incidents, at worst they constitute outdated knowledge and at best they are an assessment of a potential future based on lessons learned from the present. None of them replaces the necessity for constant and heightened security awareness.

"MANY INTELLIGENCE REPORTS IN WAR ARE CONTRADICTIONARY; EVEN MORE ARE FALSE, AND MOST ARE UNCERTAIN."

Carl Von Clausewitz

Without being highly security minded and constantly assessing the environment and every situation from the vulnerability aspect, all close protection programs will fail. Close Protection demands security awareness, constant assessment, and proactive thinking in order to succeed. You can only react and provide physical protection in time if you saw it coming, otherwise you might lose critical time and fail.

“AGAIN AND AGAIN, EXAMINE EVERY ASPECT OF YOUR MENTAL AND PHYSICAL ACTIVITIES. IN BRIEF, THAT IS THE VERY WAY OF OBSERVING MINDFULNESS.”⁷

Acharya Shantideva

Refer to EPS-202, Module-15 *“The Art and function of Close Protection”⁸* for detailed information about how your level of alertness and continuous assessment affects your ability to react instantly or to be able to react at all.

The opportunistic criminal selects his victims by looking for the weak, the vulnerable, and the distracted. A high level of security awareness will make sure you do not fulfill those requirements, and therefore it is highly unlikely you will be selected as a target. Even if you are chosen as a target by a determine advisory, then your high level of security awareness will ensure you will be ready when the enemy attempts to strike. Yet, you must always remain alert and aware even if the enemy has so far decided to look elsewhere for targets.

PROTECTIVE SECURITY AWARENESS

The determined stalker, assassin, or terrorist will look for the weak link and specific moments of “confusion”, he will use your lack of focus or distraction against you, and if you are alert, he will try to create diversions and confusion. He or she will then attack either at the weak link or during the time of confusion. Your security awareness and assessment abilities might be your only defensive tools, which will give you, time to act and divert your client away from the threat.

Protective security awareness is a matter of attitude and being open-minded when it comes to assessing risks and potential threats. Most victims and often their security teams, erroneously live in a state of “it won’t happen to me”. The majority of victims who see “suspicious” activity before an attack, believe “it is nothing” and unimportant, and thus do nothing, and in effect become “voluntary victims”.

Executive Protection relies in essence on a combination of “Best Practices” designed to integrate security measures and practices, which essentially lower the client’s profile, and at the same time reduces the client’s exposure to the potential threats. The purpose of the “Best Practices” is to deter, detect, delay, and deny criminal and terrorist activities. In addition, the “Best Practices” also provide you with a quick response to criminal and terrorist actions.

"FIRST WEIGH THE CONSIDERATIONS, THEN TAKE THE RISKS."

Helmuth Von Moltke

Criminals and terrorists use the same “modus operandi” when it comes to choosing their victims or targets, as well as when and how to attack. They both look for the quick gain, easy victims, and soft targets. Both groups are constantly evaluating levels of opportunity versus risk, both groups want to choose the time and place in order to ensure the “element of surprise”, and

the majority of them prefer not to attract attention until the “attack”. Executive Protection professionals should always “expect the unexpected”, understand crime and terrorism prevention, and never ever underestimate the opponents.

"NO PLAN SURVIVES FIRST CONTACT WITH THE ENEMY"

Helmuth Von Moltke

A study in victimology used soundless black and white videotapes displaying 60 random pedestrians walking at the same location in New York City, the tapes were recorded without the knowledge of the pedestrians. The video tapes were then shown to a focus group of prisoners, who were serving time for various types of violent assaults. The prisoners categorically selected their potential victims and non-victims, based on their body language and type of walk. Those considered as easy targets and thus "victims" all walked in a non-coordinated manner and their step-length were "abnormal" for their height and body size. Those in the non-victim group all walked in a fluid and balanced manner with “normal” step-length and with a self-confident posture.⁹ This study’s conclusions have been further confirmed by recent studies in victimology.¹⁰

Attackers assess the victims visible security, therefore, we can safely conclude that by being consciously aware of your immediate environment and by displaying signs of alertness and self-confidence in both demeanor and body language, will increase the safety and security of both you and your client. Thus, your body language and movements must display balance and coordination of your head, torso, and limbs. Balanced and fluid movements combined with an air of self-confidence are a trait obtained by nearly everyone who consistently trains and study in various martial arts, this view is supported by studies.¹¹

***"WAR IS THE REALM OF PHYSICAL EXERTION AND SUFFERING...
BIRTH OR TRAINING MUST PROVIDE US WITH A CERTAIN
STRENGTH OF BODY AND SOUL."***

Carl Von Clausewitz

Your alertness and persistence in security awareness are the foundation of your abilities to deter opportunistic criminals. Your abilities to think fast and act decisively to a recognized threat are your personal “strengths” that can and will defeat even determined attackers. Both the opportunistic and the determined criminal or terrorist are observant, patient and cunning, and both groups are always waiting for you to become careless, distracted, or overconfident. Remember that attackers assess their victim’s security and sometimes try to beat it with cunning tactics, more attackers and firepower. Beware of routine and of setting a pattern of predictable behavior. By doing so, you and your client become easy targets for the determined adversary, and tempting targets to the opportunistic criminals. Therefore, you must be vigilant at all times so you may successfully protect yourself and your client at all times.

“THE PRICE OF FREEDOM IS ETERNAL VIGILANCE.”¹²

Thomas Jefferson – US President (1801–1809)

Those Executive Protection Specialists who are providing and working with close protection duty must have a heightened awareness, and ability to assess the client’s immediate surroundings in order to be able to react to threats. It is equally important to have the ability to be able to expand the area of observation further away from the immediate inner circle. This is essential in order to be able to cover a larger area and to work more proactively, and thus be able to detect threats before the client steps into trouble. By detecting suspicious activity and potential dangers early, perceived threats and clear and present dangers, can be avoided. Thereby, you are effectively disrupting and defeating the enemy’s plans and forcing him to withdraw from the field, either temporarily or permanently.

“THE BEST VICTORY IS WHEN THE OPPONENT SURRENDERS OF ITS OWN ACCORD BEFORE THERE ARE ANY ACTUAL HOSTILITIES...IT IS BEST TO WIN WITHOUT FIGHTING.”

Sun Tzu

An Executive Protection Specialist will often be working directly as a close protection officer (CPO) and thus needs to be aware of the clients surroundings at all times and never drop his guard. A CPO needs to mentally take in and assess the layout of any given area from top to bottom, and to provide 360-degree cover. A CPO needs to assess “Who’s there and what are they doing” and he needs to understand threats and the probability of attacks and the methods of attack.

***“KNOW THE ENEMY AND KNOW YOURSELF, AND YOU CAN FIGHT
A HUNDRED BATTLES WITH NO DANGER OF DEFEAT.”***

Sun Zsu

The sectors of observations can be divided when working on a larger detail, but it still requires a lot of those who are on CPO duty, in terms of always being sharp and never drop their guard. There is often a very thin line between being alert and being paranoid, thus executive protection is not for everyone. Close Protection is also the last line of defense, so if the CPO fails in his duties due to a lack of awareness, confusion or from being distracted – he or she will find it hard to be able to react correctly and in time to a threat.

***SO STAY ALERT, BE CONSTANTLY AWARE OF YOUR
SURROUNDINGS, LISTEN TO YOUR INSTINCTS, AND ACT ON YOUR
OBSERVATIONS AND SUSPICIONS. DO NOT ALLOW YOURSELF TO
BE DISTRACTED OR TO DAYDREAM.***

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SECURITY PROCEDURES

Make sure you document and report all unusual and or suspicious activities to your executive protection team members and superiors as well as to the proper authorities as needed. Pay attention to both local and national news about crime and terrorism and keep abreast with international events of relevance.

Make security awareness a part of your personality and imbed it in your personal routines. Be alert, keep an open mind in all your activities, and do not hesitate to take the necessary precautions needed to increase your personal safety and security as well as your clients, and your team, and organization. One way of doing so is to set and to have a standard in everything you do. If it is worth doing it, why not setting a standard of doing it to the best of your abilities.

“OBSERVE YOUR ENEMIES, FOR THEY FIRST FIND OUT YOUR FAULTS”

Antisthenes – Greek Philosopher (445 BC - 365 BC)

Brief and educate your client and his or her staff and family members, on how they can actively support the security program by becoming more safety and security minded. Teach them about security risks, how to recognize security risks, methods to address and reduce such risks and actions to be taken in the event of a security breach. Active participation by as many people as possibly around the client will strengthen the overall security.

On the other hand, the lack of active cooperation and participation of these people could jeopardize even the best security plan; because if people do not know what to look out for and react to – then there is a great risk that, they will not do anything before it is too late. Their participation also relates to information security, since it will minimize any outsider’s access

to information relating to the client. Refer to EPS-301 for detailed information about information gathering and information security.¹³

In the world of Executive Protection, the most common threats faced by clients and their protective details worldwide are:

- Traffic Accidents
- Other Types of Accidents
- Verbal Harassment
- Health Related Issues
- Information Theft
- Threats, Intimidation and Extortion
- Embarrassment Attacks
- Protests and Political Incidents
- Theft and Fraudulent Incidents
- Indirect Targeting by Coincidence
- Violent Assault
- Armed Robbery
- Sabotage
- Kidnap and Ransom
- Hostage Incidents
- Assassinations
- Terrorist Attacks
- Natural disasters

Target hardening and up-to-date protective procedures can effectively counter the majority of these threats, but more importantly, the vast majority of these threats are dependent on the fact that you can be detect danger in time and act decisively in a manner, which prevents that any harm comes to your client. In short, your ability to provide maximum protection against threats, vulnerabilities, and risks is dependent on your security awareness and mental abilities during moments of risk.

"STRENGTH OF MIND OR OF CHARACTER" IS "THE ABILITY TO KEEP ONE'S HEAD AT TIMES OF EXCEPTIONAL STRESS AND VIOLENT EMOTION."

Carl Von Clausewitz

As an Executive Protection Specialist, you must always be alert and aware of your surroundings and you must have an inquisitive and suspicious personality. Refer to EPS-203 for detailed information on how to utilize surveillance detection on protective operations.¹⁴ Look for the “unusual” and “odd” in your immediate environment. Get to know every area you come to well so that you can detect what is not part of the “normal” picture. Trust your instincts, if something tells you it is wrong – it usually is. Review everything and anybody from a security standpoint to assess if it or they pose a threat in some way.

Security awareness is the sense that emphasizes our need to prepare an extensive client profile seeking answers to all questions related to the client’s safety and security and assessing the capabilities of the actual and perceived enemies. It is security awareness that compel us to seek the knowledge needed to make professional security surveys of the client’s residences and places of work. In addition, it is security awareness that we rely on to guide our security advance party surveys of routes and sites before we visit them.

Executive Protection Specialist becomes true professionals when their “skills” are based upon a trilogy of Knowledge, Ability, and Awareness. To find the correct combination of these three elements are to achieve mastery of Executive Protection. Neglect but one of those elements and the other two become useless.

In Executive Protection as in all other fields, *Knowledge* is the foundation upon which to build *Ability* and *Awareness*. Without *knowledge*, there is no reference for when and how to utilize your *Ability*. Without *Ability*, there will be no means of acting to your *Awareness*. Without *Awareness*, there will be no direction towards the acquirement of *Knowledge*. Thus, for your own and your clients safety and security, you must base your Executive Protection career on building up your personal “Trilogy” of Knowledge, Ability, and Awareness.

The vast majority of so-called professionals or experts are in fact only experts in specific fields of Executive Protection. Because, they have emphasized their focus on just one factor of the Trilogy; at the neglect of the other two. A perfect triangle is based upon the equality of the three sides, and so are the skills of the Executive Protection Specialist. It is crucial for continued success in the fields of Executive Protection that you understand that:

- When you are employed in the as a Manager, then you are focusing on Knowledge and therefore will be neglecting Ability and Awareness.
- When you are employed as an Instructor, then you are focusing on Ability and therefore will be neglecting Awareness and Knowledge.
- When you are employed as an Operative, then you are focusing on Awareness and therefore will be neglecting Knowledge and Ability.

Thus, you must realize that with each position you will increase your skill in just one of the elements of the Trilogy, at the expense of the other two. Therefore, you should seek to avoid routine in your choice of positions and responsibilities. Moreover, you must at all costs avoid the arrogance that often comes with being an expert in one element, because that arrogance is in reality based on ignorance of the other two elements. The Manager often despise Ability based on his Knowledge, the Instructor often despise Awareness based on his Ability, and the Operative often despise Knowledge based upon his Awareness. However, each one may be a “professional” on the account of salary, but none of them is in reality an Executive Protection Specialist.

"THEORY NEED NOT BE A POSITIVE DOCTRINE, A SORT OF MANUAL FOR ACTION... IT IS AN ANALYTICAL INVESTIGATION LEADING TO A CLOSE ACQUAINTANCE WITH THE SUBJECT."

Carl Von Clausewitz

CRIMINAL AND TERRORIST TARGETING METHODS

When criminals or terrorist groups choose a target, which they intend to intimidate, harass, rob, or assault, they always choose the targets that appear to present the least resistance. For individual victims, the first sign that both groups look for, are persons who display signs of carelessness, or are focusing their attention on one object or matter. In other words, they are unaware of their immediate environment and the threats that the environment may pose to them. Their lack of attention will enable criminal elements to approach them unnoticed and catch them by surprise. This enables the criminal to “stun” and intimidate the victims and thereby delay or eliminate their defensive responses.

The second sign they look for, are signs of low self-confidence. Any displays of fear as well as other displays of insecurity will immediately indicate to the criminals that the person is a soft target. In other words, the person appears to be an easy victim to coerce into surrendering to the criminals intentions. Thus, Personal Security Awareness is a Key Element in the successful prevention and detection of potential security threats in a person’s immediate environment. Attacks planned and carried out by terrorist groups and organized crime groups, are methodical and well planned and consist of eight phases:

1. Phase: Original Cause
2. Phase: Initial Surveillance
3. Phase: Target Selection
4. Phase: Pre-Attack Surveillance
5. Phase: Planning
6. Phase: Rehearsal
7. Phase: Execution
8. Phase: Escape and Exploitation

Refer to EPS-401 for detailed information on the specific phases of the Terrorist Planning Process. ¹⁵

PHASE 1: THE ORIGINAL CAUSE

To determine this phase in the enemies planning process, it is necessary to first “understand” the aim of the terrorist group, and find out as much as possible about why and what it was which made them choose a path of terrorism. This is best done by first establishing whom they conceive as being their main enemy and whom in addition they conceive as being supportive of their main enemy.

They could conceive their main enemy to be Governments, Corporations, Individuals, Facilities, Ethnic Groups, Social Groups, or Business Connections etc. If for instance the main enemy is conceived as being a Government then the cause or “reasons” for the terrorists actions could be Independence, Ethnic, Political, Humanitarian, Religious, Environmental, Animal Rights, Foreign Policy or due to Military Alliances etc.

During the determination of the Original Cause the terrorists will gather information from open sources such as; Newspapers, Magazines, Phonebooks & Yellow Pages, TV News Channels and Internet Sources etc. They will also try to obtain information from Intelligence sources, either through open sources such as Stratfor.com, Jane’s Defense or through “sponsor governments”.

Terrorist’s attacks for political reasons are usually aimed at “High Profile Media Attention” such as we have seen in the 9-11 WTC and Pentagon attacks. The specific objectives as well as the capabilities of the terrorist group will determine what type of target is chosen, however all attacks requires information about the target in order to select the best option for an attack.

"NO ONE STARTS A WAR--OR RATHER, NO ONE IN HIS SENSES OUGHT TO DO SO--WITHOUT FIRST BEING CLEAR IN HIS MIND WHAT HE INTENDS TO ACHIEVE BY THAT WAR AND HOW HE INTENDS TO CONDUCT IT."

Carl Von Clausewitz

PHASE 2: INITIAL SURVEILLANCE

The information gathered during this phase is gathered over a significant time span! A US research has concluded, “No known attack on a US facility has been done with less than three weeks surveillance”. During the initial surveillance phase the terrorists will gather information about; Routes, Routines, Procedures, Methods of Transportation, Security Measures, Protection Measures, Residences, Facilities and Workplaces.

This is where the terrorist’s are most vulnerable, as they will often be using “amateurs” from the “Grassroots” of their organization or sympathizers. The important factor to remember is that if the terrorists can see the target, then the target can also see the terrorists. The type of surveillance will depend on the specific target and its activities, the most common forms of surveillance are; Static Observation Posts, Mobile Surveillance, Pedestrian Surveillance and Electronic by Video, electronic-bugging or tracking etc.

The best defense against this phase is to utilize Surveillance Detection trained security personnel around assets and facilities assessed as being under a cogent risk and during transportation between known facilities and areas. Your strategy should be to observe and monitor both the places and positions, which would offer criminals and terrorists good observation points as well as cover and concealment, and positions from which they can launch an attack and offers a quick escape route.

***"NOTHING IS MORE DIFFICULT THAN THE ART OF
MANEUVERING FOR ADVANTAGEOUS POSITIONS."***

Sun Tzu

PHASE 3: TARGET SELECTION

After having completed the initial surveillance phase the terrorists will make a final choice of a preferred target, or at least narrow down their target list to those targets that offer the best options, based on the information they have obtained during the first two phases.

If it is a Political target, then they will choose the target that offers the highest political statement versus risk involved. If it is an economic target, then they will choose the target that offers the highest financial gain versus risk involved.

A political target will be aimed at high profile media attention to affect a larger audience than just the specific target. Whereas, an economic target will usually only affect the specific target, although another political attack or statement may be used to act as a diversion.

***"FIGHTING IS THE CENTRAL MILITARY ACT... ENGAGEMENTS
MEAN FIGHTING. THE OBJECT OF FIGHTING IS THE
DESTRUCTION OR DEFEAT OF THE ENEMY."***

Carl Von Clausewitz

PHASE 4: PRE-ATTACK SURVEILLANCE

This is the phase where the terrorists will verify the information they have gathered during the previous three phases, and compare it with the several different attack methods and options. They will also perform further surveillance operations to ensure that nothing critical have been missed in the initial surveillance phase, or if there have been any significant changes in the targets routines or security measures since the initial surveillance took place.

The aim of the surveillance operations carried out now, is to gather specific target related information about; Route Options, Target Habits, Accessibility, Operations Hours, Structural Strength etc.

The type of surveillance conducted will depend on the specific target and its security measures. However, the terrorists will again be vulnerable to detection by vigilant and observant personnel and security forces. Although research indicates that, the terrorists who are performing the actual surveillance in this phase are generally better trained and more experienced than those who were used in the “initial surveillance” phase. Then, there will still be the same possibilities for detection by personnel and security forces as during the initial surveillance phase.

“WE ARE NOT FIT TO LEAD AN ARMY ON THE MARCH UNLESS WE ARE FAMILIAR WITH THE FACE OF THE COUNTRY - ITS MOUNTAINS AND FORESTS, ITS PITFALLS AND PRECIPICES, ITS MARSHES AND SWAMPS.”

Sun Tzu

PHASE 5: PLANNING

During this phase the terrorists will analyze the information they have acquired during the previous four phases and will combine it together, and evaluate with one or more specific attack methods in mind. This evaluation will form the basis for the actual attack plan. The planning will be careful and methodical, as there obviously is a hefty price to pay in case of failure, such as injury, imprisonment, or death. That price can be too “high” to pay for some terrorist’s liking, and thus planning is done carefully in order to ensure a high probability of success.

Terrorists will further assess the information gathered, complete security surveys, and pre-plan the logistics of their operation, recruit terrorists with specific skills such as explosives, weapons, breaking and entering, advanced driving skills or even pilot skills. They will also set up their bases for operational steps and safe-houses, as well as pay special attention to planning of their evasion and escape methods. Unless of course it is a suicide mission.

Finally, the terrorists will finalize their method of attack. In order to gain tactical superiority the terrorists will need to; Surprise the target and the target’s defense forces, if a firearms attack they will need to have open fields of fire. They must have control of the target at the attack location, control time, and conditions, have setup support positions, employ diversions or secondary attacks and alternative options etc. During this phase the terrorists will also need to complete their logistics and acquire the necessary items; Vehicles, Finances, False ID’s, Weapons, Explosives, Specialized Tools and disguises such as repair service clothing, or uniforms needed etc.

“HE WHO CAN MODIFY HIS TACTICS IN RELATION TO HIS OPPONENT AND THEREBY SUCCEED IN WINNING, MAY BE CALLED A HEAVEN-BORN CAPTAIN.”

Sun Tzu

PHASE 6: REHEARSAL

During this phase, the terrorist's will usually rehearse their attack plan and fine-tune it to perfection. They will attempt to verify all relevant information, test their equipment, fire firearms, drive vehicles, and instruct all persons involved. They will confirm that the target activities are in accordance with the plan; test the security forces and try their escape routes. Many of these tests can be conducted by using third party individuals who are unaware of the real purpose and the plan.

Once they have completed their rehearsals they will verify that they still have approval from "higher authorities" within their group or organization to carry out the attack. They will also improve the plan and go through "what ifs". Finally, they will practice and rehearse all mobile parts of the plan such as infiltration and ex-filtration plans. All this is done to ensure that the attack will have a high probability of success.

***“THE ART OF WAR TEACHES US TO RELY NOT ON THE
LIKELIHOOD OF THE ENEMY'S NOT COMING, BUT ON OUR OWN
READINESS TO RECEIVE HIM; NOT ON THE CHANCE OF HIS NOT
ATTACKING, BUT RATHER ON THE FACT THAT WE HAVE MADE
OUR POSITION UNASSAILABLE.”***

Sun Tzu

PHASE 7: EXECUTION OF ATTACK

This is the phase where the terrorist group will deploy their attack team/s and infiltrate their specific locations, and setup their support positions. They will then wait for the target to appear at the attack site, if it is a mobile target, or wait for a specific event or timing to occur. Most often, a “point-man” will then make the final decision on whether to abort or to go ahead and attack, and whether to evade and escape, or to hold.

The bad news is that if the terrorists get as far as the execution phase, then they are very likely to succeed. Because, as they have already been able to collect all relevant information, then they will have planned for all the most likely scenarios to unfold. Therefore, whether it is an act of sabotage, assassination, bombing, kidnapping, hostage and barricade, highjacking or a safe distance attack... if they have gotten this far, they will most likely succeed in causing damage, injury, or death to their target and other innocent people.

***"KNOWING THE PLACE AND THE TIME OF THE COMING BATTLE,
WE MAY CONCENTRATE FROM THE GREATEST DISTANCES IN
ORDER TO FIGHT."***

Sun Tzu

PHASE 8: ESCAPE & EXPLOITATION

Almost all terrorists want to escape, the exception is the fanatic or religiously motivated terrorists, and often even they will have second thoughts and try to escape if possible. Secondly, the terrorists will want to use the media coverage gained from the attack, to further their political or religiously agenda and goals.

This is the primary reason why terrorist groups unlike criminals, near always claim responsibility for their attacks, and often even claim responsibility for other groups attacks as well. This is also the reason why they very often also film the attack, or the immediate aftermath of the attack.

Unfortunately, the western Medias crave for death, carnage and mutilations, the more casualties or damage the attack caused the more media attention the terrorist group will get. Basically, the terrorist group will gain the type of PR and media time, which even large corporations are hard pressed to finance from media networks such as CNN or BBC etc. Alternatively, they will want to use the finances acquired if it was an economic attack.

The fact is that “Successful Attacks Bring the Most Media Attention, Notoriety and Financial Support, and that is what encourages the Terrorists to try Again, which sets of another terrorist planning process.

**“WAR IS A CONTINUATION OF STATE POLICY WITH THE
ADMIXTURE OF OTHER MEANS.”**

Carl Von Clausewitz

SUMMARY

All personnel working in relations to assets and infrastructure that are considered potential terrorist targets, as well as all security, counter terrorism and law enforcement personnel, must be trained and educated to understand the terrorist and his means of operation. This is of critical importance if such forces are to be able to detect, defer, and stop terrorist attacks. It is said; “It takes a thief to catch a thief”, in the same manner it takes the “mindset of a terrorist” to catch a terrorist.

Therefore, as an Executive Protection Specialist you must learn to think the way that terrorists do, and see the weak points in your security that provides a window of opportunity to terrorists, in the same way as terrorists do. Only when you and other security elements related to the executive protection program have been trained to do so, will you know where and when the terrorists will strike and will thus be able to prevent the attack.

Thus, as it is known that criminal and terrorist acts are a cogent and real threat in most of the world and those local and regional groups most likely already have and are carrying out criminal and terrorist acts. In addition, as you know that terrorist will potentially carry out both political and economical attacks against your client and the client’s assets and personnel. Then, all executive protection team members must be prepared and determined to affect, detect, and stop these terrorist plans in the initial phases of the terrorist planning process. It is also preferable to detain, convict, and sentence terrorists and criminals, rather than only attempt to physically defeat them. Because, failed attacks causes both a loss of face and status of the terror or criminal individual or group involved. Therefore, it helps both your client and the community as a whole in undermining the terrorists or criminals support bases. Counter terrorism efforts must therefore be focused on detecting the

terrorists or criminals, before they have an opportunity to cause terror or make a crime.

Therefore, as an Executive Protection Specialist you must be vigilant and prepared at all times, countering crime and terrorism is not a only in the realm of law enforcement and intelligence services, it is a matter in which you must join hands with those agencies in order to affect, detect, and stop terrorism. Because, before criminals and terrorists carry out an attack, they will need to gather necessary information about their chosen victim or target, which they usually do through the utilization of surveillance techniques. They will also ensure that they have the element of surprise at the place and time of the attack.

Your defenses must be based on your *Knowledge* of the enemies past and current actions, as they will provide with intelligence and anticipation of the enemies next acts. The protective procedures you then will “effect” in response to your knowledge must provide security from the enemies anticipated act and in line with your *Abilities*. However, your *Ability* to act upon your knowledge of the enemy’s activities as well as your *Ability* to react to the unforeseen acts of the enemy is dependent on your level of *Awareness* in the present situation! Defenses are best when they consist of proactive actions meant to deter, detect, and defer the enemy’s actions away from your client. It is highly important to realize that defensive actions cannot continuously be defensive; otherwise, you will be running the gauntlet day after day until the enemy wears you down or anticipates your moves. Executive Protection is meant to deter, detect, and defer the enemy from making an attack. However, if the enemy attacks anyway, then you must first react to insure your client’s immediate security. Nevertheless, once you have thus reacted, then you must act decisively to attempt to destroy your enemy, so you do not have to face him another day.

"THE DEFENSIVE FORM OF WAR IS NOT A SIMPLE SHIELD, BUT A SHIELD MADE UP OF WELL-DIRECTED BLOWS."

Carl Von Clausewitz

RISK ASSESSMENTS

As an Executive Protection Specialist, you should use your security awareness to assess and observe the potential threats in both your immediate and extended environment. Start by asking yourself a few simple but crucial questions:

1. Are there criminal elements in your environment?
2. Are there organized crime groups in your environment?
3. Are there local-issue terrorist groups in your environment?
4. Are there international terrorist groups in your environment?

Once you have assessed your answers to those four questions, then the importance is of cause with the points where the answer were affirmative. Because, then the next questions to ask yourself are:

- Are they active?
- Are they violent?
- What have they done in the past?
- Have they attacked or threatened persons or groups similar to your client?
- Are they motivated to attack your client or the client's immediate environment?
- Are they skilled and capable enough to carry out an attack against your client?
- Do they have the assets and resources to carry out an attack against your client?
- What type of attacks do they carry out?
- What type of weapons and tactics do they possess?
- Does law enforcement watch and suppress these groups?
- Do law enforcement agencies provide information and intelligence about these groups and their activities?
- Will citizens in your immediate environment report it if they observe such groups operating in your immediate environment?

Based on your answers and assessments to these questions you will now be able to picture the threats and risk that you will face in your environment. Based upon your training and skills in executive protection, and your personal security awareness you should now know which:

- Locations are potentially dangerous and likely to be observed and/or attacked by these groups.
- Targets and associations of targets they prefer to monitor and attack.
- Opportunities they look for in their targeting methods.

Armed with these answers you will use your knowledge to avoid frequenting as much as possible such locations and associations. When it is unavoidable to frequent such locations and associations then you must rely on your security awareness to observe and avoid potentially dangerous elements and display an image of security. In short, be aware and avoid at all costs to be perceived as a soft and easy target.

If you observe unusual, suspicious activities, or in other ways become aware of potential criminal or terrorist activity then you must report it immediately to other team members and in stable countries with a low corruption rate, you should also alert the law enforcement agencies and report your observations and relay any information you have to them. It is important for all Executive Protection Specialists to realize that physical security measures, armed guards, and protective procedures only deter an enemy; they do not prevent an attack by a determined enemy. Because, a determined criminal or terrorist group will plan their attack in accordance with your security measures, size of the guard force and security procedures taken. Thus, your function as an Executive Protection Specialist is essentially to defeat the enemies' ability to observe you and to attack you.

***"THE AIM OF WAR SHOULD BE THE DEFEAT OF THE ENEMY. BUT
WHAT CONSTITUTES DEFEAT?"***

Carl Von Clausewitz

As Clausewitz points out then there are more ways to defeat the enemy than just by “killing” him. If you can appease his hostility towards your client, remove his means of attack, or prevent his means of attack, then you have also defeated him. Therefore, one of the primary means of defeating criminals and terrorists is to detect his plans as early as possible. To do that you will have to rely on your security awareness and your skills in surveillance detection. Your enemy will need information and he will obtain that through utilization of surveillance, which will be dependent on what the target location or persons activities allows them to do, and in accordance with the three key factors:

1. Size
2. Accessibility
3. Time

Once they have completed their surveillance, planning, and rehearsal phases, they will attack at the weak link in the defenses or at the time, which offers distraction. The best method of prevention of a criminal or terrorist attack is to detect the hostile elements during the surveillance phases. Once hostile surveillance has been detected, then counter surveillance measures can and should be implemented and the authorities informed about the threat. In most cases the following police or intelligence investigation and their counter surveillance operations, will uncover the criminal or terrorists plans, and the involved hostile elements will be arrested and prosecuted.

However, in case the planning surveillance and planning process went undetected then the “reactive” counter attack measures and tactical procedures utilized by Executive Protection Specialists will be able to disrupt and deflect the attack, which will result in the loss of the surprise element by the criminal or terrorist group. Refer to EPS-104 for detailed information on Strategies and Tactics in executive protection.¹⁶

Surveillance Detection and professional Executive Protection Specialists are the only effective defenses against a

determined enemy and your personal level of security awareness is the key element in that defense. Therefore, your primary role as an Executive Protection Specialist is to be a physical and visible deterrence to possible enemies. However, as an Executive Protection Specialist your level of security awareness and observation skills will extend the “circles” in the security layer beyond your physical presence.

Your observation abilities will “hopefully” detect and maybe confirm the presence of hostile surveillance elements, and thereby deny those hostile elements, the opportunity to carry out their planned surveillance missions. In essence, your mind is your sharpest weapon and your moral values are the stones that sharpen your “sword”. Your ability to remain in a state of awareness depends on your mindfulness, which in turn is a dependent on your moral values.

***"APPRAISE WAR IN TERMS OF THE FUNDAMENTAL FACTORS.
THE FIRST OF THESE FACTORS IS MORAL INFLUENCE."***

Sun Tzu

Your active surveillance detection skills and observations are triggered by your alertness, and your security awareness will give an early warning before the actual attack has been fully planned and prepared. In addition to the protection of yourself and your clients, your observations will also provide information on other criminal activity in the areas related to your client's daily schedule and movements.

As an Executive Protection Specialist, you should have a relevant background and/or a high level of education in executive protection and professional training in executive protection tactics and strategies. You should also have at least a basic level of training and knowledge of surveillance detection, as well as good observation skills and a keen eye for detail.

You must also have a professional interest in terrorism and criminality and continuously keep up with current local and international news and events in relation to crime and terrorism.

You should have an inquisitive and suspicious nature and good memory retention skills, as well as good communication skills. In addition to all this, you must have a physical and mental demeanor suited for the stress and pressure, which naturally follows with having the responsibility for another person's safety and security.

In its very essence Executive Protection is the same as being a "Bodyguard" and the role is the same as the role that Samurais and Knights provided to their lords. Thus, from the beginning of history the position as a "Bodyguard" was the pinnacle position in a soldier's career. Today's Executive Protection Specialist rely more on knowledge, forward planning and intelligence gathering than physical strength and weapons skills. However, those skills must be present and sharp, for when the enemy attacks, the Executive Protection Specialist is directly in the line of fire, his present field is the battlefield, and he is in war with the enemy!

***"WAR IS THE REALM OF DANGER; THEREFORE COURAGE IS THE
SOLDIER'S FIRST REQUIREMENT"***

Carl Von Clausewitz

In order to ensure that you not only possess these traits and skills but also continuously keep them honed and sharp, then you must look at executive protection as your full time career. You must also be a team player, because there is no place for "Lone Rangers" in a professional executive protection detail. Finally, then you must have very good close quarter battle (CQB) skills and have a sound knowledge of tactics, weapons, and explosives and their effects. In order for you to keep these skills ready and sharp, then you must take your position seriously and continuously monitor your arcs of vision for enemy activity. This is the hardest part of Executive Protection, because when an Executive Protection Specialist masters his function, the probability of an attack will diminish dramatically. Thus, there is little action, few occurrences and far between the detection of direct threats, and then the "fear" of an attack diminishes and

mindfulness slips and skips. This is the point where “routine” sets in... and as all Executive Protection Specialists know, then “routine” kills!

"WHENEVER ARMED FORCES . . . ARE USED, THE IDEA OF COMBAT MUST BE PRESENT... THE END FOR WHICH A SOLDIER IS RECRUITED, CLOTHED, ARMED, AND TRAINED, THE WHOLE OBJECT OF HIS SLEEPING, EATING, DRINKING, AND MARCHING IS SIMPLY THAT HE SHOULD FIGHT AT THE RIGHT PLACE AND THE RIGHT TIME."

Carl Von Clausewitz

The best way to avoid the pitfalls of routine is to monitor your arcs of vision, study the activities of the enemy, and seek ways to improve security against new threats. However, the fact is that eventually continuous “peace” will lead to routine and laziness, which is the exact opportunity that the enemy is waiting for and willing to act upon. Therefore, it is best to ensure that there is a regular rotation of Executive Protection Officers between positions and clients. This is by far the best way to attract Executive Protection Specialists with the right character and to keep the protective detail sharp and aware.

"SUCCESS IN WARFARE IS GAINED BY CAREFULLY ACCOMMODATING OURSELVES TO THE ENEMY'S PURPOSE."

Sun Tzu

There are certain key characters or components that are essential for your personal success within the Executive Protection industry, such as:

- Loyalty and trustworthiness
- Professionalism
- Teamwork
- Flexibility
- Responsibility
- Judgment
- Leadership
- Self-confidence and Aggression

Your level of security awareness will determine the number of observations you make and the actions and reactions you will take to perceived and real threats. However, these key skills are affected by:

- Time passed since the incident
- Your present Physical Condition
- Your present Psychological Condition
- Your mindset towards behavior, culture, prejudices etc.
- Your mindset of Locations, Tasks, Positions, Complacency etc.

Always keep in mind that someone could be observing you, the Three-Signs you should continuously look for and be alert too are:

- LOCATION – same as the client or protective detail
- CORRELATION – with arrival/departure of the client
- MISTAKES – by the hostile elements

The following is a basic list of possible indicators of hostile surveillance; the list provides examples of suspicious activity that an executive protection specialist should be aware and observant of:

- Suspicious, unusual, and/or prolonged interest in: routines, security measures, personnel, entry and exit points and access controls, perimeter barriers, such as fences or walls etc
- Unusual behavior, such as staring or quickly looking away from personnel or vehicles entering or leaving designated facilities or parking areas
- Increase in anonymous telephone or e-mail threats to facilities in conjunction with suspected surveillance incidents—indicating possible surveillance of threat reaction procedures

- Foot surveillance involving two or three individuals working together
- Mobile surveillance using bicycles, scooters, motorcycles, cars, trucks and maritime vessels
- Prolonged static surveillance using operatives disguised as panhandlers, demonstrators, shoe shiners, food or flower vendors, news agents, or street sweepers not previously seen in the area
- Discreet use of still cameras, video recorders or note taking at non-tourist type locations
- Use of multiple sets of clothing, identifications, or the use of sketching materials (paper, pencils, etc)
- Questioning of security or office and residential personnel

The goal of any observation is to be able to communicate and report the observation accurately to members of your protective detail as well as your client and the relevant law enforcement agencies. You must therefore be able identify and describe both persons and vehicles, in a clear and descriptive manner, so that third parties can imagine or recreate a general picture of the person or vehicle described. You must therefore continuously train your and build upon your observation skills and abilities in memory retention. As an Executive Protection Specialist, you must be able to accurately and understandably identify and describe:

- Distinguishing features
- Permanent characteristics
- Changeable details or disguises
- Observations

When working on an executive protection detail, you should not focus your attention on your client but instead focus your security awareness on observing the activities of persons or

vehicles in the immediate vicinity. To observe is more than just to see, it encompasses all your senses to recognize, remember and describe accurately all matters of relevance to the situation. You need to use more than just your eyes; it demands all your senses and intellect to keep your security awareness sharp. Use the following key words when utilizing memory retention to describe a person after an observation:

- Sex
- Race
- Age
- Hair Color
- Weight
- Build
- Height
- Special Features
- Distinguishing Characteristics

Look for anything that will enable you and other team members to recognize this person from others, not just at the current situation, but also tomorrow or next week, with different clothes or in a different situation etc. The main points for your observation and description of persons should be:

- Head, Face, Neck
- Build, Height, Weight
- Hands, Fingers
- Feet, size, shoes
- Look for concealed weapons, bags, pouches, pockets
- Look for unusual characteristics:
- Crooked teeth, scars, tattoos, disabilities, strange walks, pockmarks, skin color, dark, red, pale etc.

Clothing is only important when describing a person to another team member, while the observation is taking place. Because, clothes can be quickly and easily changed and therefore have little intelligence value in a report. Therefore, you should look for clothes beneath the outer layer and always look at the

shoes, as those are seldom changed to the same extent. The same applies to backpacks and handbags or special shopping bags etc.

You should also utilize your sense of security awareness to detect if the suspect correlate with other persons or vehicles at the location. You should also observe and investigate all vehicles that are parked for prolonged periods in the immediate environment, or for short durations during activity at your clients residence or place of work etc. The same applies to vehicles that repeatedly drive by those places, are seen repeatedly along your routes, or appear to be following you. Use the following key words when utilizing memory retention to remember and describe a vehicle after an observation:

- Type
- Color
- Size
- Year
- Doors
- License No.
- Extra description

The best method to ensure you always write a good report and does not forget anything is to use the SALUTE method. SALUTE stands for:

- Situation
- Activity
- Location
- Unit
- Time
- Equipment

SITUATION REFERS TO:

- Who
- What
- Where
- Why

Basically a description of Who or What the Executive Protection Specialist team is performing Close Protection or Surveillance Detection on or for and Why if there is a specific reason, if none then just report Duty.

ACTIVITY REFERS TO:

Type of Task, RST, PES, DRI, CAT or Surveillance Detection, Static or mobile etc.

LOCATION REFERS TO:

- Where exactly does the Task take place?
- Where were the Principal?
- Where were the Executive Protection Specialist's?
- Where are the Attack points/VP's

UNIT REFERS TO:

Who is making the observation, team members, shift etc.

TIME REFERS TO:

Time and date of specific incident being reported, Day-Month-Year and the exact time from 18:07 to 18:43 etc.

- Include beginning and end time of Task or any travels you made etc.

EQUIPMENT REFERS TO:

Any specific equipment you used for protection or surveillance detection such as vehicles, weapons, communications, cameras, Dictaphones, microphones etc.

The SALUTE report, refers not just to you, but should also remind you of what you should report about the "Enemy" you encountered. Reporting, whether verbally or in written form is not a science, it is just another skill that you will need to learn to become an Executive Protection Specialist.

***"THERE ARE FOUR WAYS IN WHICH MEN PASS THROUGH LIFE:
AS GENTLEMEN WARRIORS, FARMERS, ARTISANS AND
MERCHANTS."***

Miyamoto Musashi

PRUDENT TRAVEL SECURITY

Security awareness means much more than just being observant of your immediate environment and the potential threats operation within that environment. When travelling as an Executive Protection Specialist you also need to be aware of the potential dangers that you have not even become aware of yet.

The prudent traveler utilizes security awareness during all the phases of a travel, from start to finish. Security awareness and mindfulness should be your constant companion before, during, and after all travels. The first action you should take is to ask the same questions in regards to the area you are planning to travel to as you did for your immediate environment.

Research as much as you can on your own and use all resources and networks available to you to gather as much information about threats and risks as possible. Once that is done then you should prepare a “Situation Report” (SITREP) based on the information you have gathered so far. Then you should contact your country’s law enforcement agencies and foreign ministry to gain information of the threats and risks in the area you plan to visit. What is the travel advisory status for that area, what are the risks, what threats can be expected, what is the crime rate like, what type of travels can be expected.

A Country’s “Socio-Political” assessment can quickly be established, by assessing its socio-political status based on an assessment of four social and political indicators:

1. Countries that provide ideal conditions for kidnappings are those mired in conflicts, ranging from frequent demonstrations and up to civil war.
2. Countries where the Government authority is weak, due to the presence of revolutionaries, terror groups, guerrillas

and where significant areas of the country are generally lawless or ruled by crime syndicates or warlords.

3. A third indicator of risk is countries where the police are largely ineffective, often due to a poor economy that leads to corruption and insufficient funds for both the law enforcement agencies and the judicial system.
4. The fourth indicator of risk is countries that have experienced violent conflicts within in the last two decades, such as civil war or a full-declared war. Once peace or armistice has been reached, one would assume that safety is finally at hand. However, the country is still filled with weapons and explosives, along with large numbers of unemployed combat veterans.

The insurance companies generally consider countries, which have all four indicators present as being in Risk Category “4 or 5” with five being the highest risk level possible.

Every threat or risk cannot be identified and resolved, but research and continuous reassessment of the area to be visited will enable you to be more aware, to better effect executive protection to your client, assets, and other resources, and thus to be able to respond professionally to a major crisis or emergency incident. To enable this, your “Situation Report” should have five objectives:

1. Achieve a level of security performance and emergency readiness that meets or exceeds the protection given to similar clients operating the area to be visited.
2. Increase and strengthen team and law enforcement involvement and participation in the safety and security of your client during the travel.
3. Develop and implement an assessment program, and based on the results of this program, establish a course of action for improving physical security measures and

emergency response capabilities to manage identified threats and risks.

4. Expand the executive protection program to involve all personnel involved in the travel and in responding to threats, security awareness, and risk management issues.
5. Enhance the coordination with applicable local security agencies, law enforcement, emergency services, and military regarding the executive protection program and emergency preparedness issues.

“THE GOOD GENERAL MUST KNOW FRICTION IN ORDER TO OVERCOME IT WHENEVER POSSIBLE, AND IN ORDER NOT TO EXPECT A STANDARD OF ACHIEVEMENT IN HIS OPERATIONS WHICH THIS VERY FRICTION MAKES IMPOSSIBLE.”

“IS THERE ANY LUBRICANT THAT WILL REDUCE THIS FRICTION? ONLY ONE... COMBAT EXPERIENCE.”

Carl Von Clausewitz

BASIC SECURITY AWARENESS

General security awareness, which is not specifically related to Executive Protection, but are nevertheless relevant, include several basic preventive physical actions that anyone can take in order to reduce the risk of being targeted, such as:

- Lower your profile, dress in local fashion if possible and do not wear any excessive jewelry or watches or high fashion designer clothes
- Do not wear company marked clothing and do not display a company ID tag outside of your working place, and do not post full names and titles on mail boxes and door bells
- Do not give out personal information including business cards to vendors and strangers, and have a secure amount of cash on your person at all times and use it instead of credit cards for all minor purchases
- Install monitored intruder and fire alarms systems with movement detectors and panic buttons in your residences, and install CCTV cameras at doors, gates and driveways
- Strengthen exterior doors or replace with solid security doors and install security deadbolt locks, hinge protectors and a 180° viewer
- Protect windows with security locks and access preventing bars or security laminating, and minimize outside view through the use of curtains and mirror effects, don't forget balconies and any windows accessible to determined intruders
- Erect a fence or a wall around your house and garden and support it with adequate security lightening, and park your vehicle in a closed garage with remote control opening from inside the vehicle

- Keep a key-log to account for all keys and have a spare security lock so you can replace locks immediately if keys are missing or lost even temporarily
- Do not volunteer and give away personal information to strangers over the phone, and do not provide confirmative answers to the whereabouts or availability of anyone in your household
- Choose discrete but quality vehicles with low break down statistics and install monitored alarm systems with a panic button, and laminate windows with security film
- Lock your car and ensure all windows are securely closed before leaving your car anywhere, including inside your garage, and make sure that the hood, trunk and gas tank are securely closed and locked too
- Close your windows and lock the doors before driving out from your garage or other secure parking facilities, and keep your radio or music low so not to deafen out warning sounds from traffic
- Pay close attention to the traffic around you and behind you and be alert and aware whenever you are moving very slow or are stopped in traffic and at traffic lights, do not interact with street vendors, window washers and beggars
- Keep a secure distance to vehicles in front of you and be vary of being boxed-in by traffic, always look for a get-away route and choose secure and open routes, and keep your hands on the steering wheel and the vehicle in gear when stopped in traffic
- Vary your travel routes often and changes your arrival and departure timings, if you need to stop at service stations and stores then make sure you change your selection frequently

- Keep a mobile/wireless phone on your person and in the vehicle at all times, have preset numbers for emergency and security services, avoid routes with bad reception and keep the tank at least half full at all times
- Keep a good quality first aid kit that covers all the factors of the ABC's of first aid inside the car at all times, and place a fire extinguisher and emergency rescue tool in the passenger compartment
- Keep a 2-day dose of all prescription drugs you are using or may need on your person at all times, and have another 2-day backup dose in the vehicle, and have a SOS medical card on your person at all times
- Inform responsible and trusted persons about your travels and routes when travelling through insecure and unknown areas, provide them with a departure and expected arrival time and ask them to check up on you
- Know the location of hospitals and police stations and the safest routes to them at all times, and keep an vigilant eye for potential hostile surveillance and make a mental note of anyone who gives you undue and abnormal attention
- Ensure that vehicle emergency equipment are in its place and fully functioning, and make sure such equipment and the spare tire are not hidden below lots of luggage, in any emergency breakdown time is of essence

As an Executive Protection Specialist, you will need to think about far more points than those mentioned above, all depending on the profile and threat assessment of the client you are protecting. You will need to rely on your security awareness when making decisions on whether to execute your protection program in a low profile or high profile method. Based on your client's profile and threat assessment your level of security awareness will help you decide upon simple but important matters such as your dress code. Should you wear casual street

clothing or conservative suit and tie clothing while performing protective duties? Should your dress match your client's dress code and that of your client's environment or should it set you apart and clearly define you as a security officer?

What type of vehicles should you choose in order to keep a secure balance between security and discreteness? Should you utilize protective driving techniques during daily travels and should you rely on one car or two, or use a motorcade? Should your choice of vehicles match those used by similar clients or other security departments and agencies, or should they be more ordinary looking?

Should your client drive luxury type vehicles or will less-expensive types be acceptable to your client? Could you client be convinced to choose less flashy, medium type vehicles and instead have the luxury installed as extras? Generally, the best choice would be a nondescript quality type of vehicle, which will neither attract the attention of hostile elements nor attract gestures or comments from eco-type individuals or tempt local criminals and car thieves.

As an Executive Protection Specialist you should usually keep your protective equipment out of sight and conceal it as much as possible, but without restricting or delaying access to it. You should also avoid wearing any markings, logos or badges that identifies you as security and protection personnel. The exception is of course on high-risk assignments, and when working in the diplomatic environment, where law enforcement and security agencies may demand visible identifications. In such cases try to minimize the personal information visible to all on such identifications.

As an Executive Protection Specialist you will also be aware that the greatest risk to your client is during travels between residence and places of work, and that your reactions to either hostile surveillance or an attack will be limited by the options the vehicle provides you. So part of your security

awareness will be to care for and maintain your vehicle, and inspect it daily before use both for reasons of safety and security. You should inspect the vehicle thoroughly by looking for faults and testing the mechanics, and for security reasons to make sure it has not been tampered with, rigged with electronic surveillance and tracking devices, or been rigged with an explosive device. Your security awareness should tell you that the correct method would be to inspect the vehicle with the most serious threat in mind first, in this case explosives.

Become familiar with every part and functions of all your clients vehicles, as this will help you immensely during and before driving it and will make it easier for you to detect any type of tampering or attempts at it. You should inspect the vehicles every time you have not used it for a period, and whenever you return to it when it has been parked in an unsecured location.

Refer to EPS-402¹⁷ “Bombs and IED’s” for full and detailed instructions on how to both safely and securely search vehicles, and how to respond to potential or confirmed threats.

“MUSASHI POINTS OUT THAT AS A CARPENTER BECOMES BETTER WITH HIS TOOLS AND IS ABLE TO CRAFT THINGS WITH MORE EXPERT MEASURE, SO TOO CAN A WARRIOR, OR STRATEGIST BECOME MORE SKILLED IN HIS TECHNIQUE. HOWEVER, JUST AS A CARPENTER NEEDS TO BE ABLE TO USE HIS TOOLS ACCORDING TO PLANS, SO TOO MUST A STRATEGIST BE ABLE TO ADAPT HIS STYLE OR TECHNIQUE TO THE REQUIRED STRATEGY OF THE BATTLE HE IS CURRENTLY ENGAGED IN.”¹⁸

Wikipedia

CONCLUSION TO PROTECTIVE SECURITY AWARENESS

We the faculty and founders of the OSE Institute sincerely hope you have taken to heart the many advises given in this book and will from now on continually be aware of your level of mindfulness and keep in tune with your inner voice of reason, your Security Awareness.

We purposely started the Executive Protection Specialist Program with this lesson on Security Awareness, because we know from our vast international experience that those who excel in this industry, are those who understand the importance of Security Awareness. In other words, Security Awareness is the foundation of any professional Executive Protection Specialist.

We also hope that you will appreciate the words of wisdom shared by historical masters such as Sun Tzu, Miyamoto Musashi, Carl Von Clausewitz, and Helmuth Von Moltke. As you have seen then our advice is not all new, for much of it is based upon the wisdom and battle experiences of these true masters in the art of war. All four of them write extensively on the merits of study and discipline, of understanding in detail the importance of *Knowledge, Ability, and Awareness*.

As you may have noticed then there have been very few quotes from Miyamoto Musashi in this book. That is not because he is not as important as the other three masters are, or that he does not write on aspects related to Security Awareness, but merely because our advice in this last chapter, is emphasized by his wisdom.

***"THERE ARE FOUR WAYS IN WHICH MEN PASS THROUGH LIFE:
AS GENTLEMEN WARRIORS, FARMERS, ARTISANS AND
MERCHANTS."***

Miyamoto Musashi

This does of course not mean that we advice Executive Protection Specialists to also pursue careers in farming, arts and business. However, these were the primary fields of employment in Musashi's time and thus the primary trades of importance. Therefore, a soldier or samurai needed to understand and be skilled in each of these areas in order to fully comprehend the social interactions of each field.

The same applies today, as to be an Executive Protection Specialist; you will need to behave as a *Gentleman* in your communications with your client, his family and staff, as well as those your duties bring you in contact with.

- You will need to be a *Warrior* in mind and ability, so you may be able to protect your client against direct attacks.
- You will need to be a *Farmer*, in the sense that you will need to have at least a basic knowledge of your client's business methods and environments, in order to be able to implement an effective security program. Simply replace the word *Farmer* with the title of your client's field.
- You will need to be an *Artist*, in the sense that you must have adequate skills in the various tasks needed to improve your client's security and maintain his defences.
- You will need to be a *Merchant*, in the sense that a merchant is a businessman. In its essence, Executive Protection is a service field and therefore a business. Which mean that you must have at least basic skills in writing protection proposals, conducting business meetings, and interviews, and to negotiate terms and price.

As an Executive Protection Specialist, you will need to study and master a wide range of skills and be proficient in many other related tasks and professions. In fact you need first of all to be a consultant in areas of Executive Protection and Residential Security.

Moreover, you also need to be highly proficient in both unarmed and armed combat, and have a good knowledge of weapons; so that not only can you protect yourself, but also your client at the same time. You also need to have very good driving skills and be well versed in the maintenance and operation of your client's vehicles, and know and understand matters such as tyre types, tyre pressure and vehicle armouring.

You also need to have a sound understanding of construction and the strength of building materials, as well as doors and windows, so you can survey your client's facility from points of security. You need to be well versed in local laws and regulations pertaining to not just Executive Protection, but also self defence, the use of force, arrest and restraint, and general matters such as traffic laws and specialty fields such as stalking, search of persons and conducting surveillance operations.

In addition, to this short list you also need to be proficient in basic first aid and administering of trauma care, be able to recognise the symptoms of common health problems and emergencies, and have a good knowledge of fire prevention and fire fighting. Just to name a few of the most common tasks you will be involved and have to take crucial decisions about daily.

If all the above seems daunting to you and you now have doubts about your ability and willingness to study, practice and master these basic skills. Then that is good! For please take notice, that Executive Protection is definitely not a profession for everyone. In fact is suited only for those who are fully committed and dedicated to achieve the skills needed to stand upon the pinnacle of all security and protection related sectors.

There is no position in life which demands more in terms of moral value, courage and ability than that of being a modern Knight or Samurai, which today is embodied in the Executive Protection Officer.

"THE CARPENTER USES A MASTER PLAN OF THE BUILDING, AND THE WAY OF STRATEGY IS SIMILAR IN THAT THERE IS A PLAN OF CAMPAIGN".

Miyamoto Musashi

The same applies to the process of building a career as an Executive Protection Specialist. However, the OSE Institute's Executive Specialist Program, which you have now started, will provide you with both the knowledge and strategy you need to undertake the daunting task of becoming an Executive Protection Specialist. The knowledge and strategies will be laid out step by step, in each of the 28 study modules.

1. EPS-101 - Protective Security Awareness
2. EPS-102 - Introduction to Executive Protection
3. EPS-103 - Executive Protection Principles
4. EPS-401 - Terrorist Planning Process
5. EPS-104 - Strategies and Tactics
6. EPS-501 - Operational Planning
7. EPS-502 - Operational Variables and SOPs
8. EPS-503 - Communication and Logistics
9. EPS-504 - Operations Management
10. EPS-301 - Information Gathering & Evaluation
11. EPS-302 - Threat Assessment
12. EPS-303 - Risk Analysis
13. EPS-304 - Security Surveys
14. EPS-201 - The Art and function of Advance Work (SAP)
15. EPS-202 - The Art and function of Close Protection
16. EPS-203 - The Art and function of Surveillance Detection
17. EPS-204 - The Art and function of Residential Protection

18. EPS-505 - Operational Command and Control
19. EPS-601 - Transportation and Movements
20. EPS-602 - Route Planning
21. EPS-402 - Bombs and IEDs
22. EPS-305 - Physical Security and Technology
23. EPS-701 - High-risk Operations
24. EPS-702 - Protection / International Operations
25. EPS-403 - Crisis Management & Contingency Planning
26. EPS-105 - Law, Ethics and Code of Conduct
27. EPS-703 - Written Exam / Advanced Case Assignment
28. EPS-704 - Practical Exam / Advanced Field Assignment

Each module will provide you with the knowledge and strategies needed to continue your career advancement towards becoming a truly professional Executive Protection Specialist. This is a high quality academic and professional education, based on the above listed 28 modules, which you will complete in 6 to 10 months. As an OSE Institute student you will gain in-depth knowledge and skills. The last two modules are practical and will provide you with hands-on training to compliment your academic education.

By developing your security awareness through the study of this book and by contemplating the tutorial lectures that accompanies this book, and by completing the tasks for the module, you will increase your ability to learn on your own. The OSE Institute will provide you with the foundational knowledge and strategies you will need to assess executive protection assignments and implement the best available tactical solutions. Because, can "attend" your OSE studies anytime you want and from anywhere you might be, then you can flex and control your study hours to suit your present work schedule and personal commitments, such as family, friends and interests.

We recommend that you take advantage of your studies at the OSE Institute and use the knowledge you have gain and the strategies you learn from each module, to increase and improve the security and protection programs existing within your current working place. This will enable you to put your new knowledge and learnt strategies to immediate and direct use, which will greatly increase your understanding and mastering of the subjects taught.

You can thus use your present client or employer as a base for your home studies, module tasks and assignments. Through the OSE Institute Forum you will be able to share your opinions and post questions to both your tutors and your fellow students. Just because the OSE Institute's Executive Protection Specialist Program is primarily a distance education, does not mean you will gain any less from it or that it is less qualifying than on-campus courses. In fact there are few if indeed any other training providers which offers you so much knowledge and direct strategies than the OSE Institute. And for those who erroneously believe that you can only learn by being in direct presence of a teacher, and that distance education is something new. Then just look to Miyamoto Musashi, one of history's greatest warriors and strategists for advice:

***"I PRACTICE MANY ARTS AND ABILITIES - ALL THINGS WITH NO
TEACHER"***

Miyamoto Musashi

During your studies with the OSE Institute you will learn various strategies of protection, and many different methods of dealing with threats, as well as several tactics to counter enemy actions. There are those who will stubbornly and ignorantly "claim" that there is only one way to do a specific thing. However, that view is based on a lack of in-depth knowledge in the subject, as well as an inability to accept change and an acute and dangerous lack of security awareness. Because, the tactics

employed by criminals and terrorists are continually changing and improving, which in return demands that the Executive Protection Specialist likewise change his methods and improves his knowledge and skills. In short, there is always more than one way to solve a problem or perform a task. In essence, the only thing that counts is that your specific tactic or solution is based on knowledge, strategy, tactic and security awareness. What matters is not in essence how you defeat the enemy's activities, but that you do so successfully.

"YOU CAN WIN WITH A LONG WEAPON, AND YET YOU CAN ALSO WIN WITH A SHORT WEAPON. IN SHORT, THE WAY OF THE ICHI SCHOOL IS THE SPIRIT OF WINNING, WHATEVER THE WEAPON AND WHATEVER ITS SIZE."

Miyamoto Musashi

There are many laws, regulations, and cultural rules, which will more or less dictate how you can, may and should go about the implementation of your protective strategy. In addition, there will be social, ethical, and religious "forces" that will also influence and at times attempt to dictate how you should plan and implement your protective strategy and tactics. You may indeed yourself have set moral values and loyalties that may influence your ability to be objective in your choice of acts and methods. In essence, your choice of what to do and how to do it should be based on the legalities of your working environment and what is in the best interest of your client and the protective program. Whereas, political, social, and religious views and beliefs are in themselves good and may indeed provide sound guidance, then your implementation of protective strategies and tactics must be based on effectiveness, reality and in accordance with your security awareness.

"RESPECT BUDDHA AND THE GODS WITHOUT COUNTING ON THEIR HELP."

Miyamoto Musashi

On a final note, then strategy and tactics employed in Executive Protection should and must be based on one single objective, namely the safety and security of the client you protect. Whereas, taking a proactive stance in such matters as social reform, charitable causes, as well as spiritual and religious enlightenment are good both for your and society as a whole. Then in the advent of risk, in the face of a threat, and in the crucial moments of battle, there are neither time nor place to delay or refuse actions or tactics based upon moral or ethical qualms. When the enemy strikes, the Executive Protection Specialist is no longer a preventive force, but in that very instance he becomes a “military” force engaged in a battle of life and death. Thus, the time for acts of mercy, feelings of regret and repentance are not before the client is safe.

"THERE ARE MANY WAYS: CONFUCIANISM, BUDDHISM, THE WAYS OF ELEGANCE, RICE-PLANTING, OR DANCE; THESE THINGS ARE NOT TO BE FOUND IN THE WAY OF THE WARRIOR."

Miyamoto Musashi

From this first Module of Protective Security Awareness to the final Module of Advanced Field Assignment, you will gain more knowledge than the vast majority of even those who are titled as security and protection experts have. You will learn a series of strategies and methods, which will at the end of this Program, enable you to research, plan, and implement protective strategies and tactics for near every possible risk or threat, your client may face. You will have gained such knowledge and awareness that you will always know when to resolve the problem yourself and when to outsource for specialist advice. Then you will indeed be an Executive Protection Specialist!

"WHEN I APPLY THE PRINCIPLE OF STRATEGY TO THE WAYS OF DIFFERENT ARTS AND CRAFTS, I NO LONGER HAVE NEED FOR A TEACHER IN ANY DOMAIN."

Miyamoto Musashi

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