# Contents

<table>
<thead>
<tr>
<th>Foreword</th>
<th>xiii</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributors List</td>
<td>xv</td>
</tr>
<tr>
<td>Introduction</td>
<td>xix</td>
</tr>
<tr>
<td>Code of Ethics</td>
<td>xxv</td>
</tr>
</tbody>
</table>

## I

### FOUNDATIONS

#### 1. Concepts and Theories of Asset Protection

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

#### 2. The Evolution of Asset Protection and Security

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

#### 3. Role of the Professional Protection Officer

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

#### 4. The Protection Officer as a Leader

Introduction 55  
Do You Really Want to be a Leader? 56
CONTENTS

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

5. Career Planning for Protection Professionals
CHRISTOPHER A. HERTIG AND CHRIS RICHARDSON
Importance of Career Planning 65
Education 66
Training 66
Experience 67
Licensing/Certification 68
Networking 68
Job Search 69
Career Advancement 69
References 71
Resources 71

II
COMMUNICATIONS

6. Effective Communications
CHARLES T. THIBODEAU
Effective Communications Defined 75
Due Diligence Based on Effective Communications 75
Channels of Communications 76
The Six Essentials of Effective Communications 76
Consider the Audience 76
Verifying Communications with Feedback 77
Myths and Misconceptions in Communications 77
Proper Use of Communications Devices 77
Summary 80

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

8. Central Alarm Stations and Dispatch Operations
SEAN SMITH, JIM ELLIS, AND RICH ABRAMS
Introduction 89
History of Central Alarm and Dispatch Centers 90
Types of Monitoring Systems 91
Types of Sensors 95
Transmission Media 98
Visitor Management Systems 99
Communications 100
Conclusion 101
References 102

III
PROTECTION OFFICER FUNCTIONS

9. Automation in Protection Operations
KEVIN E. PETERSON
Historical Perspective 107
Contemporary Security Environment 108
The Role of the Professional Protection Officer 112
Summary 113
References 114
10. Patrol Principles
CHRISTOPHER A. VAIL

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

11. Traffic Control
ARTHUR A. HOLM

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

12. Crowd Management and Special Event Planning
PATRICK C. BISHOP, TERENCE M. GIBBS, AND JENNIFER LANTZ

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

13. Environmental Crime Control
GLEN KITTERINGHAM

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

14. Physical Security Concepts and Applications
KEVIN T. DOSS AND DENIS A. O’SULLIVAN

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

IV
CRIME PREVENTION AND PHYSICAL SECURITY
### CONTENTS

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

### 15. Alarm System Fundamentals

DOUG DURANT AND KEVIN POUND

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

### 16. Access Control

COLIN BEST

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

### 17. Detection Technology

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

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

### 18. Fire Prevention, Detection, and Response

MICHAEL STROBERGER

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

### 19. Occupational Safety and Health and the Protection Officer

KEVIN PALACIOS

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

### 20. An All Hazards Approach to Hazardous Materials

ROBERT D. JAFFIN

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

21. Information Security and Counterintelligence
KEVIN E. PETERSON

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

24. Workplace Violence
TIMOTHY A. PRITCHARD AND ROGER MASLEN

References 292

25. Crisis Intervention
MICHAEL A. HANNIGAN AND CHRISTOPHER A. HERTIG

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

VII
DEVIANCE CRIME AND VIOLENCE

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

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

23. Substance Abuse
FRANCIS J. ELLIOTT, GLEN KITTERINGHAM, AND TERENCE M. GIBBS

Impact on Business and Industry 270
Substance Abuse: What is the Motivation? 271
How Problematic Behavior and Dependence Develop? 272
How is Substance Abuse Perpetuated? 273
Conditions Adversely Affecting the Workplace 274
How Must Industry Respond? 274
Drugs of Abuse, Paraphernalia, and Definitions 277
Indicators and Common Signs of Abuse 278
Signs and Symptoms: Controlled Substances 278
Inhalants: Glue, Gasoline, Erasing Fluid 282
Protecting People and Assets 282
References 285

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

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

RISK AND THREAT MANAGEMENT

27. Security Risk Management
KEVIN E. PETERSON

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

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

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

29. Terrorism
ROBERT METSCHER

What is Terrorism: A Definition Dilemma 349
Why Violence? Why They Do What They Do 352
The Reason for the Action 353

30. Antiterrorism and VIP Protection
CHRISTOPHER A. HERTIG AND TED WADE

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

IX

INVESTIGATIONS

CHRISTOPHER A. HERTIG

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

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

38. Defensive Tactics and Officer Safety

INGE SEBYAN BLACK

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

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

BRIAN D. BAKER

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

Self-Protection 491
References 494

40. Apprehension and Detention Procedures

RICHARD P. FIEMS

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

XII

RELATIONS WITH OTHERS

41. Human Relations in a Global Environment

CHRISTOPHER A. HERTIG AND DARRIEN DAVENPORT

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

42. Public Relations

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

Public Relations Defined 521
Public Relations Planning 522
CONTENTS

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

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

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

44. Networking and the Liaison Function
BRION P. GILBRIDE

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

45. Ethics and Professionalism
CHRISTOPHER A. HERTIG

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

Index 577