CHAPTER 3

Role of the Professional Protection Officer

Kevin Palacios and Christopher A. Hertig

CHAPTER OBJECTIVES

- Provide definition of a protection officer
- Explain levels of protection staff
- Look at the major roles of protection officers
- Discuss the core functions of the protection officer
- Explore prevention, mitigation, and response functions

DEFINITION OF A PROTECTION OFFICER

A professional protection officer is a person whose primary job function is the protection of people and assets. The protection officer is dedicated to protecting organizations, individuals, or various publics (customers, visitors, patients, the general public, etc.). Protection officers work to give everyone peace of mind. The officers focus on safety and security so that others may concentrate on their own primary concerns. Although employees need to focus on their work, they must also be concerned about safety hazards or the actions of criminals. Students in a school are there to learn. Visitors are to conduct whatever business they have in a facility (distribution center, library, park, etc.). Customers in a retail store are to have an enjoyable shopping experience. At the same time each of these groups must have a healthy concern for their own safety and security.

The professional career path of a protection officer (PO) might take him through the operational level (basic protection officer), supervisory level (Certified Protection Officer), and strategic level (management). The change in level and job title represents the addition of responsibilities,
but the core of the job description remains the same. A person who chooses a career path in safety or security will never stop being a protection officer. They will never cease to protect people, information, assets, reputation, and the environment surrounding an organization.

The protection officer may be acting as the agent or representative of the landlord. They may not have any arrest authority beyond that of a regular citizen. In other cases they may have some type of police commission with specific arrest authority: they may arrest for certain offenses and/or within a specific area. They may be members of a law enforcement organization whose job assignment is protecting a public figure, coordinating crime prevention activities, or guarding government buildings. Protection officers may be civilian or military, sworn or unsworn. Job titles vary considerably; a protection officer may be referred to in different ways. While the more common titles are “security officer,” “security guard,” or “retail loss prevention agent,” some protection officers may have the title of “police officer,” “campus police officer,” “special officer,” “crime prevention coordinator,” “loss prevention officer,” “deputy sheriff,” “military policeman,” and so on. (In many states these titles are controlled by state law. The state statutes should be reviewed in each state to determine the words you may or may not use.)

This protection officer could have full-time, part-time, or occasional employment. Part-time security work is very common in some areas. Many security service firms are largely staffed by part-time personnel. Amusement parks that are open during the summer may employ a large seasonal staff during the busy season. The security department may be managed by a small core of permanent persons. It is not unusual for police officers to work occasional security details. This may be while they are on official police duty or it may be while off-duty for a private employer. Security service firms that provide protection during special events may use a combination of regular staff, part-time probation officers, and a few off-duty police. Sometimes persons in the military are assigned to security work temporarily within the armed forces. In other cases they work for a civilian employer as a security officer or retail loss prevention agent.

The key is that the person’s major focus is on protection of others, tangible assets such as property, or intangible assets such as information or reputation. Legal authority or job title is not the determinant of what a “protection officer” is.

**LEVELS OF PROTECTION STAFF**

A general framework for the design of security functions within an organization is as follows:

1. **Nonprotection employees.** They need basic information about self-protection and some method to report hazards and threats.

2. **Basic Level Protection Officer.** Includes everyone from the protection team who must follow simple orders, look after activities carried out by nonprotection employees, and work in a low- to mid-threat environment. Basic level officers don’t need any previous experience and might (or might not) need operational—basic level—specialized skills. This person needs a basic training, enough to cover foreseeable situations he or she might encounter. Completion of state or provincial training, Officer Basic Training, Basic Protection Officer programs through AST Corporation, Basic Security Officer Training Series through the Professional Security Officer Training Network, 360 Training programs, and so on.

   Examples include uniformed guards, doormen, patrol guards, and so on.

3. **Intermediate Level Protection Officer.** The Intermediate Level officer is related to the CPO; it includes everyone who must follow more complex orders, look after processes carried out by protection and non-protection employees, works in a mid- to high-threat
Major Roles of Protection Officers

I. Foundation

There are several major roles that protection officers fulfill.

1. Management representative
2. Intelligence agent
3. Compliance or enforcement agent
4. Legal consultant

Management representative—the officer acts as an agent, a representative of management to employees, visitors, and others. This is where the officer is concerned with representing the philosophies of management (employer or client). In order to do this effectively, they must thoroughly understand the mission statement of the organization. They need to know what the policies are and the underlying philosophy behind them.

The major emphasis in the management representative role is on positive relations with the various publics with which security departments deal (employees, customers, visitors, patients, vendors, local law enforcement officers, etc.). A solid background in public and customer relations is a necessity. So, too, is diplomacy when dealing with other departments, external agencies, and so on.

Another aspect of this role is educational. Security officers may be very active in educating employees, visitors, students, guests, patients, and so on about safe practices. As the officers grow professionally, they may become increasingly involved in educational efforts. As the security industry becomes more complex, requiring the protection of more intangible assets, this educational role will become more common.

Intelligence agent—in this role the officer collects information for management. The officer must have an understanding of what information is pertinent. They cannot pry into areas that are not managerial concerns related to loss. At the same time, they must be effective at gaining critical loss-related information.

While application of the Waste, Accident, Error, Crime, and Unethical Practices (WAECUP) model is useful, another point to remember is that large problems start as small ones. Issues such as terrorism, crimes, safety hazards, environmental hazards, data loss, major embarrassments, and so on generally begin as unusual or out-of-the-ordinary situations. From there, they mushroom into serious problems.

An old safety concept is that there is often “a leak before a break.” That is, a major problem starts out as a small issue. A crack in a wall or
floor may mean significant structural damage. It may also indicate extensive erosion of soil underneath the building. It is a small crack, but it may indicate much larger problems.

When investigating crime or misconduct, the principle of expansive significance is important to remember. “Minor is major.” Minor criminal issues often turn out to be of major significance once they are fully investigated. Major crime problems are resolved through combating minor criminal behavior. The same is true of employee misconduct; it often turns out to be more extensive than it initially appeared.

In short, professional protection officers must collect intelligence on changes in the environment, unusual situations, or suspicious persons.

Most, but by no means all, of the intelligence agent’s role is performed while the officer is on patrol. Officers on patrol should always do the following:

1. **Look up**—see if there are any pipes leaking or water coming from another floor. Check for items improperly stacked. Look for problems with the ceiling or roof.
2. **Look down**—look for problems in footing. Look for spills on the floor from soft drinks, bottles of liquid detergent, liquid from pipes or storage tanks. Look for ice or snow. Look for carpet that is not properly fastened down. Look for tripping hazards such as items left on the floor.
3. **Look around**—check for equipment and machinery that are not turned on or off when they are supposed to be. Verify that all trash collection points are properly maintained. Trash can become a safety or fire hazard. It may also indicate attempts at theft where an employee discards something for later retrieval. It may also indicate things being thrown out that should not be. Trash collection points may relate to any or all parts of the WAECUP model.
4. Whether on patrol or on post, officers should always play the “What-If? Game.” This is also known as “constructive daydreaming” or “mental rehearsal.” It is simply a process where officers construct scenarios and review how they would be handled. These could be crime, terrorism, emergency or crisis management concerns, and so on. Safety issues may include slip and falls, structural collapse, persons tripping, or the onset of medical problems (diabetic shock, heat stroke, seizures, heart attacks, etc.).

Playing the “What-If? Game” helps prepare the officer for response to the event as if they have seen it before. It also aids in uncovering unforeseen loss events/scenarios. **This is part of the ongoing risk assessment that protection staff perform on a daily basis.** Note that significant issues should be documented. Preferably this documentation is reinforced by personal communication with the appropriate supervisory personnel.

Obviously, proficiency in human and public relations is important to fulfilling the role effectively. Most information comes from people. Officers who are approachable learn more about what is going on in the environment they are protecting. Officers must be approachable but they cannot use the workplace as their social network. They must exhibit interest in people and processes without getting personally, romantically, or financially involved. Professional protection officers engage in short, productive interactions with people. They make every conversation an interview.

**Enforcement or compliance agent**—this is where the officer enforces the rules of the environment. He or she gains compliance with the rules. The officer must know the rules to be enforced. He or she must be thoroughly conversant with them. The officer modifies and manages human behavior so that the rules established by management are followed.

Sometimes the term “enforcement agent” is too strong, too law enforcement-oriented to work in a security setting such as a hotel, resort, or office complex. Protection officers must be acutely aware of the cultural expectations of their work environment. They must understand the “territory.”
I. FOUNDATION

In some cases they will have to be very directive; in most they will be more like “compliance ambassadors.” Most people simply need to be reminded about what the rules are. Diplomacy and tact are the most frequently used tools of professional protection officers.

There are two major aspects to enforcement:

1. **Procedural**—the “what” of enforcement. The officer must know what to enforce. This includes all rules and procedures. The officer must know what the rules are and review them regularly. Job knowledge in this area is a prerequisite to success. Note that in many instances the confidence displayed by a knowledgeable officer goes a long way toward convincing people to listen to them.

2. **Interpersonal**—the “how” of enforcement. This entails interpersonal skills and communications. Using the proper words, articulating clearly, and speaking at the proper volume and tone are crucial to effective communication. The remainder of human communication—about two-thirds—is nonverbal. Posture, appearance, and gestures come into play here.

**Legal consultant**—In this role the officer knows the relevant legal standard and applies it. The officer makes legal assessments. These assessments relate to a variety of issues: privacy, search and seizure, property rights, and compliance with administrative laws, and so on.

A related compliance concern is making sure that all organizational rules are being enforced. These rules often originate from professional standards or guidelines. They may also be in place due to insurance company requirements.

Contemporary protection officers are facing increased demands in this area. The role of “legal consultant” is becoming more important. It is also becoming increasingly complex.

Astute security professionals will learn all that they can about laws, standards, and guidelines. They will keep abreast of them and be able to apply them: knowing a regulation is the first step but understanding how to interpret it and apply it to a specific environment is what is really needed. Personnel knowledgeable about this are in demand. Those who wish to move up into leadership roles will jump at every opportunity to learn about the interpretation and application of regulations, standards, and guidelines.

**WHAT IT MEANS TO BE A PROFESSIONAL**

A professional protection officer distinguishes him- or herself by dedication and commitment. They are not simply performing a job in order to receive compensation. They are instead dedicated to serving their employers, clients, and the community as a whole. Because of their commitment, they stand out from others who may share their same job title and pay grade. They have achieved professional status, a few aspects of which are discussed below:

- **Follows a code of ethics.** The International Foundation for Protection Officer’s code of ethics is presented in this book. Each item in the Code contains a key aspect of professionalism.
- **Shares a common history with his colleagues.** A glimpse of the professional history shared with other protection officers is displayed in various chapters throughout this text. A common history creates a bond between officers.
- **Supports and works with colleagues.** A professional protection officer respects and works with others. Officers analyze various problems and help each other address them. Effecting and maintaining productive relationships with colleagues is very important.
- **Owns a common body of knowledge.** The different chapters of this book cover the varied aspects that a contemporary protection officer must master in order to succeed in an
ever-changing world. Professional protection officers have a foundation of professional knowledge in topics such as physical security, investigation, crisis management, safety, and so on.

- **Makes his or her own decisions.** Uses discretionary judgment to solve problems. Figures out how to address certain situations and takes the appropriate action. While an entry-level police or security officer must abide by their employer or client’s directions, they do act independently.

- **Is loss conscious.** Professional protection officers look for hazards—constantly. Officers continually ponder the consequences of loss events (fires, accidents, terrorist attacks, errors, etc.). They think in terms of the impact of occurrence. This separates them from practitioners in other disciplines.

A professional can’t just be appointed. A professional is a person who has accepted his responsibility and embraces it with pride. Professionals have a positive outlook. Professionals know their limits, but are always looking to expand them. They learn and grow from experience, training, and education. Growth is an ongoing process; it never stops.

One does not “be” a professional protection officer. One must “become” a professional protection officer.

In order to accomplish his duties, the protection officer must also be competent; this means that the officer must have the proper balance of knowledge, skills, and attitude. Continuous professional development through education, training, and experience is necessary to become competent. Education gives one knowledge; training provides a means of developing skills. Experience expands upon and refines those skills and helps to develop one’s abilities. Attitude ties knowledge, skills, and abilities together.

A professional protection officer must also demand the authority and tools needed to accomplish his responsibilities.

### Protection Officer as an Agent

Protection officers are the employees or the agents of property owners and managers. These can be the employer of the officer or the client of the officer’s employer in the case of a security service firm. As agents, officers act in the interest of the owners and managers. They also represent owners and managers of their organizations in several different ways. Every decision a protection officer makes reflects on the organization he represents. A common example is that patrol officers are often the only people on the premises during evenings and weekends. Some people have referred to this as the security officer being the “after-hours Chairman of the Board.”

In a managerial position, the protection officer might have a specific role in part of a security process, or a much broader loss control role. The concept of loss control goes way beyond physical and logical security. A future trend is to expand loss control functions to coordinate enterprise-wide risk management identified as the health, safety, security, environment, and quality process (HSSEQ).

The role of the protection officer is to prevent, mitigate, and respond to intentionally created loss event occurrences as well as accidental incidents.
Of course, while fulfilling ever broader duties, the protection officer must always prioritize his attention to the most critical resources to be protected. These are (in order of priority):

- **PEOPLE.** Employees, agents, third-party workers, customers, visitors
- **INFORMATION.** Physical and digital records, proprietary info, other information to maintain confidentiality, integrity, and availability
- **ASSETS.** Those that the organization owns, manages, maintains, controls, or is responsible for (facilities, goods, assets of monetary value)
- **REPUTATION.** Hard-earned public image; everything that contributes to the desired positioning of the organization
- **ENVIRONMENT.** Surrounding the organization, natural, community, stakeholders’ interests, social responsibility

Core Functions

The protection officer must become a valuable member of the organization; his participation in systems, processes, and activities must always add value. The value added by a protection officer’s performance is measured in the level of improvement that his work brings into the organization’s protective process and objectives:

- Vigilance of better practices and recommend state-of-the-art standards (in addition to the organization’s regulator-specific requirements)
- Improving policies, procedures, job-specific instructions (not just following them)
- Always reporting adequately and keeping adequate records

It is widely accepted that every process of an organization must fulfill a Plan-Do-Check-Act Cycle (Brown & Blackmon, 2001); the protection process is no exception:

- **PLAN—Preventative Functions.** The cycle begins by planning protective measures BEFORE they are performed.
- **DO—Mitigation Functions.** All protective measures performed DURING daily operations.
- **CHECK—Loss Event.** Verification of protective systems takes place during loss events, but the effectiveness of a system could also be verified by a protection officer during audits and inspections.
- **ACT—Response Functions.** AFTER an emergency arises, the officer must respond accordingly, bring all operations back to normal, and provide the cycle with the necessary feedback.

Simply stated, in any given organization, the core function of the protection officer is to ensure the continuity of the protective cycle; to prevent all possible hazards from becoming threats, to mitigate threats in order to decrease the probability and potential consequences of its occurrence, but also to respond adequately and timely to all types of loss events in order to regain control of the situation while preventing future occurrences (beginning of a new-improved cycle).
3. ROLE OF THE PROFESSIONAL PROTECTION OFFICER

PREVENTATIVE FUNCTIONS

Prevention includes (but is not limited to) all actions taken before active protection measures are performed. These functions are easily remembered with the four Is:

- Investigate (Preventative and reconstructive investigations)
- Identify (Hazards and risk factors—assess risks)
- Induce (Communicate and train)
- Integrate (Countermeasures to treat risk)

MITIGATION FUNCTIONS

During an actual protection task, an adequate mix of procedures, equipment, and people reduces probability and consequences of risk. Mitigation functions are remembered with the 4 Ds:

- Dissuade (Potential aggressors)
- Detect (Hazards that are being activated)
- Delay (Separate physically or delay the aggressor from the objective)
- Detain (Stop the hazard)

RESPONSE FUNCTIONS

Ideally, risk has been mitigated before it creates loss. In cases where this has not happened, it is necessary to respond.

After a loss event occurs, all efforts must focus not only on bringing the situation back to normal but to improving the previous situation by vaccinating the organization from that, or a similar risk. Response functions are easy to remember if we use the four Rs:

- React (Act immediately in accordance with established procedures)
- Resume (Gain control of the situation)
- Reinitiate (Start operations with a view to bringing them to the normal level)
- Recuperate (Wholly recuperate the operative level and vaccinate from that risk)

Examples of protection cycles performed by the various levels of protection officers are outlined below.

BASIC PROTECTION OFFICER

- A patrol officer in a shopping center tours the facility to create an “offender-hostile” but “customer-friendly” environment. During his tour he must identify hazards and risk factors (using checklists or his own judgment). While on patrol he sees some liquid spilled on the floor and judges that this represents a fall risk (PREVENTION).
- He secures the area according to his training and procedures, and stays on the spot until someone competent (i.e., general services) arrives to fix it (MITIGATION).
- He reports all actions taken and recommends improvements in procedures to prevent future unsafe conditions (RESPONSE).

INTERMEDIATE PROTECTION OFFICER

- A security supervisor receives reports that indicate some employees are suspiciously wandering around the company trash containers after working hours. The containers are in the back of the building. The supervisor identifies this as a theft-through-garbage risk (PREVENTION).
- Starting immediately, she assigns a guard to temporarily patrol that area and gives him specific orders, explaining the nature of the risk and signs of the threat to identify,
how to act, and when to report. At the same time, the supervisor organizes a talk to employees given by the local police about crime awareness and the effects of crime in the organization (MITIGATION).

- The supervisor then initiates an internal investigation while reporting this risk to management. She recommends changes in procedures (employees will have to exit the premises through the front door), equipment (garbage containment area needs to be fenced in), and people (recommends changing the patrol procedures to include a more thorough check of the trash area) (RESPONSE).

**ADVANCED PROTECTION OFFICER**

- It has been reported to the Health, Safety, Security, and Environmental Quality manager of a petrochemical facility that someone is stealing empty containers from hazardous materials. He identifies this as a health and environmental threat, since inhabitants of poor neighborhoods in the surrounding area might be using them to store water for washing and cooking (PREVENTION).

- After assessing the risk, he sets up an awareness campaign to train the surrounding neighbors of the threat the empty containers pose. The company gives away new containers to these people, while profiting from a positive Socially Responsible Capital Campaign (goodwill from the villagers) (MITIGATE).

- As part of the campaign, the firm arranges for doctors from the closest public hospital to measure levels of contamination among villagers and the nearby river. It also contracts to sell all empty containers of hazardous materials to a recycling plant that could treat them accordingly—this funds the whole campaign. The company revises its liability insurance to include this newly discovered risk while negotiating a premium reduction based on the calculated associated value of potential loss (RESPONSE).

**Around the Globe**

Financial austerity and competition among organizations show the importance of loss prevention efforts to all sizes of organizations around the globe. This has also pushed commercial organizations to seek new markets and resources in different areas of the world. Some organizations with high-risk appetites are venturing into historically inhospitable environments. Protection officers at these firms are facing broader language and cultural challenges. Laws and regulations vary greatly in different regions of the world. Nevertheless, huge efforts are taking place to standardize procedures, training, and risk management models all over the world.

**SUMMARY**

A professional protection officer is dedicated to protecting people, information, physical assets, reputation and the environment surrounding organizations. As a professional, the officer follows a code of ethics, shares a common history with his colleagues, and owns a common body of knowledge.

The titles and designations given to protection officers may be insufficient when we need to express the tasks these dedicated men and women perform.
Despite the fact that the basic role of all protection officers remains the same, the duties performed by protection officers are becoming increasingly specialized: health care protection, retail loss prevention, campus security, school security (elementary to secondary grades), shopping center security, high-rise building protection, banking security, and so on. These specialties, or vertical markets, continue to evolve. Some of the major contract agencies have coursework tailored to particular sectors: these providers know full well that they must take every means possible of meeting their clients’ specific needs. The American Society for Industrial Security International also has a large number of councils devoted to specialty areas. In addition, there are professional associations such as the International Association of Campus Law Enforcement Administrators, the International Foundation for Cultural Property Protection, and the International Association of Healthcare Security and Safety that cater to specific sectors.

Convergence between physical and logical security is well advanced, and convergence with other risk management functions within the organizations (health, environment, safety, and quality) are quickly gaining momentum; this and the increased use of technology have demanded a new breed of highly trained/highly educated protection officers (especially at the supervisory and management levels).

Protection officers are moving into more of a leadership/ambassadorial role. While many are entry-level employees, they are also coordinators. They design and develop programs in safety and security. They are more like professionals in that they use discriminating judgment, determining their own course of action rather than being told what to do by superiors.

They continue to utilize additional technology and this technological prowess is giving them a more professional appearance. So, too, is the carrying of weapons. Contemporary protection officers are more likely to have some type of weaponry than in the past. This may not be firearms; it is usually pepper spray or some other nonlethal weapon.

There are also heavily armed protection officers in areas of the world where civil strife and warfare prevail. Hence, there is a more military emphasis than ever before. This trend will continue as energy exploration moves into dangerous areas and people’s demand for security (employees at these locations) increases.

There is also a greater need for effective liaison with police, fire, emergency medical, and military organizations. Regional disasters such as massive snow storms, earthquakes, or hurricanes require close cooperation. So, too, does the provision of security at major public events: there are 50 or more different organizations providing security at the Super Bowl in the United States.

The issue of training continues to be a concern. While on paper it may appear as though security personnel are being trained, closer inspection reveals that this is often not the case. Sometimes in contract security there is a major disconnect between the corporate policy on training and what actually happens in the field. Maggio (2009) cites a 2005 study in New York City in which it was found that most security personnel reported having less training than was required. Moreover, the training that was given failed to emphasize terrorism or working with police or firefighters.

One possible solution to the training dilemma is state or provincial mandates. A state or province may require security officers to have a certain amount of training and to be licensed. Unfortunately, it takes a long time to get legislation enacted. Once it is in place the training is generally minimal. Also, the regulations rarely cover all protection officers; most state/provincial laws only cover contract security personnel.
There are some positives to this, however. In the United Kingdom, the Security Industry Authority is improving regulations for door supervisors and others. There are inspections being done to insure that protection officers in clubs are licensed. In California and Ontario, both contract and proprietary security personnel are regulated. As of this writing, the province of Alberta is also moving in that direction.

Outsourcing of police services to private contract firms continues. While public police may espouse the principles of community policing, they may not be able to practice it. The reality is that public police have budgetary concerns and limited resources. There is a movement in some areas toward having private security personnel perform order maintenance and quality-of-life patrols. A security service firm may be better equipped to do this in large shopping centers, parks, or housing developments. The public police can then focus more on investigations, drug enforcement, and the response to felonious behavior.

This shift also triggers an evolution of the protection officer from being a “private security” officer to becoming something of a public servant. Such a role may create confusion in the mind of the officer. Only thorough education, training, and highly structured socialization will prevent role confusion.

Another driver of this trend is the growth of security service providers. Some of these companies are quite large and operate internationally. Others are not as large or international but may have a major share of a local or regional market. Either scenario may lead to monopolization. Once this happens, the client has limited choice in selecting a security service provider. Should this occur, there may be both an increase in costs and a degradation of service.

University degrees and internationally recognized professional certifications, such as the ones awarded by the International Foundation for Protection Officers and ASIS International, are in great demand among quality-conscious employers all around the globe. This trend will continue as society places more emphasis on obtaining credentials.

While degrees and professional certifications are key components of professionalism, so, too, are guidelines and standards. Voluntary guidelines or compulsory standards developed by professional associations are having a major impact on the practice of protection. At the present time, standards and guidelines are being developed on an array of topics such as the Private Security Officer Selection and Training Guideline by ASIS International. This guideline establishes minimum criteria for selecting and training security officers. It is of obvious use to employers and contract agencies. It may also assist regulatory bodies in establishing state or provincial licensing requirements. (http://www.asisonline.org/guidelines/inprogress_published.htm. Retrieved October 13, 2009). In addition to employers, contractors, and governmental agencies, insurance carriers can use standards and guidelines. Policyholders may receive a premium reduction for meeting a guideline or standard.

Obviously, standards and guidelines will have a major impact on the practice of protection over time. And the professional protection officer is a key factor in compliance.

References


Resources

Training courses online can be obtained through AST Corporation (http://www.astcorp.com). There are a wide variety of courses! Specialized topics can be studied to prepare for new assignments or jobs. These courses can be used to target individual career interests and earn

I. FOUNDATION

Butterworth-Heinemann is the premier publisher of security texts. There is a wide array of titles available on physical security, investigation, emergency management, and so on. Visit http://www.elsevierdirect.com/index.jsp.

SECURITY QUIZ

1. Which of the following best describes a protection officer?
   a. A man or a woman hired to look after an entrance door
   b. A man or a woman who concentrates on safety and security while others perform various tasks
   c. A man or a woman in charge of welcoming visitors and providing them with information
   d. A man or a woman hired to dissuade potential trespassers

2. The career path of a protection officer might take him through:
   a. Operational level
   b. Supervisory level
   c. Management level
   d. All the above

3. The Professional Protection Officer has some essential characteristics. Which of the following is not one of them?
   a. Follows a code of ethics
   b. Shares a common history
   c. Masters the use of lethal and non-lethal weapons
   d. Owns a common body of knowledge

4. Competency can be demonstrated through professional certifications, and consists of an adequate balance of three characteristics. Which of the following is not one of those?
   a. Attitude
   b. Skills
   c. Communication
   d. Knowledge

5. Every decision that a protection officer makes reflects on the organization he or she represents; for instance, patrol officers often times are the only people on the premises (during night and weekends). Which of the following tasks is most unusual to a basic protection officer?
   a. Collect intelligence on changes, unusual situations, or suspicious persons
   b. Maintain compliance with organizational policies
   c. Legal consultant role
   d. Interacting with the public in the environment

6. The basic role of the protection officer is to prevent, mitigate, and respond to:
   a. Intentionally created risks (security)
   b. Accidental and unintentional risks (safety, health, environment, and quality)
   c. Any and all risks in the WAECUP model
   d. None of the above

7. There are five types of critical resources to be protected; which of the following is not one of those?
   a. Time
   b. Information
   c. People
   d. Reputation

8. The value added by a protection officer’s performance is measured in the level of improvement that his work brings into the organization’s protective process and objectives. Examples of this can include:
   a. Vigilance of better practices and recommends state of the art standards
## I. FOUNDATION

### SECURITY QUIZ

| b. Always reporting adequately and keeping adequate records |
| c. Improving policies, procedures, job-specific instructions |
| d. All of the above |

### 9. All actions taken before active protection measures are performed can be included in the preventative functions. Which of the following is not one of those actions? |
| a. Preventative investigations |
| b. Identification of hazards and risk factors |
| c. Induction training |
| d. Separate physically or in time the aggressor from the objective |

### 10. One of the steps taken during response functions performed by protection officers is recovery. Which of the following is an example of it? |
| a. Assets not damaged during a fire are quickly moved into a secure location |
| b. A claim is filed with an insurance company |
| c. Video footage from a bank robbery is given to local police |
| d. All the above |