

CLOSE PROTECTION TEAMWORK

Close Protection Teamwork

AIM: To discuss the importance of teamwork within Close Protection and to understand how to conduct an operational briefing

Intended Learning Outcomes: By the end of the session trainees will be able to:

1. Describe the attributes of an effective team
2. Explain the importance of knowing and using other team members' abilities and skills
3. Explain the importance of personal and team preparation
4. State the importance of standard operating procedures (SOPs)
5. Describe the importance of effective communication within the Close Protection Team
6. Explain the structure and purpose of operational briefings and de-briefings.

National Occupational Standards:

PCP 2	Plan and prepare to minimise threat and risk to Principals
PCP 3	Liaise and communicate with Principals and others
PCP 5 (SLP2)	Communicate effectively in the workplace
PCP 6	Maintain the safety and security of Principals whilst on foot
PCP 7	Maintain the safety and security of Principals whilst in transit

Employment NTO

UNIT 3	Promote a healthy and safe workplace
UNIT 5	Give a positive image of your self
UNIT 6	Work effectively with other agencies
UNIT 7	Develop your personal networks
UNIT 10	Provide leadership for your team
UNIT 12	Manage your own resources
UNIT 14	Promote equality and value diversity.

CLOSE PROTECTION TEAMWORK

Introduction

The heading is somewhat misleading as the definition of “*Team*” might, in many instances be a reference to only one man. This is low – level protection but quite often, if the level of threat and/or depth of pocket to provide a solution to the problem is shallow, then one man will endeavour to cover as many aspects of a full team effort as possible

He may be personal Bodyguard, Driver, Medic, Social Organiser, and all round Security Advisor. At the other extreme, a team, if the treat demands, may amount to excess of 80 people where the main function of the protective effort are duplicated or even tripled to account for major shift changes and ongoing team training. Broadly however there are certain functions which one needs to have in place. “The protective effort” of two Principal factors:.

1. *“The Threat and the Client’s willingness to pay”.*

Working in a team involves a delicate balance of personality, expertise, and co-operation. For a team to function, everyone must keep the best interests of the Principal, company, and the team in mind. Using a combined team, working knowledge of all aspects of CP, a Close Protection Team will lead to a high degree of expertise giving the Principal better protection.

2. The Importance Of Knowing And Using Other Team Members' Abilities And Skills

The SAS over the years have developed cohesive teams, each member is skilled in all aspects of soldiering but individuals in the team are trained in their own personal skill e.g. medic, demolitions or mechanic. This can also be said for a well- trained Close Protection Team; all members must have a sound understanding of Close Protection skills and operation, but also possess individual skills such as; surveillance, communication and advance driving and First Aid

There was an instance in Iraq where two Close Protection Teams working together, fought off 100 insurgents. This was mainly due to the high level of training in weapons and tactics and also good communications between CPO's and teamwork and the understanding of the word team and individual skills.

Personal and Team Preparation.

All team members are individually responsible for the following:

Personal fitness

Physical health

Personal hygiene

Self Discipline

Self awareness

Continuation training in personal skills

Team preparation is very important in any C P operation. Preparation can be conducted in many ways, but the most effective is training and repetition. The more drills are practiced; the more instinctively they will be executed on the ground. Walking formations and tactical driving must be instinctive in all Close Protection scenarios.

The Importance of Standard Operating Procedures (SOPs)

Standard Operating Procedures (SOPs) are a military concept. It basically equates to the terms of condition of employment of which, if you fail to comply, *“might”* give reason for you to be discharged from the company

However, SOP's are intended to act as a 'guideline' and the requirement of the CPO to be flexible at all times often requires him to adapt to any given situation, which may in turn require him to adjust the SOP's to fit

***“SOP'S ARE A BIBLE FOR THE FOOL
AND A GUIDELINE FOR A WISE MAN”.***

Here is a copy of a set of SOP's aimed at the Close Protection Operative:

SECURITY – TRAVEL BY VEHICLE

Introduction

Experience indicates that the most vulnerable period for any potential attack or kidnap is the time spent travelling between place of work and residence. Mobile security thus becomes the most demanding of all aspects of personal security and requires constant vigilance and the observance of basic rules. The application of the important Principal of mental awareness, observation and prompt reaction has proved to be the best form of defence.

Main Aims

1.Deterrence

There are many examples of attack and kidnap gangs turning their attention away from political victims solely because the precautions taken by such a target whilst travelling, has made the outcome unpredictable and risky

2.Recognition of Danger: - *“THINK LIKE THE ENEMY”*

If attackers plan to attack a potential victim whilst he is travelling by vehicle they will need to mount prior surveillance, unless they have reliable information from other sources. This provides an opportunity for those potential victims who maintain mental alertness to spot that they are under scrutiny and to take preventative action.

3.Avoidance of Ambush Areas

The alert driver should be able to identify and avoid likely ambush areas and, if an attack is mounted, know how best to react and evade the attackers.

4. Vehicle Type and Security Equipment

The type of vehicle chosen for regular use and the equipment with which it is fitted, contribute greatly to the security of the driver and passengers. A vehicle is not only a fast, comfortable and convenient method of transport; in an emergency it can also be an instrument of protection in an attempted ambush

5. The vehicle should:

- a) Be first and foremost, inconspicuous; it should be of a type and colour in common use in the area through which it travelling and be fitted with local number plates
- b) Be robust, reliable and capable of high speed
- c) Be able to provide the driver with good all round visibility
- d) Be capable of covering long distances on full tanks.

6. Vehicles should have the following equipment:

- a) At least three large rear view mirrors
- b) Strong front and rear bumpers
- c) Robust locks, including window locks and central locking
- d) Inertia seat belts fitted to all seats
- e) Spare tyre, spare fuel, tow rope, jump leads, tool kit
- f) Powder or foam extinguisher.
- g) First aid kit
- h) Powerful torch
- i) Local area map
- j) Weapons as authorised
- k) Spare food and water
- l) Radio communications
- m) GPS or compass (depending on the situation).

All vehicles regularly used by persons who are assessed as being potential targets should be inconspicuously modified to include:

Extra rear view mirror for passenger

Anti tamper alarm with internal indicator

Additional equipment which may be appropriate for fitting to vehicle driven in high risk-areas includes:

Siren

Reinforced front bumpers

Bullet resistant windows and windscreen

Run flat tires

Non-burn fuel tank

Armour plating fitted as an anti-ambush precaution

Revolver pocket in front seat

Air conditioning.

Personal Drivers

Company drivers must be carefully vetted prior to employment on such duties. It is not sufficient that chauffeurs/drivers can drive well; they must also be fully competent in defensive driving techniques and possess security awareness

Every driver should be fully briefed and practised in routine and emergency procedures relating to:.

The secure garaging of vehicles.

Routine security procedures e.g. parking and setting down/picking up of passenger

The maintenance of the vehicle engine

The checking and searching of the vehicle for explosive devices

Emergency procedures whilst travelling e.g. breakdown response to aggressive and non-aggressive surveillance and attempted attack

The correct response to pre-arranged verbal and visual distress signals.

Route Selection and Timings

The routes most often used and the journeys undertaken are those between the residence and place of work.

Although choice may be limited, the following criteria should influence route and time of travel:.

The most direct route should not always be used. For regular journeys use at least three alternative routes

Use routes which traffic can travel unhindered, such as dual carriageways, major trunk roads

Be vigilant at vulnerable points such as traffic light, road works, shopping areas, during rush hour

Avoid dark or dimly lit areas in towns and cities

Avoid areas known for high crime rates

Identify all safe havens on route in case of emergency

Avoid routine and timings.

Preparation for Journey

The following procedures should be used prior to the commencement of a journey:

1. Instruct on route selection at the last possible moment.
2. Phone ahead and confirm arrival time
3. When leaving any building do so carefully observing your surroundings, approach your vehicle with caution
4. Check vehicle for any signs of tampering, if in doubt have the vehicle searched
5. Always ensure the vehicles fuel tank is at least half full
6. Do not overload the vehicle - it cannot be driven safely, defensively or evasively
7. Ensure any equipment that may cause harm in the event of an RTA is secured.

Before moving off check the following:

1. Adjust all mirrors
2. Put on seat belts. These should be worn at all times by **ALL** persons in the vehicle
3. Lock all doors and keep all windows closed
4. Warm up engine
5. Test Brakes
6. Check for surveillance.

Routine Procedures en Route

When travelling, the following procedures should be followed:

1. Keep at least one car's distance between your car and any vehicle in front, particularly when stopped. This allows room to manoeuvre if trouble occurs. As a general rule you should always be able to see the rear bumper of the car in front
2. Always drive at the fastest, safest, legal speed
3. Keep to the middle or outside lane, especially in heavy traffic, this makes it more difficult for a driver to force a car being followed into the kerb
4. Travel in convoy with friends/colleagues; bodyguards should travel in a separate vehicle in convoy with and behind your vehicle.

5. Maintain mental awareness; be sensitive to surveillance persons in other vehicles
6. Do not offer lifts or open doors or windows to unknown persons
7. Do not slow down or stop at the scene of an accident even if your vehicle is directly involved. Proceed directly to the nearest safe haven and report the accident there
8. If stopped by Policemen or Military at a “*suspicious*” road block do not obey instructions to open your doors or windows, or get out of the vehicle. Offer to follow them to the nearest Police, Military post, or safe house.

Actions on Arrival at Destination

The following procedures should be taken on arrival at a destination:

1. When approaching your destination, slow down and look around, if in doubt do not stop, but drive round again. When satisfied park the car but keep the engine running and be prepared to move off quickly
2. Always leave the vehicle locked ensuring all doors and windows are secure, also check that the boot, engine and fuel cap are secure
3. Park out of public sight so personal movements cannot be observed
4. Avoid parking in the same place where you are a frequent visitor
5. Avoid the use of personal parking places.

If it is possible to park in a lockable garage this should consist of the following:

1. Garage should have an internal covered exit way into the office / property
2. There should not be any delay at the entrance
3. Not until the garage doors are locked behind you should the occupants unlock or alight from the vehicle
4. The garage should be kept locked at all times when not in use.

Vehicle Maintenance Procedures:

Efficient maintenance of the vehicle is essential to ensure its reliability and the safety of the passengers. Because of the ease with which a vehicle can be sabotaged, and because the occupants of a stationary car are more vulnerable to attack, the following procedures should be adopted:

1. If possible, minor servicing should be carried out by the driver
2. Specialist maintenance should be arranged by the driver with the garage concerned. It should be booked in under his or an assumed name and not that of the company or organisation.

3. The vehicle should be taken to and collected from the garage by the driver
4. 2 way radios and other security equipment should be removed from the vehicle before the vehicle is taken to the garage
5. The vehicle should be checked on return for any signs of tampering (including electronic device sweep)
6. The company should select reliable garages to be used for maintenance and refuelling.

Emergency Procedures On Route:

The actions outlined in the following slides which relate to a vehicle breakdown, a non aggressive follow and a attempted kidnap, should be taken when these or similar incidents occur on route.

Vehicle Breakdown:

In the event of a breakdown:

Get the vehicle off the road immediately; this will avoid a hold up and prevent attracting attention. Communicate with your source of help immediately, giving:

1. Your exact location
2. A means of contacting you
3. Reason for breakdown
4. The type of assistance required.

5. Your intended actions on repair: either continue journey or not
6. If the intention is to continue your journey and there is not safe haven in the immediate vicinity, the passenger should remain in the vehicle with the windows and doors locked. However, if there is a strong and safely constructed building nearby in which you can seek refuge this should be used
7. Alternatively, drive from the scene in the bodyguard's vehicle leaving him with your broken down vehicle.

Non-Aggressive Follow:

A non-aggressive follow can be undertaken by one vehicle following the vehicle occupied by the person being observed but keeping well back. The purpose of this follow is to take notes and establish the routines and destinations of the occupants. Actions to counter a non aggressive should be:

1. Verify the follow by turning off the intended route and returning to it
2. Drive normally so as not to instigate offensive action
3. If you have confirmed a follow:
 - a) off the planned route in the general direction of your
 - b) destination and drive to a safe haven
 - b) Request the authorities to investigate
 - c) Communicate with office
 - d) Observe carefully before deciding to resume your journey.

Aggressive Follow:

An aggressive-follow normally involves one or two vehicles with two or more occupants who make no secret of their interest in the target vehicle. Their intention could be to force you into an ambush. Your response should be as follows:

1. Immediately inform a reliable source of assistance, by radio (if this equipment is fitted)
2. Drive at maximum safe speed to the nearest safe haven, sounding your car horn
3. On arrival, inform the authorities and security forces and await their arrival
4. Inform your main office of the incident.

Attempted Kidnap:

If a kidnap attempt is made, the response action should be:

1. Try to keep the car moving. This is the most important principle
2. Evade any blocked route by:
 - A. Driving across the centre of the road or onto the pavement to get past the ambush. **Or:**
 - B. Reversing away from the scene. **Or:**
 - C. Knock the blocking vehicle out of the way, but only if this needs a glancing blow. Do not attempt this is if it likely to immobilise your vehicle
 - D. Use the vehicle horn and smoke if the vehicle is equipped with this
 - E. Avoid the use of firearms unless absolutely necessary. The use of firearms will inevitably provoke retaliation.

CLOSE PROTECTION – ORDERS FOR AN OPERATIVE

These orders apply to all CPO's on BG tasks. They will be supplemented by specific instructions regarding each particular operation. These orders will be administered by the Close Protection Team Commander (Team Leader). Any breach of these orders will render the offender liable to disciplinary action by the Company

Professional Attitude

1. All CPO's must at all times be smartly dressed, and freshly shaved. Due to the CPO's close proximity to the Client, his personal hygiene must be scrupulous
2. You must at all times maintain a disciplined and professional attitude towards your Client, his/her family, guests and staff
3. A Principal(s) should be addressed by his/her title, which is "Sir" or "Madam" as appropriate.

Punctuality

This is vital, both with your Principal and the rest of your team. You are to arrive at any briefing or tasking at least 10 minutes before the start time stated by your Commander

Weapons and Equipment

There will be a local SOP for the storage and use of weapons. However, it is your response ability to ensure your weapon is cleaned on a daily basis and properly secured when not in use

Security

Never discuss any security matters pertaining to the Client or the operation with anyone unless ordered to do so by the Team Leader. Security is paramount to any Close Protection Operation.

Media

Under no circumstances are you to discuss any matter relating to your tasking with any members of the media. Any requests for information must be passed to your Team Leader, who must refer the request to Head Office

Illegal Approaches

Any approach to Clients or Client personnel, of a criminal or even suspicious nature, is to be reported to the Team Leader

General Points

Smoking on duty is not allowed. No alcohol is to be consumed for 48 hours before any close protection operation

The Close Protection Operative has specific tasks to undertake and must devote all his attention to these. You must not become involved in non-security related tasks such as carrying luggage or running errands. Any Client requests for you to carry out such tasks must be referred to the Team Leader.

ORDERS FOR TRAINING AND BRIEFING CLIENTS

To enable the security operation to be as effective as possible, the Client must undergo familiarization training in a secure environment. This process is designed to inform and reassure the Client that all reasonable measures have been taken to enhance their safety, including the procedures to be employed in the event of an incident

It is the responsibility of the Close Protection Team Leader to ensure that these orders are followed

Locations

1. The training / briefing location must be secure
2. Consider using the Airport / Safe house. This will need to be secure
3. Project Office - ensure Guard on gate.

Content

1. Welcome/ introduce Close Protection Team(s) / chain of command
2. Orientation / Map
3. Confirmation of Medical needs
4. Confirmation of itinerary
5. Issue of Passes and insurance cards
6. Introduction to the team weapons and their use
7. Give Evacuation Plan with insurance details.

8. Current Intelligence brief
9. Demonstration of team formations
10. Drills while travelling in the vehicle
11. Actions to be taken on the following: Ambush / Explosion / Breakdown / Medical Emergency / Check points
12. Location of vehicle in the secure area
13. Seating Plan in vehicle and why
14. Consider “drills” training in vehicles.

The Importance of Effective Communication within the Close Protection Team

As part of the orders process as outlined earlier in this lesson the aim of orders is:

- 1. To let everyone know what they have to do**
- 2. To let everyone know what equipment they require**
- 3. And what support they are going to get**

Orders are given verbally so that everyone involved in the operation knows what they are doing and understands their objectives.

Effective communications are vital to close protection operations to ensure that everyone know what they have to do and who it is to be done. Regardless of the scope of the CP operation, the officer will have cause to interact with various elements of society. On a daily basis, a CPO will communicate not only with his Principal but also colleagues up and down the command chain. Situations both routine and extraordinary might mean communicating with the police, emergency services, contractors, security consultants and gardeners.

The CPO must be able to communicate with these people in a manner that reflects the professionalism of the security team and the position of the Principal. A hallmark of the CPO's professionalism is the way that he can communicate with an attitude of calm confidence

Communication skills are quite literally the cornerstone of being a member of a Close Protection Team. You must master a variety of communicative skills if you are to be a successful CPO. As well as basic human instinctive skills we are born with, you also need to get up to speed very quickly in the use of Radio equipment along with the procedures that go with it.

RADIO PROCEDURE

A radio net is a group of stations consisting of a control station and sub-stations working together for the purpose of communication. Speech Technique Clear and concise speech over the radio will result in first attempt transmission

R = Rhythm	short sentences with a natural rhythm
S = Speed	slightly slower than normal speech
V = Volume	normal during the day quieter at night
P = Pitch	slightly higher than normal.

Radio Discipline

The following rules for use on the radio are mandatory on all radio nets. All stations must:

1. Use the correct voice procedure
2. Maintain a constant radio listening watch
3. Ensure the frequency is correct
4. Answer all authenticated calls without delay
5. Listen before transmitting
6. Avoid unnecessary transmissions
7. Keep transmissions as short as possible.

Once you have established communications with the use of a radio check you may be required to send a message at any given time to one or more stations. To set this up you must first send an initial call as follows:

HELLO	To alert the net
CALLSIGN	Your call sign
TEXT	Your message
END	End of transmission

The Phonic Alphabet:

Alpha, Bravo, Charlie, Delta, Echo, Foxtrot, Golf, Hotel, India, Juliet, Kilo, Lima, Mike, November, Oscar, Papa, Quebec, Romeo, Sierra, Tango, Uniform, Victor, Whiskey, X-Ray, Yankee, Zulu.

NUMBERS CODES

Numbers must be said clearly over the radio and are to be repeated back to you. Say numbers long and over exaggerate the numbers

CODE RED: All officers to attend contact position. Attack has broken out or is imminent

CODE BLUE: First aid and medical attention required

CODE GREEN : All is OK.

The Structure and Purpose of Operational Briefings and De-Briefings

The aim of briefing is to:

1. Inform all involved in the operation what they have to do
2. The current situation on the ground
3. Situation update
4. Warning order
5. Confirmatory orders
6. Formal orders.

THE WARNING ORDER

A Warning Order it is the best way to formulate a quick assessment. A Warning Order is issued to a Close Protection Officer as soon as the first news of an assignment is received. Time must not be wasted waiting before all details of a threat assessment are assembled. A Warning Order is used as an advanced order and it will be broken down into the following subjects:

WHO is our Client?

WHEN is the assignment?

WHAT or who is the immediate threat?

WHERE is the location?.

WHAT equipment is required?

DE- BRIEFINGS

De- briefing is conducted after all Close Protection Operations. There are many reasons for de-brief; including:

1. As a means to confirm/deny, (through discussion with ALL team members), if there were any real-time or potential threats spotted en-route/at the venue, to the Client or Protection Team
2. As a means to confirm/deny any surveillance activity against the team/Client
3. As a means to update any previously held intelligence on a venue or routes to and from the venue

SUMMARY

Teamwork is everything when it comes to the application of Close Protection. Any team is only as good as its weakest link as the saying goes. The one difference is Close Protection is that you cannot afford to have **ANY** weak links.