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## **POA – APPLICATIONS**

### CHAPTER 1 DOGS IN ASSET PROTECTION

Four footed carnivores – non-retractile claws (5 front/4 back)

Canidae family (Canidae familiaris = domestic dog)

- 12 to 20 year life span.
- 150 breeds of dogs.

Working group - perform security/safety jobs.

Herding group – ability to control the movement of other animals.

- German Shepherd.

WW2 – US used 10,000 dogs.

Law Enforcement – 1899 Belgium, 1910 England/Germany, 1956 Baltimore.

Instinctive Drives: (Optimal K9 has equal amounts of both)

Hunt drive – hunt, chase, catch prey.

Pack drive – operate in groups or packs.

Senses:

- smell and hearing are most important.
- Must be taught to rely on smell instead of sight. (Scent is primary).
- Smell – more than 100x greater than humans.
  - o Odorous particles.
  - o Can detect more than 250 yards away.
- Hearing = 2x human.
  - o Principal method used by handler to communicate.
- Sight = colorblind, detect movement.
- Touch – used to praise or correct.

Intelligence:

- more than most animals.
- vocabulary 20-100 words.
- Some dogs only respond to handlers they like.

Sensitivity – Reaction to stimulus.

- Oversensitive, Under-sensitive, Moderately sensitive (moderate is ideal).

Energy- between the extremes is most suitable. Dog with little energy is difficult to train.

Aggressiveness -Over-aggressive, Under-aggressive, Moderately aggressive

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Willingness – (desire) - can be advanced or retarded by the handler.

Motivation – kindness is usually enough, dog becomes attached to handler.  
- Tangible reward should not routinely be given. (Dependence).

### Kennels

- noise should not exceed 75 decibels.
- 150-200 yards from residential or commercial zones.
- Drainage – independent.
- Water – approved for humans.
- Fire Protection – one extinguisher per 2,500 sq. ft.
- Temperature – 60-75 degrees Fahrenheit, humidity of 40%.
- Chain link fence – 8 feet high with posted signs.
- Cleaned and maintained Daily.

Grooming                      rub/brush – against the grain.  
  Brush/rub – with the grain.

- Grooming aids in bonding with handler.
- bathing not part of normal routine (occasional).
- Eyes – show illnesses of the body.
- Ears – Vertical canal can be seen, Horizontal canal cannot be seen.
- Nose – should be shiny and moist.
- Mouth – periodic dental attention.
- Skin and Hair – glossy appearance.
- Temperature – 101-102 degrees Fahrenheit.
- Attitude – best indication of health.

### Feeding

- meat, vegetables, cereals. 36 nutrients to remain in good health.
- Balanced/complete – by the Amer. Assoc. of feed Control Officials.
- In cold weather – additional calories regulates body temperature.
- Fed same time, once a day, usually at end of workday.
- Leave out for 20-30 minutes, then take away.

- Dog weight x Food Amount:  
150 lb.            5.25 lb.  
100                4  
75                  3.25  
50                  2.5

### Diseases and prevention

- Contagious – Caused by microscopic organism, virus or bacterium.
  - o Canine distemper (usually fatal), Infectious canine hepatitis, Leptospirosis, rabbies, Lyme disease (Lyme vaccine avail.).
- Parasitic diseases – infest and feed from the host's body.
  - o External parasites – suck blood. (Ticks, fleas, lice, ear mites)
- Internal parasites – live in the dog's body. (Hookworms, Roundworms, Whipworms, Tapeworms, Heartworms)
- Noninfectious Diseases – arthritis, bloating, kidney disease, allergies.
- Best indication of health = Attitude.

### Protection Dog Selection, Training, Deployment, and Cost Advantages

- Protection **OR** Detection; not both. Detection dogs need constant retraining.

### Selecting

- any kind of dog for protection work. (German Sheppard is best).
- Not inbred.
- Trainability & Character.
- Usually males, females acceptable if spayed.
- No shelter, breeder is best.
- Middle-sized, even temperament, not a monorchid (one-testicle).
- Courage – stand its ground in the face of a threat. Must never retreat.
  - o fire a blank round 30 feet behind dog.
- Hardness – willingness to overcome undesirable forces to accomplish a goal.
- German Shepherd – most popular in U.S. 1 in 10 has necessary qualifications, Jaws = 500-600 lbs. pressure per square inch.
- Doberman Pinscher – will attack anything without regard to own safety.

### Training

- qualified professional.
- Positive reinforcement – praise.
- Compulsion – negative corrections. (ie. Shock collar)
- Inducement – balls, toys, food.
  - o Primary inducement = touch.
  - o Secondary inducement = oral or gesture.
- Start with inducement, then compulsion.
- Avoid ANTHROPOMORPHISM – attributing human characteristics to animals.
- Pack drive – dog can be trained to protect humans as it would a pack member.
- Trainer takes the place of the pack leader.

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- Train dog to avoid food not provided by handler.
- Words used to train dog are meaningless. Some trainers use a foreign language. (Helps dog to avoid responding to unauthorized commands).
- Repetition is best method by which dogs learn.
- Praise- dog desires the approval of handler. Friendly relationship.
- Cue – Encouraging the dog to respond (DON'T do it).
- Retraining in private sector = at least MONTHLY.

### Training costs

- patrol – \$4000-5000 (trainers prefer dog lives with handler).
- Detection and Recovery – **add** \$1000-5000.
- (Dog should not be trained for both).

### Deployment

- psychological deterrent.
- Minimizes personnel requirement.
- Without handler- (ie. Guard dog) - dog does not think logically, 8 foot fence, microphone linked to a central monitoring point, drinking water available, kennel can be equipped with a remotely operated door.
- With handler – more highly trained “DOG TEAM”. Dog usually has sufficient stamina to work a full tour with officer.
- Vehicle – station wagon or van, cage 2 feet below back window, windows open on both sides approx. 4 inches.
- Apprehension - escorted = handler 10 feet behind and 2 feet to the right. Dog is off leash and placed to the left.
- Tracking – dog must be specifically trained.
  - o But all dogs have an excellent sense of smell.
  - o Tracking depends on elapsed time.
- Building and Area Searches – off leash, clear voice command prior to releasing.
- Parking Lot – upwind direction to find intruders.
- Crowd Control – kept on leash. Psychological deterrent.
- Transportation of funds – canine team in front of vehicle, funds custodian in rear of vehicle.

### Tracking and Trailing

- Tracking – scent from article, **AND smells** ground disturbances.
- Trailing – only scent from article.
  - o Training for tracking/trailing takes 2 years.
- Every person has a unique scent. Usually left by the feet.
- Terrain and weather conditions – ground type, temperature.
- Dog should be fresh and not excited.
- Pour fresh water over dog's nose.
- Collar and leash – about 10 yards long.
- German Shepherd is favored breed.

Detecting Drugs, Explosives and Accelerants

**DOGS ARE THE MOST EFFICIENT METHOD.**

- incorporate scent into ball.
- Odor + response = reward.
- Daily training, 2 hours per day.
- Explosives (bomb)
  - o trained to sit and bark and not to disturb.
- Drugs – boring, can work for 20 minutes to 1 hour. 95% reliability. Most dogs learn to disregard artificial distractions.
- Explosives – Commercial Dynamite (Gelatin, TNT), smokeless powder, TNT.
- Open area search – start from downwind, quartering method.
- Building searches – Wind currents – switch off HVAC and fans.
  - o Remove all personnel, search in clockwise direction, encourage dog throughout search.
- Vehicle search – begin downwind, clockwise direction.
- Aircraft – same as building. All equipment off.
- Accelerant detection – since 1987.
  - o Exact spot to collect ***Pyrolysis products*** (fire debris) that contain an ignitable liquid. Dog trained daily. 95% accuracy.
- Olfactory sense – sense of smell.
- Arsonists – usually stick around. Take dog through onlookers.

## LIABILITY

Criminal liability – without justification or excuse, causes his or her dog to attack another person (ie. Used as a weapon)

Civil liability – threatens, attacks, or causes (sets in motion an intervening instrumentality).

- Intervening Instrumentality – ie. dog knocks over an object, and someone is injured by it.
  
- Large protection dogs will probably be considered a dangerous instrumentality.
  - Trained to intimidate.
- Dog owner knew or should have known of the dog's vicious propensity.
- Most cases hinge on whether its use constituted reasonable force.
- Dog bites non-violent trespasser – likely unreasonable force.
- Vicarious liability – the actions of the handler.
- Strict Liability – dangerous animal or dangerous instrumentality.
  - Dangerous Instrumentality Doctrine – animal is provoked.
    - Limits liability.

## Precautions

- selection of dog – trainable, stable and appropriate.
- Dog under control.
- Place public on clear notice.
- Assume the dog will be treated as a dangerous instrumentality or vicious animal in any litigation.
- Adequate liability insurance, or reserves, if self-insured.

## CHAPTER 2 HIGH-RISE STRUCTURES: LIFE SAFETY AND SECURITY CONSIDERATIONS

### ***Extends higher than maximum reach of available fire-fighting equipment.***

- 75 FEET or 7-10 stories
- must be fought by personnel inside the building rather than from outside.
- Determined by fire and building codes.
- Code:
  - o Systematic collection or revision of laws, rules or regulations.
  - o A compilation not just of existing statutes, but also of much of the Unwritten law on subjects.
- Standard:
  - o A model, type, or gauge used to establish or verify what is commonly regarded as acceptable or correct.
  - o (Minimum protection only)

### Life Safety (Primary concern)

#### Special Concerns of High-Rise Structures

- deter or detect a threat, communicate nature and location, initiate automatic or organizational responses.
  - o Threat – intent of damage or injury; an indication of something impending.
- Mandated by codes, but standards are minimum protection only.
- Most critical threats include fire, explosion, and contamination of life support systems.
- Detection, Communication, Escape Routes, Control Measures.
- ***Conflagrations*** – extensive fire.
  - o First 3 to 4 minutes are critical.
- Single air handling unit – may affect all floors served by the unit.
- Contaminants in the water supply.
- Common vertical risers for communications, distributed horizontally from junction or service ports on each floor...
  - o *For that reason, alarm signal and communications systems should be distributed so that localized points can operate independently even when communication with a central control panel or processor has been disrupted.*
- Threat of Bombing – screening equipment, vehicle control procedures, setback, window design (security film), heavy planters, bollards, etc.
  - o Setback – distance between parked vehicles and building.
- Anything that assists safe response contributes to total asset protection.
- Building and fire codes – meeting or exceeding may achieve concessions and reduce commercial insurance premiums. (Cost is offset).

### Fire Detection

- MUST rank as the **first** priority.
- Confinement, extinguishment, evacuation, escape.
- Manual pull station does not ensure that the emergency area will be accurately identified.
- Smoke Detectors – automatic fire detection devices. Located in plenum.
  - o Plenum – area above dropped ceiling.
    - Compartment or chamber.
    - Air ducts – air distribution system.
    - To supply air or return exhaust.
  - o Smoke – the total airborne effluent from heating or burning a material.
- Heat Detectors – lowest false alarm rate of all automatic fire detection devices.
  - o Certain temperature or rapid change in temperature.
- Water flow and valve position alarms – when standpipe, hose and automatic sprinkler systems are installed.
- Standpipe System – designed to transport water vertically to upper floors.
- Sprinkler System – underground and overhead, connected to an automatic water supply, activated by heat. A device actuating an alarm when the system operates is located on the system riser.
- Fire alarm systems – computer based, similar in systems architecture to security alarm systems.
  - o Field panels to main computer.
  - o Some codes prohibit fire alarm systems from performing any other function besides fire life safety.
  - o Fire alarm system -> approved relay -> Fail safe.
    - Approved relay, not directly to security system.
- Poke-throughs – post construction modifications (ie. for telecomm wiring).
  - o Permit smoke/fire to mitigate.
- Compartmentation – Barriers with fire resistance.
  - o ie. construction materials or automatic closing of doors.
- Fire/Smoke Dampers – in AC or ventilation ducts to restrict spread of fire or smoke.

### Fire Extinguishment

- When sprinklers are present, the chances of dying and property loss are cut by 1/3 to 2/3. (one to two-thirds)
- Dry/Wet chemicals – restaurants, kitchens and cafeterias.
- Halon/Halon replacements – electrical switchgear and computer data rooms. (Halon production ended January 1, 2000)



### Smoke Control

- limit the use of flammable synthetic materials.
- Predominant factors – stack effect, external wind forces and internal air movement within building.
- HVAC can be shut down or fans used to use the air duct system for smoke control.
  - o Ducts can spread fire, gases or smoke.
- In many high-rise buildings, the stairwells are automatically pressurized when an alarm occurs, to keep smoke out of the stairwells.

### Notifications

- emergency services immediately.
- Voice announcements to occupants.
- Trouble signal – indicates a fault in a monitored circuit or component of the fire alarm systems, or disarrangement of the primary or secondary power supply.

### Emergency Planning

- Emergency Management Plan
  - o Systems, staff, contact details, evacuation and relocation, training in fire drills.
- Evacuation Signage

### Special concerns of high-rise structures

- concentration of occupants and property.
- Proximity to mass transit.
- Vertical transportation – elevators/stairwells in core of structure.
- Crime pattern analysis – assist crime risk management by analyzing the incidence and distribution of crime.

### Exposed assets

- Tangible – cash and valuables, furniture, art.
- Intangible – intellectual property and causes of action.
- Core business – primary endeavor of the enterprise, including its reputation.
- Final protection scheme should involve building owner and the tenants.
  - o Need for protection flows from the nature of assets, NOT from the identities of owners.

### Life safety and security dilemma

- ie. Emergency exits vs. security concerns.
- Countermeasures - Alarm-triggered camera display and video recording when accessed.

### Building Operating Modes

- *Open* – typically unrestricted at the building entry level.
  - o proceed directly to destination floor.
- *Closed* – access to elevator banks is controlled by credential checking.
- *Hybrid* – combination. ie. When a major occupant has closed access but others do not.
  - o Some elevator banks are open and some are closed.

### Building Elements

- Rings:
  - o property boundary 1<sup>st</sup>, building 2<sup>nd</sup>, specific interior spaces 3<sup>rd</sup>.
    - High rise in urban setting – building is first.
- 3 classes or types of interior space:
  - public access or common areas.
  - Rented or assigned occupancies (tenant spaces).
  - Maintenance spaces.

(Contractors and building maintenance have MOST access).
- Identify and isolate particularly sensitive owner occupancies, impose access controls, ensure controls cannot be bypassed.
  - o Sensitive = executive, data processing, cash, proprietary data.

### Elevator Control

- card readers in elevators.
- Turnstiles before elevators.

### Service or Freight Elevators

- programmed not to access sensitive floors.
- Locked at hoistway doors on sensitive floors.
- Operator on elevator – prevents unauthorized movement of property between floors.
- Card readers, cameras.

### Building Stairwells

- must be accessible for all occupants to escape- never locked in the path of egress.
- Fire and building code requirements.
  - o May require 2 per floor – in case one is blocked.
- Fail safe – automatically unlock when fire life safety system is activated.
- Conflict = allows perpetrator to escape. Some authorities allow a 15-30 second delay to allow security to intercept.
- Stairwell intrusion alarms – zoned to indicate precisely which door was opened.

### Access Control of Interior Floors and Spaces

- access cards require authorized users to help deter piggybacking or tailgating.
- Access cards on elevators to access floors.

### Access Control of Maintenance Spaces

- fully automated – access control cards and readers, video, two-way communication.
- Lower cost – conventional lock, controlled key issuance, intrusion alarm, telephone or radio contact.

### Emergency Elevator Control

**PHASE 1** – automatic or manual return, or recall, of elevators to a designated level or alternate level.

**PHASE 2** – allows firefighting personnel to operate the car from within. (In-car operation). **KEY SHOULD NOT BE USED BY SECURITY OR ENGINEERING STAFF...FD ONLY.**

### Access Control of Fresh Air Intakes and Telecommunication Services

- Fresh Air Intakes – ie. Louvered intake shutter below grade.
- Telecommunication Services – high-security building requires two physically separated paths for telecommunication cable to separate telephone centers.
- Most critical paths for attack are located at points after all the building services are connected with one or two main trunk cables still in the structure.
  - o If exposed: Intrusion detection devices.

### Security Measures

- Lighting – important feature. Types and applications.

### Selective Site Hardening

- Construction features – resistivity to impact, firearms, bombs, etc.
- Aesthetically integrated.
- Pay attention to ceiling (or below-the-floor) spaces – hardening.
- Key Reception areas – establish reception on a floor other than the protected floor.
  - o Makes executives happier than visible high security.
- Cheaper to harden elevator lobby than each individual office.
- Physical barriers – fences, walls, planters, barricades, fountains, pools, landscaping, bollards, parking controllers and barriers.
- Window film – holds broken glass.

### Building locks and Locking Devices

- *Electromagnetic locks:*
- means of egress must be supervised by fire life safety system. (FAIL SAFE).
  - o Electrical current to the electromagnet ceases and the doors unlock.
  - o Uses a timer to automatically lock and unlock.
- *Hightower-function mortise lock or stair tower lock* –special hybrid electric locking device.
  - o Locked on the stair side for security.
- *Mortise lock* (set into the mortise or recess in the door itself.)
- *Fire Exit Hardware* – panic device. Listed and tested for use on fire-protection-rated doors.
- *An effective Key-control system* is critical to any locking system.
- *Pin tumbler mechanism* – most common type of key-operated mechanism.
  - o Can be master-keyed.
  - o Hierarchy of access groups
  - o 1. Use interchangeable or removable core locks.
    - Frequent and rapid changes.
  - o 2. Limit the use of a single control or grand master key.
    - Compromise of the locking system.
  - o 3. Use multiple controls and multiple masters.
    - Building divided into functionally different units.
  - o 4. Establish multiple key blanks.
    - Different key blanks.
  - o 5. Set up single zones – distinction between areas.
    - Distinction by floor or occupancy.
  - o 6. Maintain strict floor master key control.
    - Sub-masters given to senior personnel only of single tenants.
  - o 7. Keep control of zone master keys.
    - issued on a daily basis for imperative need only. Narrows the exposure.
  - o 8. Limit access to control keys and combinations.
    - Control keys should not be carried except when needed to make core changes.
    - Removes the entire pin tumbler (core) mechanism from the shell (cylinder housing).
  - o 9. Pay attention to exterior doors.
    - Not included in any other building master or control system.
    - Requires intrusion alarms.
    - Emergency exit stairwell doors should NOT have locking mechanisms on the exterior of doors.
  - o 10. Maintain lock quality and complexity of combination schemes.

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### Alarm Sensors – Intrusion detection systems

- *Passive infrared (PIR) sensors.*
- *Magnetic contacts.*
- *Break-wire sensors.*
- *Video motion detectors.*

### Duress Alarms

- panic alarm. (tested regularly)

### Video Surveillance

- Cost-effective.
- Amplifies the range of observation of security staff.
- Interfaced with intercoms and intrusion detection devices.
- CCTV is part of the basic security measures that make up the total security program.
- Camera locations.
  - o Critical entry or exit areas for pedestrians.
  - o Pedestrian access points operated remotely.
  - o Access points with access control devices.
  - o Inside elevator cars.
  - o Sensitive interior spaces.
  - o Vehicle entrances and exits.
  - o Covert surveillance areas.
    - Check local laws.
- Monitoring and response.
  - o Video surveillance without critical analysis of the activity under observation, or without a response resource if one is needed, is operationally inadequate and economically wasteful.
  - o **“Design the application first and fit the equipment to it”.**

### Integrated Security Systems

- Important to have a central location to monitor and control.
  - o Dedicated facility.
  - o Should be the most secure location in the structure.

### Security and Personnel

- Primary role - implement the building’s life safety and security program.
- Clearly defined policies and procedures.
- POST ORDERS – documented security instructions.
- Critical to the building’s Emergency Management Plan.

“Sometimes life safety and security considerations conflict with each other”.

## CHAPTER 3 MANAGING CORPORATE SPECIAL EVENTS

Special Event – a group activity including, but not limited to, a performance, meeting, assembly, contest, exhibit, ceremony, parade, athletic competition, reading, or picnic involving more than 20 people – or a group activity involving less than 20 people for which specific space is requested to be reserved.

- Primary duty is to provide safety and security.
- Secondary duty is to safeguard property.
- Security Plan – preventative and reactive measures.
- No two events are ever the same (even if a regular event).
- Protect a wide range of people.
  - OSHA – *Crowd Management Safety Guidelines for Retailers*.
- **Reduce risk** – overall responsibility.
- If little experience, higher a special event security provider or just accept the risk and provide no security.
- A single person should be designated as event security director.

To identify the scope of responsibility, you must know the risks associated with the event. (without risk assessment – it's only warm bodies).

Use one of the following tools:

1. *ASIS Protection of Assets*
2. *The Vulnerability Identification self-Assessment Tool (ViSAT)*.
  - developed by DHS
  - 200 questions covering 7 areas:
    - security plan, polices and procedures, security force and security awareness training, cargo, personnel, vehicle access control, physical security issues, security technology, communication security, and information security.
3. *DHS's Risk Self-Assessment Tool (RSAT)* – for stadiums and arenas.

- a single person should be designated as the Event Security Director.

### Factors in Event Planning

- Time sensitivity (arrival, changes, VIPs, parking)
- Organizational structure – misunderstanding of responsibilities.
- Volunteers – enthusiasm but no experience.
- Location- unusual locations not specifically designed for crowds.
- Event site maps.
- May attract an over-capacity crowd.
  - Increases probabilities of accidents and incidents.
- How many event personnel are involved.
- Know the audience (age, children, wheelchairs, demonstrators, foreign attendees).
- Parking and traffic flow concerns (signage and barriers).
- Nature of the event.

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- Consider the numerous secondary activities associated with the event (ie. Pre or post parties, etc.)
- Weather
- Budget

### Communication

- command center, operations center – for large events.
- Electronic communication must be tested.
- Plan must address:
  - o Media locations (rooms for computers and telephones),
  - o press tags and credentials, access control, screening and searches, media interviews and requests.
- Federal Communications Commission Regulations.

### Components of a Special Event Security Plan

Security strategies, distinctive security measures, and risk assessment tools.

- Comprehensive Security Plan – allows for efficient implementation.
  - o date each page of the document and discard old versions.
  - o Complete copies given only to a limited number of persons.
- Mission Statement – describes what security operation is being tasked with doing.
- Scope (what and how) – delineated duties.
- Security Plan site maps and Vicinity maps to include hospitals, police, parking lots, liquor stores, parks, schools, etc.
- Security and liaison personnel.
  - Effective on-site liaison - (final decision maker for that organization for its segment of the operation).
- agreed chain of command.
- Command or operations center – principal, multiple field, or mobile.
  - Should include representatives from various departments and organizations.

### Security Company Documentation

- contingent security should provide a statement documenting which laws it is subject to regarding the security services it will provide.
- Include:
  - o Manuals
  - o Policies and procedures, rules and regulations.
  - o Handouts.

Event Schedules and Timelines, Security Post assignments, Emergency Response procedures.

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### Access Control and Searches

- Access Control – screening **who** may enter.
- Admissions Control – the control of **items or objects** not allowed.
  - signage must identify what searchers will look for and options for a person who chooses not to be searched.
- secondary metal detectors for persons who alert.
- males search males, females search females.
- each individual should be asked for permission for the search.

### Emergency response

- should address contingencies and attach specific instructions for responding, including evacuation.

Custom Planning – strategies, security measures, risk assessment tools.

### Post Event Conference

- review all facets of the event operations and all actions taken in the course of the event.



## CHAPTER 4 SECURITY IN A GLOBAL ENVIRONMENT

Holistic Risk Manager – constantly monitoring, evaluating, and adjusting as needed.

Emergency and continuity planning.

Fluidity of worldwide geopolitical risk.

- Analyze the risk:
  - Accept the risk.
  - Mitigate it.
  - Transfer the risk.

### Who should be covered?

- International business travelers.
- Employees.
- Expatriates – permanent residents of countries they are working in.
- Local national employees.
- Contractors.

### Purpose of the Policies and Guidelines

#### International security applications should be guided by the following tenants:

- Organization's core value and beliefs.
- Risk Analysis – employees must understand.
  - o *Duty of Care* and *Duty to Disclose*.
- Acceptable levels of risk:
  - o *Standard of care* – appropriate countermeasures to reduce the risk to an acceptable level.
- Personal responsibility for safety.
  - o *Duty to comply*.
- Responsibility for protecting the organization's assets.
- Responsibility for protecting the organization's reputation.
- Compliance with laws and customs.
  - o *Duty to comply*.

### Accountabilities and Responsibilities

- Business leader.
  - o Ensures awareness of security requirements.
  - o Helps them meet those requirements.
  - o Ensures appropriate crisis response.
  - o Assess communications requirements.
- Human capital leader.
  - o Ensure appropriate insurance.
  - o Personal profiles – baseline medical information.
  - o Establish a travel policy.
- Travel leader.
  - o Ensure employees understand support available and conduct expected.
  - o Champion a travel policy that empowers travelers to be responsible and accountable for their actions in exigent situations.
- Security leader.
  - o Assist with sensitive issues.
  - o Provide risk assessments.
  - o Provide Stewardship for international crisis management plan.
  - o Ensure travelers have access to necessary tools.
- International traveler.
  - o Review risk assessments.
  - o Report incidents and monitor events.

### Country Risk Categories

- no global standard.
- U.S. Department of State
- British Foreign and Commonwealth Office.
- Suppliers can provide risk assessments:
  - o Pull and push delivery methods:
    - Pull – search for data on a web site.
    - Push – can automatically interface with airline itinerary, facility, etc.

### Characteristics of countries with various risk ratings:

- Communications.
- Medical.
- Law enforcement/Military.
- Stability of government.
- Treatment of business.
- Crime rates.
- Civil rights.

Risk assessments are based on the severity of the risk and the likelihood of occurrence.

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### Personnel living abroad

#### Personal profile (ALWAYS)

- employee and family.
- sealed and given to security.
- photograph, fingerprints, handwriting sample.

Registration with embassy or consulate – medium risk countries.

First aid training – high risk countries.

#### Risks that may be encountered

- Crime – most common risk.
  - o Carjackings and “tiger kidnappings”.
  - o Women especially vulnerable.
- Arrest and incarceration.
  - o Travelers not aware of local laws or customs.
  - o Seek diplomatic representation.
- Illness.
  - o Private medical suppliers, medical kits, first aid training.
  - o “Golden minutes” – period when medical treatment has the highest likelihood of preventing death.
- Accident.
- Natural disaster.
- Geopolitical events.
  - o Changes to local governments.

#### Countermeasures – Global or localized approach (depending on situation).

- General intelligence briefings.
- Threat-specific briefings.
- Intelligence forecasts (used before investing in a business activity).
- Contingency planning and exercises.
- Evacuation planning:
  - o alert stage, preparation for evacuation stage, Evacuation stage.
  - o Also include stand-fast procedures.

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### Prepare an evacuation plan

- Policy statement – organization’s commitment and employee responsibilities to take precautions.
- General security requirements for office, vehicle and home.
- Crisis management team.
  - o (local and corporate).
- Alert levels:
  - o “stand by for information” level.
  - o Evacuation level.
  - o Stand-fast level.
- Action plans.
  - o Checklist for each team member outlining actions during an emergency.

### Communications

May include a satellite phone.

### Medical Considerations

- first aid training, medical kits, vaccinations, travel insurance, and evacuation plans.
- Travel health assessments on personnel who will be travelling.
  - o “Fitness to travel assessment”.
- Medical Assistance Groups – medical plan or assistance group.
- High risk countries – first aid kit and carry own blood and plasma.
- Upon return home – Post Travel Health Assessment (PTA).
- Immunizations:
  - o Recommendations from:
    - World Health Organization.
    - US Centers for Disease Control and Prevention.

### Security Awareness Training

- Personal security.
- Proprietary information.
- Dealing with local authorities.
- Comprehensive travel instructions (ie. Booklet).

### Embassies and consulates

- some countries allow for Web-based registration.

### Culture Orientation

### Employee Profile and Emergency Information

- required medications, medical conditions, physician contact, blood type, marks and scars.
- Photographs, fingerprints, handwriting, voice recordings, secret passwords.

Jonathan Taormina, CPP, CFE, PCI

#### Employee and Asset Tracking

- GPS – Global Positioning System.

#### Carrier Safety Analysis

- air or sea worthiness.

#### Ground Transportation

- Taxis (ie. Females alone?), rental cars, public transport (crowded).

#### Residence and Hotel Vetting

Safety Hazards may pose a greater risk than Security Threats.

- ie. risk of fire.

#### Domestic Help Vetting

#### Plant and office physical security

Telecommuting – strict policy of physical and cyber security.

#### Kidnap/Ransom/Extortion Response (KRE)

- KRE insurance. Kept confidential to avoid being targeted.
- Includes expenses for negotiators.
- Extortion – threat and ransom to perform an act.

#### Bribery and Corruption

- some countries – accepted culturally and legally.
- Transparency International – Corruption Perception Index
- Foreign Corrupt Practices Act (FCPA) – makes it unlawful for a U.S. person to make a payment to a foreign official for the purpose of obtaining or retaining business for, or with, or directing business to any person.

#### Information Security

- protecting information assets.
- Consider country's cultural and legal stance on the protection of intellectual property. (Some are non-existent).
- May not have laws, or may not enforce laws against wiretapping.
- May have to arrange for regular electronic countermeasures (electronic sweeps).
- Telecommunications are especially susceptible – employees should be encouraged not to use telephones (mobile or landline) and faxes.
- Laptops may be able to use encryption software to protect electronically transferred document....**BUT: the security manager should ensure that the type of encryption being employed can legally be used in the destination country.**