

SPECIAL RESPONSE CORPORATION

GUIDE To EXECUTIVE PROTECTION



*This is provided as a guide and does not constitute any form of legal advice and may require review by local counsel for legal sufficiency.
For more information, please contact Special Response Corporation.*

GENERAL:

Terroristic actions and tactics run the gamut from threats, harassment and annoyance to kidnapping, inflicting permanent physical disability and assassination, to cold blooded murder. To provide intelligent and effective response and protection, in the event of a terrorist crisis, one must have formulated plans and policies in advance.

When we consider the scale and range of terrorist actions against organizations and executives, and the many diversified functions the executive must perform, usually in many geographical locations; it is impossible to develop a model executive protection plan that would meet the needs of all executives and their organizations.

This guideline will provide the necessary framework for developing an executive protection plan, and review policies that must be addressed.

POLICIES:

Policies must be established to guide and assist those responsible for preparing the plans. Major policy decisions require the input of top management. A firm but flexible policy for the operation of the plan must be formulated with supporting policy to cope with emergencies that might arise.

The protective strategy is a basic policy decision and must take into consideration the following:

1. Organizational position in relation to the threat of terrorism.
2. Extent of coverage to be provided to the executive and his family.
3. Response of the organization if one of its executives or employees is kidnapped or the recipient of an extortion threat.

PROTECTION STRATEGIES:

Protection strategies are classified into two broad categories, "hard line protection", and "low profile protection".

The hard line protection strategy provides maximum security for the Executive and his family at all times, at work, while in transit, at home, or vacationing. Maximum security for an Executive requires complete security of his residence to include the house and grounds. Consideration should be given to providing the Executive with live-in bodyguards, and a residence within a secured compound.

The Executive should be driven in an armored vehicle, with armed bodyguards, and a chauffeur trained in defensive and evasive driving tactics. One or more vehicles with armed bodyguards should remove the executive from danger if possible, and aggressively launch a counter attack against the kidnapping force. The Executive should be thoroughly briefed as to his actions and response in the event he is kidnapped.

Under the hard line policy, the Executive would fully understand that his organization would not negotiate with the terrorists or pay ransom. Any negotiation with the terrorists would be purely for the purpose of buying time to locate the Executive and his kidnappers, to enable the local authorities assisted by the executive's organization to launch a rescue operation. Counter-propaganda tactics should be employed against the terrorists, branding them as cruel, evil and criminal, motivated by criminal gain to obtain ransom monies.

The "low profile" strategy provides for a minimum of security in the utilization of protective personnel and equipment. Stress is placed on avoiding conditions and situations that would expose the executive to terrorist activities and attack. A variety of procedures and methods may be employed by the executive to blend into his surrounding, to create the impression that he is an employee rather than an executive. This can be accomplished by adding protective devices to the executive's house in the form of locks, fire detection devices, and simple alarm system. The Executive, his family and domestic staff would be briefed on not permitting personnel into the house without proper credentials; the non-acceptance of unusual mail and packages. All personnel would be trained to observe and report any unusual activities and strangers in the area.

The Executive would drive a small automobile to and from work in lieu of a chauffeured armored limousine with bodyguards. Routes and times would be varied.

Mail and visitors would be screened at the office by secretarial personnel trained to recognize and respond to unusual or threatening situations by initiating panic procedures or an alarm system. The executive could expect his organization to pay a ransom or negotiate in good faith in a kidnap situation.

The organization would not initiate or become engaged in counter-propaganda.

It should be evident from the brief outline of protection strategies that numerous policy decisions must be made regardless of the level of protection maintained by an organization.

The Corporate security department should provide guidance and policy direction in formulating the executive protection program. Top management must participate in formulation of the policies to insure the program will function properly.

After the decision is made to provide protection for its executives, a policy must be formulated in the following areas: Administrative, organizational and operational.

ADMINISTRATIVE POLICY:

The formulation of administrative policy should address and clarify the following:

1. Executives to receive protection.
2. Individual authorized to implement the executive protection plan.
3. The existence of a crisis situation must be clearly defined.
4. A decision must be made regarding entering into negotiations or extortion or ransom demands.

5. Specific individuals, or an individual must be designated and provided with the authority to negotiate.
6. The circumstances and conditions must be clarified for compliance with ransom or extortion demands.

ORGANIZATIONAL POLICY:

The following is a sampling of some of the basic policy questions that must be resolved.

1. Should the individual in charge of the protection program report to the Chief Executive or Chief of Security?
2. What size security force will be necessary to effectively activate the executive protection program?
3. Should the unit operate in a Corporate Staff capacity?

OPERATIONAL POLICY:

The following are some of the basic operational questions that must be resolved:

1. Should force be used to defeat a kidnapping attempt?
2. If a kidnapping occurs, should the police be notified immediately?
3. When a kidnapping has occurred, should attempts be made to locate the kidnappers' hideout?
4. What provisions must be taken to insure funds are available in appropriate currency to pay ransom demands?

Many questions, including the ones outlined, when answered, should lead to the formulation of precise policy and planning.

When policy has been set, and strategy for executive protection has been formulated, the next procedure in order is the precise preparation for the plan of action. The basic assumptions and ground rules applicable to most types of plans should be followed.

PLANNING:

The executive protection plan should contain instructions for the implementation of functions such as: staffing, organizing, controlling, directing and coordination.

Formal plans should contain information covering the following areas:

1. Title of plan.

2. Persons authorizing the preparation of the plan, and approving the completed plan.
3. Personnel preparing the plan.
4. Plan objectives.
5. Statement of the problems.
6. Recommended course of action.
7. Probable results.
8. Resource requirements, including manpower, equipment and support.
9. Evidence justifying course of action recommended.
10. Plan distribution
11. Date plan is approved.

The following sequence is suggested for the planning procedures:

1. Recognize the need for the plan
2. Establish plan objectives.
3. Organize a planning staff and assign specific functions.
4. Gather, organize, and analyze pertinent data.
5. Prepare tentative plans.
6. Test the tentative plans.
7. Preparation of the final plans.
8. Test the final plans.
9. Obtain approval of the plan.
10. Implementation of the plan.
11. Evaluate implementation of the plan.

PLAN CLASSIFICATION:

1. **Administrative plans:** Covers the organization, staffing, training, and equipping of the security department, or special unit designated to perform the mission of executive protection.
2. **Operational plans:** Defines the day-to-day function of the protective assignments.
3. **Procedural plans:** Describes the standard operational procedures of the protective unit and staff under specific situations and circumstances.

4. **Tactical plans:** Outlines the specific response to particular terrorist threats or actions.
5. **Liaison plans:** Outlines procedures to be followed for assistance from other organizations.

Plans should be prepared to cover the spectrum of terrorist threats and actions. Additionally, it is necessary to develop plans and procedures to cover possible escalation of a particular terrorist action.

In the formulation of policy and in planning for executive protection, elements of risk assessment should be combined with all other information sources to properly evaluate the nature and extent of a terrorist threat.

Special Response can provide protection and consultation throughout the world. Contact us for a comprehensive crisis management plan to determine your specific needs.

(NOTES)

For more information call or write

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