THE PROFESSIONAL PROTECTION OFFICER

PRACTICAL SECURITY STRATEGIES AND EMERGING TRENDS

INTERNATIONAL FOUNDATION FOR PROTECTION OFFICERS
Contents

Foreword xiii
Contributors List xv
Introduction xix
Code of Ethics xxv

I
FOUNDATIONS

1. Concepts and Theories of Asset Protection
JIM ELLIS AND CHRISTOPHER A. HERTIG

Introduction 3
Asset Definition 3
Asset Valuation 4
Risks 4
Mitigation 4

2. The Evolution of Asset Protection and Security
CHRISTOPHER A. HERTIG AND JOHN CHRISTMAN

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
KEVIN PALACIOS AND CHRISTOPHER A. HERTIG

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
FRANKLIN R. TIMMONS AND SCOTT A. WATSON

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

Fire Protection 20
Commerce 21
Economic and Marketing Trends and Asset Protection 22
Demographics 23
Class Struggles and Terrorism 24
Labor Relations 27
Law 29
History of Security Services 31
The Path to Professionalism 33
Contemporary Careers in Asset Protection 34
References 38
Resources 38
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
## CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. Patrol Principles</td>
<td></td>
</tr>
<tr>
<td>History of Patrol</td>
<td>117</td>
</tr>
<tr>
<td>Purpose of Patrol</td>
<td>119</td>
</tr>
<tr>
<td>Types of Patrol</td>
<td>121</td>
</tr>
<tr>
<td>Preparation for Patrol</td>
<td>122</td>
</tr>
<tr>
<td>Techniques of Patrol</td>
<td>124</td>
</tr>
<tr>
<td>Factors that Influence Patrol Effectiveness</td>
<td>126</td>
</tr>
<tr>
<td>Unethical/Unprofessional Practices</td>
<td>127</td>
</tr>
<tr>
<td>Fixed Posts</td>
<td>127</td>
</tr>
<tr>
<td>Conclusion</td>
<td>128</td>
</tr>
<tr>
<td>References</td>
<td>129</td>
</tr>
<tr>
<td>11. Traffic Control</td>
<td></td>
</tr>
<tr>
<td>Signs and Automatic Signals</td>
<td>131</td>
</tr>
<tr>
<td>Roadway Positions</td>
<td>132</td>
</tr>
<tr>
<td>Hand Signals</td>
<td>132</td>
</tr>
<tr>
<td>The Whistle</td>
<td>133</td>
</tr>
<tr>
<td>Traffic Control</td>
<td>133</td>
</tr>
<tr>
<td>Gate Duty</td>
<td>135</td>
</tr>
<tr>
<td>Equipment</td>
<td>135</td>
</tr>
<tr>
<td>General Rules for Traffic Direction</td>
<td>135</td>
</tr>
<tr>
<td>12. Crowd Management and Special Event Planning</td>
<td></td>
</tr>
<tr>
<td>Introduction</td>
<td>137</td>
</tr>
<tr>
<td>Definitions</td>
<td>138</td>
</tr>
<tr>
<td>Formation of Crowds</td>
<td>138</td>
</tr>
<tr>
<td>Causes of Crowd Formations</td>
<td>138</td>
</tr>
<tr>
<td>Psychological Factors</td>
<td>139</td>
</tr>
<tr>
<td>Types of Crowds</td>
<td>140</td>
</tr>
<tr>
<td>Crowd Actions and Suggested Countermeasures</td>
<td>140</td>
</tr>
<tr>
<td>When Verbalization Doesn't Work</td>
<td>142</td>
</tr>
<tr>
<td>Security and Demonstrations</td>
<td>142</td>
</tr>
<tr>
<td>Formation of a Mob</td>
<td>143</td>
</tr>
<tr>
<td>Responsibility and Behavior of Protective Groups</td>
<td>143</td>
</tr>
<tr>
<td>Planning Considerations</td>
<td>143</td>
</tr>
<tr>
<td>Personal Behavior</td>
<td>144</td>
</tr>
<tr>
<td>Riot Control Force Deployment Procedures</td>
<td>144</td>
</tr>
<tr>
<td>Crowd Management Assessment</td>
<td>145</td>
</tr>
<tr>
<td>Alcohol Serving Considerations</td>
<td>146</td>
</tr>
<tr>
<td>Reference</td>
<td>147</td>
</tr>
<tr>
<td>Resources</td>
<td>147</td>
</tr>
<tr>
<td>13. Environmental Crime Control</td>
<td></td>
</tr>
<tr>
<td>Introduction</td>
<td>151</td>
</tr>
<tr>
<td>Environmental Crime Prevention Versus Social</td>
<td></td>
</tr>
<tr>
<td>Crime Prevention</td>
<td>152</td>
</tr>
<tr>
<td>Theories</td>
<td>152</td>
</tr>
<tr>
<td>Routine Activity Theory</td>
<td>156</td>
</tr>
<tr>
<td>Crime Pattern Theory</td>
<td>156</td>
</tr>
<tr>
<td>Crime Prevention Through Environmental Design (CPTED)</td>
<td>156</td>
</tr>
<tr>
<td>Second-Generation CPTED</td>
<td>157</td>
</tr>
<tr>
<td>Defensible Space: Crime Prevention Through Urban Design</td>
<td>158</td>
</tr>
<tr>
<td>Practical Applications</td>
<td>158</td>
</tr>
<tr>
<td>Summary</td>
<td>158</td>
</tr>
<tr>
<td>References</td>
<td>159</td>
</tr>
<tr>
<td>Resources</td>
<td>159</td>
</tr>
<tr>
<td>14. Physical Security Concepts and Applications</td>
<td></td>
</tr>
<tr>
<td>Physical Security Planning</td>
<td>161</td>
</tr>
<tr>
<td>Security Lighting</td>
<td>166</td>
</tr>
<tr>
<td>Application Considerations</td>
<td>167</td>
</tr>
<tr>
<td>Glazing</td>
<td>167</td>
</tr>
<tr>
<td>Intrusion Detection</td>
<td>168</td>
</tr>
<tr>
<td>System Monitoring</td>
<td>170</td>
</tr>
<tr>
<td>Card Access</td>
<td>170</td>
</tr>
<tr>
<td>Locking Hardware</td>
<td>171</td>
</tr>
<tr>
<td>Closed Circuit Television</td>
<td>173</td>
</tr>
<tr>
<td>Safes and Vaults</td>
<td>175</td>
</tr>
<tr>
<td>Underwriters Laboratories</td>
<td>177</td>
</tr>
<tr>
<td>Fencing</td>
<td>177</td>
</tr>
</tbody>
</table>
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

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

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

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

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 333
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

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

Interviews 390
Investigative or Focused Interviews 391
Informants 393
Undercover Investigations 394
Shopping Services 395
Surveillance 395
Behavior/Condition Analysis 396
Testifying in Legal and Quasi-Legal Proceedings 397
Managing Investigations 398
Conclusion 399
References 401
Resources 401

32. Crime and Incident Scene Procedures
DENNIS SHEPPE

What is an Incident? 403
The Scene 404
Hazards to an Incident Scene 404
Determining Boundaries 405
Protect and Preserve the Scene 405
Evidence 406
Making Detailed and Accurate Notes 408
Working with Law Enforcement and Investigators 409
Conclusion 410
References 410

33. Interviewing and Statements
DENNIS SHEPPE

Introduction 413
What is Interviewing? 413
The Power of Communication 414
The Interview Process 416
Deception 417
Concluding the Interview 418
Conclusion 418
References 419
Resources 419

34. Foundations for Surveillance
MICHAEL STROBERGER

General Types 421
Covert Personal Surveillance 422
Overt Personal Surveillance 422
Covert Electronic Surveillance 422
Overt Electronic Surveillance 423
Equipment Requirements 423
Privacy Issues 423
Recording and Retention 424

35. Report Writing and Field Notes
RAV-ZURIDAN YISRAEL

Introduction 427
Importance of Report Writing 427
Field Notes 428
Reports Should be Written 428
What Should be Reported 429
Qualities of Good Reports 429
References 431

36. Legal Aspects of Security
DAVID L. RAY

Introduction 435
The Development of Our Laws 436
Types of Laws—Criminal and Civil 437
Conclusion 446

37. Use of Force
CHARLES T. THIBODEAU AND CHRISTOPHER A. HERTIG

Use of Force 449
Use of Force in General 450
Justifying the Use of Force 451
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
The security world is constantly changing, both in the context in which it has to operate, and in terms of what it can offer as a response to a wide range of threats. This is true across the world. Indeed, globalization and the impact of technology are just two trends that have seen to that. As a consequence, security has become more complicated; or, at least, the breadth of knowledge that a good security operative, at any level, needs to draw upon has been stretched.

One of the positive signs of the march of security professionalism is that there is now more research being gathered on security-related issues. Scholars in universities, research institutes, companies, and professional bodies have helped to develop a global knowledge base. The good thing about security is that knowledge from around the world has relevance to a broad range of circumstances. After all, threats are often the same. Terrorist attacks take place globally, and the sorts of responses needed are often similar, if not the same. The principles of security apply across the board, though the contexts differ, and how the principles are applied needs to be adapted to meet local needs. This is where skill comes in. Skills are needed from those who assess risks and those who manage them, from senior executives to street-level protection officers.

It is a sad fact that offenders often move faster than response agencies. We know that many of those who commit crime adapt quickly; they share knowledge and experiences; doing so often gives them an edge. Just as people move themselves and their assets around the world with ease, offenders have tried to do so as well. Stopping them requires constant attention; as one famous terrorist agency once remarked, “We only have to succeed once.”

Being on our guard, benefiting from research findings, and following good practice are crucial. Books like this one are designed to help. The coverage of this book is broad, covering domains such as communication, protection officer functions, crime prevention, safety, information security, workplace violence, risk management, investigations, private security law, and the use of force. The book provides proven knowledge to protection officers to enable them to take on the arduous tasks of asset protection and loss prevention.

This book strives to provide a foundation for improving the skill level and efficiency of protection officers. As a basic text for achieving the Certified Protection Officer certification, this book will be studied over and over by operatives across continents. It will also serve as a research resource for those looking to develop insight into an array of security topics. The editors are to be commended for ensuring that this edition builds positively on previous ones.

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Sandi J. Davies began her career in contract security in 1980 with a primary focus on personnel administration. She became deeply involved in training and was instrumental in developing security officer training programs for a major national security guard company. Her interest in security training grew, and in 1988 she joined the newly formed International Foundation for Protection Officers (IFPO) as a program administrative assistant. In 1991, she was elected executive director of IFPO and has been a driving force in the Foundation's program development and administration. Sandi became a member of ASIS International in 1985 and served in executive positions at the chapter level.

In addition, Sandi was also a member of the Advisory Board for the Northwest Territories Security Officer Certification Committee. In 1994, Sandi was the chairperson for the Asset Protection Advisory Board for Mount Royal College in Calgary, Alberta, Canada. In 1999, Sandi agreed to serve on the Advisory Board of the International Foundation for Cultural Property Protection. Ms. Davies is also a member of the Technical Advisory Board for the Canadian General Standards Board on Security Officer Training Standards. Most recently, Sandi was chairperson for the Private Security Services Council of ASIS International.


Chris Hertig, CCP, CPOI, is a member of the Behavioral Sciences Department at York College of Pennsylvania where he teaches courses in security planning and supervision, crime prevention and physical security, legal standards of security and asset protection, ethical issues in criminal justice and criminal investigation. In addition to his regular teaching assignment, he has taught self-defense and martial arts for the education department. Prof. Hertig has also given noncredit courses in report writing, crowd management, officer survival, and public relations.

Prior to York College, Mr. Hertig spent three years as a nuclear security training administrator, developing and teaching a wide range of instructional topics for security personnel in accordance with U.S. Nuclear Regulatory Commission requirements. A Certified Protection Officer Instructor (CPOI) through the International Foundation for Protection Officers (IFPO), Prof. Hertig has given presentations to numerous professional and civic organizations. He has also consulted with instructional program providers.
Prof. Hertig has published several hundred articles, reviews, and chapters on various topics. He has been a featured columnist in several security industry publications and assisted in establishing IFPO’s Article Archives, an online collection of research papers for students and practitioners. Chris served as coeditor of Security Supervision and Management: Theory and Practice of Asset Protection (Butterworth-Heinemann) with Sandi J. Davies, the Foundation’s executive director.

Chris has been a longtime member of ASIS International, serving on the Academic Programs Council as well as the Academic-Practitioner Symposium Group. He is a charter member and past president of the Pennsylvania Association of Criminal Justice Educators and an active member of the International Association of Law Enforcement Educators and Trainers. He was also a member of the International Association of Campus Law Enforcement Administrators for many years.

Prof. Hertig began his career while in college as a student aide to the Campus Security Department. He was a member of the U.S. Army ROTC and served an internship with the Columbia County Juvenile Probation Department. After graduation, he worked for several security services firms as a security officer, investigator, and supervisor. He also spent a summer as a member of the Park Police in Mechanicsburg, PA.

Prof. Hertig holds a master’s in arts (Criminology) from Indiana University of Pennsylvania, a bachelor’s (Sociology) from Bloomsburg University of Pennsylvania, and an associate (Commercial Security) from Harrisburg Area Community College. He has also completed graduate courses in adult education from Penn State University, has been board certified in security management by ASIS International, and holds the designation of Certified Protection Professional (CPP).

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Introduction

A. PURPOSE

The purpose of *The Professional Protection Officer: Practical Security Strategies and Emerging Trends* is to provide “need-to-know” information for protection officers and students throughout the security industry. This resource serves as the course text for the Certified Protection Officer (CPO) program. Many security professionals also find the contents of this textbook helpful as a reference in their day-to-day security management responsibilities.

B. HISTORY OF THE TEXTBOOK

The first edition of the *Protection Officer Training Manual* (POTM) originated with the birth of the International Foundation for Protection Officers (IFPO) in 1988. Twelve dedicated security professionals from the United States and Canada had a vision: to create an organization that would provide meaningful career opportunities for line security officers throughout North America.

The newly formed IFPO Board of Directors realized that a certification program was needed, along with a professional training textbook, to make that vision a reality. Hence, the first edition of POTM was created to serve as the course text for the Certified Protection Officer (CPO) program. IFPO, the CPO program, and POTM all proved to be vital components in achieving the foundation’s objectives.

Today, IFPO is the recognized catalyst in the development of professionalism throughout the private security industry. Thousands of security officers who have earned the CPO accreditation have gained knowledge and professional career enhancement; they have unselfishly provided encouragement and information to their colleagues and employers. Hence, a new dimension of opportunities has spread throughout the security industry.

The first edition was simple, short, and limited in scope, but included enough information to help the security officer better understand his or her roles, duties, and responsibilities. However, since that simple beginning, each subsequent edition has brought new and enlightening information to the security professional. The *Professional Protection Officer* is the leading text for protection officers and students. It is also widely used by those teaching in Protective Services, Criminal Justice, Homeland Security or Emergency Management courses of study.

Feedback has been the most significant factor. It has led to a standard of excellence for this new text. We have received countless letters of appreciation for the depth and quality of the seventh edition, but these same enthusiasts have been liberal with their recommendations for changes and improvements, and we have listened. Ongoing dialogue with security managers, supervisors, consultants, educators, and, of course, protection officers, has enabled us to develop and maintain a training text that will serve future learning.
C. THE EIGHTH EDITION DEDIcATIONS

Norman Bottom

I first met Dr. Norman R. Bottom when I was a graduate student at Indiana University of Pennsylvania. He taught a course on executive protection on Saturday mornings that was held on the campus of Allegheny County Community College in Monroeville, Pennsylvania. Two other classes were held there on Saturdays so that people pursuing a Master’s degree could take nine credits by going to class one day a week.

The class was a unique arrangement; in those days we didn’t have online learning. Creative scheduling like Dr. Bottom had engineered was not the norm. The class offerings and schedule concept were a fantastic way of meeting the needs of the learner, the security industry, and the university.

It was way out in front.

The Journal of Security Administration was started by Norman Bottom. It was the first scholarly refereed academic journal in the security field. The journal was a major contribution to the fledgling discipline of asset protection. Norman edited it for many years, assisted by his wife, Mari, who took care of book, seminar, and video reviews. Dr. Bottom was also instrumental in founding the Academy of Security Educators and Trainers (ASET). This association included many leading trainers, practitioners, and academicians in the security industry. Some of the networking initiated through the academy is manifested in the pages of this text. Some of us met each other through ASET.

In 1982, I applied to become a Certified Protection Professional (CPP). As Dr. Bottom was a CPP, he endorsed my application.

In 1983, Norman and Professor John Kostanoski wrote a book entitled Security and Loss Prevention. This was an excellent text that presented the WAECUP model of loss control. This model stated that loss was attributable to more than crime. Loss to an organization came from waste, accident, error, crime, and unethical/unprofessional practices. This was a new and important concept. Security was not just about the bad things that people do; it was much more than that. The WAECUP model is part of this text. It is part of what I teach. It is part of what we do as protectors.

In 1988, the International Foundation for Protection Officers was formed. Leading advocates of professional development helped with this organization under the direction of Ron Minion. Norman Bottom was on the Board of Directors, at one point serving as Chairman.

He was way out in front. He was always way out in front.

Now it’s up to us.

Christopher A. Hertig, CPP, CPOI
Assistant Professor
York College of Pennsylvania
October 15, 2009

Fallen Officers

This edition of the textbook is dedicated to the brave officers who lost their lives on 9/11, as well as all of the other officers who have died in the line of duty. We remember and honor your sacrifice, and we salute your dedication. Our hearts and sympathies go out to your families, friends, and coworkers.

Ron Minion, CPP and IFPO Founder

Ron Minion (1938–2008) lost his battle with Lou Gehrig’s Disease in 2008. He was the man behind this book, one of the founders of the IFPO, a dedicated champion of the security industry, and a tireless advocate for protection officers. His determination, and vision of professionalism through training for the industry, has resulted in a brighter future for scores of security professionals, and will continue to do so in the future.
Ron was the first examined Certified Protection Professional in Canada. He was a founding member of the Calgary Chapter of the ASIS International, where he was a chapter chair and regional vice president. As regional vice president, he earned the president’s “award of merit” for establishing ASIS chapters throughout Canada. In 2006, Security Magazine named Ron one of the 25 Most Influential Executives.

Ron’s legacy includes the thousands of line security officers he employed and mentored over the years. He knew the industry from the ground floor up, and never lost his vision of providing affordable training for security officers to help them turn their mere jobs into viable careers with brighter futures.

Ron, our friend, mentor, industry advocate, and trusted colleague, will be greatly missed.

Lee Minion, CPO

Lee Minion, son of Sandi Davies and Ron Minion, served his country in Iraq and is now embarking on a career in law enforcement. He is indeed a chip off the old block. At the Foundation, we are so very proud of him.

IFPO Team

The International Foundation for Protection Officers is supported by a team of security professionals throughout the world who, year after year, work diligently on behalf of the Foundation and what it stands for. Because of these men and women who are committed to excellence and remain steadfast in their obligation to high standards of service, IFPO continues to be successful. We thank you.

Louise Gringas

A victim of a tragic accident, our coworker, team member, and friend, Louise Gringas, brought sunshine to the IFPO Corporate Headquarters for seven years. She was taken from us far too soon, in June 2009. Louise started her tenure with the IFPO as a part-time employee in 2002, and quickly worked her way into a very valuable full-time Program Coordinator position.

Her friendly, caring nature assisted literally thousands of candidates through their desired certifications. She took pride and joy in attending to the IFPO students’ and clients’ needs. Her strengths were many, and her radiant smile and personality will be forever missed within our offices. She leaves behind her precious daughter, Haylee.

D. EIGHTH EDITION CONTENTS

The eighth edition has 12 units and 45 chapters. The contributors to the eighth edition are among the best writers, academics, and practitioners in the security community. This talented group of professionals has generously provided readers of this superior textbook with unique opportunities to acquire current asset protection and life safety information. These writers are outstanding individuals who deserve recognition and appreciation for their service to the security community.

The contents of this textbook are sometimes quite basic. However, every security supervisor and manager should fully understand all of the information contained herein to provide better leadership and interpretation of officer responsibilities.

The material contained in each unit is arranged to provide the reader with a smooth flow of related security information.

At the conclusion of each chapter, there are 10 multiple choice and true/false questions. It is important to be able to answer each question correctly before proceeding to the next chapter.

E. GLOBAL CHALLENGES, NEW ROLES, AND RESPONSIBILITIES

In the late sixth century, when the Greek philosopher Heraclitus first commented that the
universe is in constant flux, and the only constant is change; little could he have imagined the pace of that change in the 21st century.

Advances in medicine, science, and technology are happening at a dizzying pace, and news travels the globe in the blink of an eye. Information of all sorts is available with just a few keystrokes, and people can stay in constant touch via electronic media. Journeys that once took weeks, months, or even years now take mere hours. It is a small world these days, and economic problems and social unrest in one nation can be felt in many others.

Where once the term “security” might have referred to the lone night watchman whose greatest adversary was a burglar hoping to pick a lock, those days are long gone. The night watchman’s role was viewed as merely a job that did not garner much respect in the community.

Today’s private security professionals are finding their roles greatly expanded in numerous arenas worldwide, due, in part, to a much greater global threat and a reduction in public law enforcement protection. The current economic situation has caused an increase in some types of crimes. At the same time, those economic realities have also forced local municipalities to reduce public law enforcement efforts through layoffs or hiring freezes, even though the need for more protection is growing.

The threat of terrorism was spotlighted for the United States and the world on 9/11, and it is still an ever-present threat worldwide. It has and will continue to impact the industry, particularly in the areas of research and risk management methodologies.

In recent years, cyberterrorism, which threatens infrastructure and services by attacking computer networks via the Internet, has become a very serious threat. It can and has resulted in the loss of billions of dollars of proprietary information, and compromised data at a broad range of institutions, from government agencies to banks, credit card companies, and business firms. Company executives are acutely aware of the danger of data loss, and numerous laws govern what must be done if data is compromised. Cyberterrorism not only puts data at risk, it can put essential services and infrastructure at risk. Guarding against this type of threat requires continuing education about the ever-evolving risks, deterrents, prevention, and laws. Unlike the night watchman, who only worried about physical security with its fences, gates, and access points, today’s protection officer must also guard against an enemy that moves at the speed of light. The protection officer must not only protect the physical premises and equipment, but must also guard against an enemy that moves silently to disrupt services, incapacitate infrastructure, and steal data.

The National Fire Protection Association’s (NFPA) “Guide for Premises Security” and “Standard for the Installation of Electronic Premises Security Systems” have both caused changes that may not make news headlines, but will certainly impact the industry. The former will not affect the general public, but fire protection, security consultants, facility managers, and insurance companies will be forced to deal with it. ASIS has already begun setting standards that have impacted the industry. The latter more or less cements the impact of the former.

While the quest for mutual respect and seamless cooperation between public and private security has improved over the years, it must remain an ongoing goal for both the private and public sectors. Mutual respect and cooperation between public law enforcement and private security is essential to ensuring that security needs are met effectively.

Increasingly, security functions have been contracted out to private security firms to fill the gap between what government can do and what is needed. Private security firms are even stepping in to fill the roles that military personnel once filled on military installations and even war zones. A new type of protection officer is increasingly stepping forward to fill the need, ready to deal with new situations and challenges.
as they come along, thanks to ongoing education and training.

Currently, corporations that once relied on that night watchman to patrol a fence as sufficient protection are increasingly instituting their own in-house security departments. An integral part of this overall protection process is the professional security manager and supervisor, complemented with a security staff capable of attending to ongoing protection needs. Generally, corporations require their security managers and supervisors to be well educated, trained, and experienced. Private security firms are also demanding educated, trained professionals.

The night watchman might have been able to do his job with limited education, but in today’s ever-changing, challenging security climate, professionals must be educated and well trained to fulfill their new, evolving, and demanding roles. This new breed of security professional is winning respect by proving it is skilled and very capable of carrying out the most sophisticated, demanding roles. They are dedicated professionals with the credentials needed to keep themselves, their employers, and their employers’ assets from harm.

F. CERTIFIED PROTECTION OFFICER (CPO) PROGRAM

Professional Protection Officer: Practical Security Strategies and Emerging Trends is the course text for the Certified Protection Officer (CPO) program, an internationally recognized certification for protection officers.

The CPO designation is a professional accreditation that can be earned by completing a self-paced course based on this textbook.

In addition to having security experience or the equivalent, a candidate must complete the following stages of progression to earn the CPO designation:

- Submit application for enrollment.
- Successfully complete a midterm examination.
- Successfully complete a supervised final examination. (A proctor may be located within the candidate’s organization or community.)

(Both examinations are based on the contents of this textbook.)

G. CERTIFIED PROTECTION OFFICER (CPO) FINAL CHALLENGE PROGRAM

This textbook, The Professional Protection Officer: Practical Security Strategies and Emerging Trends, is also the text for the CPO Final Challenge Program, which is the fast-track method of obtaining the CPO certification. The Final Challenge option eliminates the course of study and goes directly to the final exam, which is the same one that is part of the CPO program. Questions on the final exam come from the material in the textbook.

Contact the International Foundation for Protection Officers (IFPO) for more information regarding the Certified Protection Officer and/or other programs.

H. CONCLUSION

The term protection officer frequently appears in this textbook. What is a protection officer?

Protection officers have many titles: security guard, security officer, campus police, loss prevention officer, crime prevention officer, retail loss prevention agent, military police, and several others. They can work part time or full time. They can be assigned to protect a person, a group of people, an office building, a network, a store or factory, and many other assets in many locations. Some are armed; some are unarmed.
They can be employed as independent consultants, by a security services agency, by the military, by a state government, by the federal government, and by other organizations. The term “protection officer” is not easy to define. Titles vary, specific tasks vary, locations vary, employers vary, but the one thing that all protection officers have in common is that they are willing to take risks and put into place preventive measures to protect tangible assets, such as buildings, intangible assets, such as data, and of course, the public. They assume the risks so that others can go about their business and not have to worry about potential harm.

This textbook is written as a useful reference for security supervisors, managers, and those that teach; but the primary beneficiary is the student or working protection officer.

The editors of the Professional Protection Officer: Practical Security Strategies and Emerging Trends are honored to work with so many academicians, researchers, and outstanding security professionals since the planning of the first edition. These talented and dedicated security professionals have worked tirelessly in supporting, promoting, and contributing to the International Foundation for Protection Officers and all of its worthwhile programs. “We could not have done it without you!”

A special thanks goes to Alice Grime, Charles Thibodeau, and Jamie Ingram for their technical support and assistance in the production and development of this textbook.
The Protection Officer Shall

I  Respond to employer’s professional needs
II  Exhibit exemplary conduct
III  Protect confidential information
IV  Maintain a safe & secure workplace
V  Dress to create professionalism
VI  Enforce all lawful rules & regulations
VII  Encourage liaison with public officers
VIII  Develop good rapport within the profession
IX  Strive to attain professional competence
X  Encourage high standards of officer ethics

Loyalty

To the employer, the client, and the public. The officer must have a complete and thorough understanding of all of the regulations and procedures that are necessary to protect people and assets on or in relation to the facility assigned to protect.

Exemplary Conduct

The officer is under constant scrutiny by everyone in work and public places. Hence, it is essential that he or she exhibit exemplary conduct at all times. Maturity and professionalism are the key words to guide all officers.
Confidentiality

Each officer is charged with the responsibility of working in the interests of his or her employer. Providing protection means that the officer will encounter confidential information that must be carefully guarded and never compromised.

Safety and Security

The foremost responsibility of all officers is to ensure that the facility that must be protected is safe and secure for all persons with lawful access. The officer must fully understand all necessary procedures to eliminate or control security and safety risks.

Deportment

Each officer must dress in an immaculate manner. Crisp, sharp, clean, and polished are the indicators that point to a professional officer who will execute his or her protection obligations in a proficient manner and will be a credit to the profession.

Law Enforcement Liaison

It is the responsibility of each officer to make every effort to encourage and enhance positive relations with members of public law enforcement. Seek assistance when a genuine need exists and offer assistance whenever possible.

Strive to Learn

To become professionally competent, each officer must constantly strive to be knowledgeable about all aspects of his or her chosen career. How to protect people, assets, and information must always be a learning priority for every officer.

Develop Rapport

It is necessary to be constantly aware of the image that our profession projects. All officers can enhance the image of the industry, their employer, and themselves. Recognize and respect peers and security leaders throughout the industry.

Honesty

By virtue of the duties and responsibilities of all officers, honest behavior is absolutely essential at all times. Each officer occupies a position of trust that must not be violated. Dishonesty can never be tolerated by the security profession.

Prejudice

The job of protecting means that the officer must impose restrictions upon people that frequent the security workplace. All human beings must be treated equally, with dignity and respect, regardless of color, race, religion, or political beliefs.

Self-Discipline

With the position of trust comes the responsibility to diligently protect life and property. These duties can only be discharged effectively when the officer understands the gravity of his or her position. Self-discipline means trying harder and caring more.

Conclusion

The job of protecting life and property focuses much attention on the individual security officer. Hence, it is essential to be aware of the need for professional conduct at all times. By strictly adhering to each section in this code of ethics, it may be expected that we as individuals and the industry as a whole will enjoy a good reputation and gain even more acceptance from the public as well as private and government corporations. You as the individual officer must be a principal in this process.