
Working the Principal

More than Standing and Waiting

15

People would ask me, “What do you do for a living?” I would say, “I travel a lot, mostly see airports and hotels, and spend a lot of time standing and waiting.” ... *Semper peratus* (always ready).

—Dale L. June

Know the Protectee

Knowing your principal is one of the guiding rules of protection. Working with a protectee is a lot like a marriage. The better you know the person, the smoother the relationship. In a total protective environment, the protective agent begins the day with the principal in the morning, takes him to work, returns him home at night, sees him go to bed, and watches over him during the night. In fact, the protective agent spends more time with the protective assignment than with his own wife and family. Getting to know the work and family environment of the protectee is as important as knowing the threat level of potential harm. It is easier to understand, anticipate, and neutralize the threat if there are no unknowns and if the business and family protective shield is also in place and enforced. If the protectee's concerns and needs are known and can be anticipated, the association will, most of the time, be friendly, cordial, and mutually rewarding.

When first assigned to a protectee, it is incumbent upon the protective agent to ascertain as much information about the protectee as possible. The protectee himself will often provide a good deal of information or may designate a staff member as primary contact for whatever information is necessary. It is important to know the schedule of the protectee, the location of his appointments, the names of staff and family, contact telephone numbers (24 hours a day), and any known medical problems such as heart problems, seizures, allergies, or disabilities. In the event of a medical emergency, the protectee's blood type should be known, especially if it is a rare type.

General information about the protectee and his business can usually be obtained from company brochures or stock reports often found in the office lobby. If they are not available, then a trip to the local library or a visit to Internet social and news websites for a little research is in order. Good sources of information regarding corporations and corporate personnel are Dunn & Bradstreet and Standard and Poors, found in the reference section of most libraries.

If there are also security concerns about the family, much of the same basic information is necessary. Where does the spouse work? What are the spouse's organizational associations? Where do the children go to school? What are the arrangements for taking them to school and picking them up?

It may not always be appropriate to determine all the information necessary at the initial meeting with the protectee. In fact most initial meetings with the protectee may be nothing more than introductory. Most details and arrangements are usually conducted through a

senior staff member. As the information is compiled, it should be recorded in a secured notebook to be shared only with the working security personnel on a need-to-know basis.

Client Profiling

What enables the wise sovereign and the good general to strike and conquer, and achieve things beyond the reach of ordinary men is foreknowledge.

—Sun Tzu, *The Art of War*

Knowledge is power, and information is the best weapon. When working with a protectee, it is important to thoroughly profile the principal. Consider all known personality traits of the protectee. Is he abrasive? combative? timid? Does he have a tendency to attract trouble? A protectee with an outsized ego may invite trouble from outsiders or may challenge the judgment of the protection agent, resulting in head butting. This creates a situation of an assignment from hell that no one wins. Consider the principal's attitude. A callous or reckless attitude can lead to security problems. A protectee's prejudices can be dangerous, as they are deeply ingrained and will surface strongly during times of stress. Beliefs, opinions, and convictions can also lead to problems. A client may believe that he can trust someone or that he is not in danger when that may not be the case. Remember it is not necessary to like the protectee or his politics to work together efficiently. What is necessary is to remember that the protection agent has a responsibility to provide the very best good-faith security effort to the protectee.

Understanding the Principal and Your Relationship

Although the protective agent may have the requisite training, education, and technical abilities necessary for employment in the profession, there is no substitute for being able to maintain a proper relationship with the principal. The first step is understanding that your principal may not be in favor of having someone follow his every movement. Whether you are assigned to this person for a few hours or long term, you should have a clear understanding of what the principal expects of you.

Understand that your principal will not do everything that is recommended for his security. There may be exceptions to this rule, but they are usually short lived. Everyone must decide for themselves what level of risk they are willing to take, and your protectee is no exception. Convincing your principal to cancel all public appearances and ride in a low-profile, fully armored vehicle when he must venture out of his fortress into public is most likely beyond the realm of possibilities. An agent must understand and adapt to what the principal believes to be acceptable security for himself and his family.

Therein lies one of the challenges of the protectee service profession. The protective services agent must not only have the knowledge of proper security procedures, but must also possess the ability to communicate these to the principal in a way that is likely to produce the desired results. Further compounding the communications gap is that often the protective agent may not be able to speak directly with the principal but is required to present suggestions to a staff member or assistant (maybe even through an interpreter).

A Protectee and a Protection Agent Have a Special Relationship

A protectee and a protection agent have a special relationship for many different reasons. The primary reason is that the protectee is relying on the protection agent to keep the protectee, the protectee's family, co-workers, and property out of harm's way. In order for a protection agent to adequately protect his or her charge, he must be intimately involved in his client's life. The protection agent must be aware of the protectee's personal habits, lifestyle, and travel arrangements, all of which must be planned accordingly in order to develop the best possible protection program given the particular situation and resources available.

Knowing they are being targeted for violence can be a stressful and difficult time for a protectee. It is important for the protection agent to understand this when dealing with the client on a day-to-day basis.

The protectee is in a challenging position when having to hire a protection agent. Not only is he or she being threatened by violence, but the protection agent's mere presence is a constant reminder of that threat. Protectees must place an enormous amount of trust in the protection agent who is responsible for protecting them. The protection agent may be present during business meetings, family outings, or during the protectee's everyday life. Additionally, protection agents may be present to assist in avoiding embarrassing situations for their clients.

The overall relationship must be one based on trust, professionalism, discretion, and competency. Protection agents are entrusted to fulfill their duties in a professional way. Protection agents must also keep confidential the family and business matters they are exposed to by virtue of their requirement to be in close proximity of the protectee. The protectee requires nothing less than a competent professional who can carry out their duties while allowing them to lead as normal a life as possible while keeping them safe.

You are in their world but you are not part of it. This sound piece of advice cannot be emphasized enough. A protective agent has one mission or goal, and that is to provide a safe secure environment. In his position at the side or in the vicinity of the person he is protecting, the protective agent is often found attending social events, political rallies, stockholder meetings, and maybe even costume balls. He may attend polo matches or be present in high-stakes gambling forays in grand casinos. It is not unusual, perhaps more ordinary than common, to be mixing with political dignitaries, entertainment or sports figures, royalty, or simply the high-born rich and famous.

The protective agent can become accustomed to living in a Ritz-Carlton where his protectee is staying and attending charity affairs, calmly plucking shrimp off a silver platter held by a maid. This is several social levels above a Don't-Tell Motel where rates are offered on an hourly basis, eating the humble burger, fries, and apple pie served by a waitress named Flo.

Appearing at the charity affair as a guest, the protective agent cannot ever forget that the only difference between him and the maid is the role they are filling. Both are *employees* hired to complete a specific task. As an employee, the protective agent works at the whim of the employer and can be discharged at any time, for any reason (with or without cause). In the private sector a protective agent might be fired for no other reason than the person being protected feels the agent is becoming too close or getting too familiar. In the public sector, the agent cannot be fired, but he can quickly and quietly be reassigned.

Employer/employee (protectee/protective agent) relationships can be best described in terms of *impersonal* relationships as defined by Verderber and Verderber.¹ An impersonal relationship is one in which a person relates to the other merely because the other fills a role or satisfies an immediate need. When the need is fulfilled, the relationship ends.

A personal relationship between the protection agent and protectee should not happen. A *personal relationship*, according to Verderber and Verderber, is one in which people share large amounts of information with each other and meet each other's interpersonal needs. The key words in that definition are *interpersonal needs*. Though there is a great deal of information sharing between the agent and his charge, the information is best kept on a need-to-know or professional basis. A mistake often made when two people are as close together, sometimes day and night and under various circumstances, as the people in a protective situation, is that a certain level of bonding occurs. When it reaches the stage of one person, usually the protective agent, assuming that a personal relationship exists, the line is crossed and the agent begins believing he is part of their world and not just in it. This is when the protectee begins to feel the agent is getting too close or too familiar. The line between love and hate is very thin. When that line is crossed, undesirable events occur.

What Does It Mean to “Get Too Close” to the Protectee?

From history, reality, and popular myth, we understand that getting too close to the client is an occupational hazard. In the scope of human experience, we have learned by psychological and sociological study that having mixed company work closely together, either by design or inadvertently, may lead to compromising situations. Even same-sex situations involving closeness and sharing of common experience will lead to close bonding or intimacy. Intimacy in this sense does not necessarily mean in a sexual manner but rather a personal closeness. The relationship between the protectee and the protector is a special one. To an extent, it is one based on trust, and yet shared power and control. When someone is obligated to provide another's safety and well-being, personal relationships will form. It is called psychological transference. All of this can be intoxicating and lead to poor judgment and unprofessional conduct. As the old saying goes, “Good judgment comes from experience, and often, experience comes from bad judgment.”² Getting too close to the protectee creates problems, because it is too close. There is a distinct loss of objectivity, which is necessary to make difficult decisions.

Feelings, Nothing More than...

“The heart is deceitful above all things and beyond cure. Who can understand it?”³ We know, intellectually, that feelings cannot be trusted. Where trust prevails, personal feelings (often in a sense of gratitude or obligation) should be expected. Always, however, feelings should be held in check. We should strive to maintain a balance. If personal feelings cloud judgment, however, the equation is off kilter and we have a problem. Feelings are intangible, and for most humans, difficult to control. Even balanced scales are never truly at equilibrium—they vibrate imperceptibly, but vibrate they do.

It is not exactly the same, but a relationship that in the eyes of the beholder has become personal can be likened to the characteristics of the delusion called *erotomania*. In this delusion, one person begins to believe the other person, usually of a higher status, is in love with them. If the protective agent assumes that a personal relationship exists, he is deluding

himself because most probably the personal relationship is one way and can (and must) be quickly ended by the protectee.

In one case where the protective agent assumed a personal relationship with the protectee and family, he was fired because he had crossed over from impersonal relationship to personal. This person (taking on characteristics of erotomania) would not accept the firing because he knew the family really loved him. In a course of time he became a resolute stalker, following the family, making telephone calls, and actually presenting himself at the family's front door. He never accepted that the family was frightened of him. He is now serving time in state prison for the murder of the person he was supposed to protect. The line between love and hate is very thin indeed.

Of course, on the other hand, a protectee may cross the line and begin believing the agent is in love with him or her. Though this has happened before and the love has been reciprocated and ended with living happily ever after, these situations have been very minimal. Usually the ending is more tragic or traumatic for one or both of the participants. Both of these examples highlight the first rule of professional business: Don't become romantically or socially involved with co-workers or clients. Being in their world but not a part of it can have other unfavorable consequences that are nearly as harmful. A protective agent can easily become accustomed to the high life, living in rich surroundings, enjoying the best food and drink, and being introduced to famous and beautiful people. It becomes an artificial way of life and lasts only as long as his relationship with the protectee. When the job is finished, the agent must remember he has a wife and two children living in a middle-class neighborhood where he has to mow his own lawn, pay the mortgage, watch football on television, drink beer, and listen to his tired wife complain about the children's dentist bills, with this being the highest level of entertainment, celebrity, and refreshment he will see in his private life.

People of a foreign background often note how difficult it is to live in two cultures, their own and the American. That is the same situation the protective agent could find himself in, living in two cultures: the high life and the middle-class husband, father, and homeowner. If any relationship suffers, it is most probably the relationship involving the family and home. It takes a steady hand to guide oneself through a course of such temptations as the agent finds in the world of the protectee. That is why the relationship between the agent and his protectee must operate on only one level, *employer/employee* and must be kept as *impersonal* as possible.

Working in Close Proximity

As the assignment becomes operational, the senior detail leader meets with the protective team and thoroughly briefs them on their assignments, the protectee, special instructions, and intelligence information, including any "be on the lookout for..." (see [Figure 15.1](#)).

Some protectees have special requirements such as the protectee in Figures 15.2–15.5. This particular protectee, upon learning of special skills and experience of the detail leader, requested lessons in self-protection which included defense against an assault with a knife. On December 7, 1972, Imelda Marcos, the First lady of the Philippines, was attacked by a knife wielding assassin, but because of her martial art training, Mrs. Marcos was able to save her own life.



Figure 15.1 Detail Leader with protocol book and advance report briefing protective agents.



Figure 15.2 Leader giving protectee self-defense lessons.

The protective agent's primary responsibility is to protect the principal! The single most important aspect of that obligation is the advance. The higher-profile and most dangerous position, however, belongs to the protective agent(s) working in close proximity to the protectee.

Close proximity⁴ means working immediate to the person being protected. It is the innermost circle of the concentric protective circles of the secure environment. Usually within an arm's reach of the protectee, the inner circle agent (the number 9 circle in a 10-circle bull's-eye target) is expected to, in an emergency such as an assault against the protectee, cover the protectee with his own body and evacuate him to a safer location. This maneuver is called, appropriately enough, cover and evacuate.

There are slogans or mottos for everyone. The Boy Scouts have Be Prepared (though it could be just as applicable to executive protection). The police (courtesy of the Los Angeles



Figure 15.3 Hapkido demonstration under the supervision of Grand Master Kwan.



Figure 15.4 Hapkido demonstration, defensive technique.

Police Department) have to protect and serve. Security officers must observe and report, and the dominant truth of all is from *Spiderman* by Stan Lee, “With great power comes great responsibility.” All of these slogans fit or are styled for close personal protection. But the primary slogans of protection agents must be, be prepared, and cover and evacuate.

In a defensive position such as personal protection, the immediate required reaction is for the protectee (the 10 rings in a bull’s-eye target) to be prepared for any eventuality



Figure 15.5 Martial arts preparation keeps the protectee involved with their own defense.

and to shield his person from the impending danger and evacuate him to a safer place. This advice should be tattooed onto the brain of every personal protection agent. With the rush (adrenalin dump) of excitement and the physiological acceleration of the brain during an attack, the natural instinct might very well be to *duck and cover*: duck behind something (or someone) to provide cover from the shooting or blasting. There is no time to think and reason. Covering and evacuating must be as an instantaneous natural response. [Figures 15.2](#) through [15.12](#) demonstrate various techniques to protect an asset, martial arts, area mapping, and alertness.

How is the protectee covered and evacuated? The agent closest to him doubles him over forward (to make a smaller target and to protect the vulnerable body areas) by wrapping his (the agent's) closest arm around the protectee's middle while pushing the head down with the other arm and positioning his own body between the threat and the protectee. The arm and hand that pushed the protectee's head down is kept on the protectee's outside shoulder while the agent pushes and steers—at a running pace—the protectee away from the area to a more secure location. The second proximity agent on the opposite side of the protectee does the same from the opposite side, but grabs the arm and shoulder of the first agent, literally building a security fence around the protectee. If there is a third and fourth agent, the third agent clears an evacuation path through the crowd while the fourth delays the threat and/or protects the rear of the formation.

The inner-circle protective agents (numbering one to four, possibly five) surround the protectee and provide a shield from all directions. They never leave the presence of the principal when he is in a crowd. As the crowd moves closer to the protectee, the closer the protective shield moves to the principal. The agents move from arm's length, standard when walking from one location to another and the crowd is at a safe distance, to nearly touching the principal when in a close crowd, or at times they may even link hands or elbows.

If there is a full complement of security (which is very rare unless the protectee is on the high end of economic and risk scale), the principal is surrounded thus: One agent, usually the senior agent or agent in charge, walks on the right side (if the agent is right handed), maybe a half step to the rear, always within an arm's length or closer. He can

communicate with the protectee as they walk. He can whisper cautions, such as, “Watch your step” or “Step down.” The right hand is usually extended toward the front and down, providing nonverbal communication to the crowd, meaning to step back, and in a position to easily come back and brush aside his unbuttoned suit coat and pull his weapon, if necessary. His left hand is near the middle of the protectee’s back, where he can guide the principal if necessary. Avoid touching the person of the principal if at all possible. The agent is in a position to instantly cover the protectee. His field of vision is to the front and immediate right.

Another agent is in a similar position on the left side of the protectee. His field of vision is to the front and left side. A third agent walks in front (an arm’s length away). His field of vision is to the front, left, and right. And a fourth agent walks to the rear, nearly walking backward to protect the back side. The fifth agent is the point man, or lead agent, usually the advance agent who knows the exact route, expected hazards—everything! He walks a few steps in front of the lead agent. His responsibility is to open the crowd, watching for danger, and leading the protectee to his destination. He is the first to enter the elevators, round the corners, or enter a room.

This manner of walking with a protectee is called a diamond or box formation. The name is unimportant. What is important are the assigned responsibilities and awareness of accompanying agents. From this formation the protectee is protected on all sides. If he should suddenly decide to change directions, to shake hands with an old friend, or to answer a question from the press, the agent on that side simply becomes the leader and all agents rotate with the principal, maintaining close 360-degree coverage.

Four-Man “Diamond” Formation

- The diamond formation (Figure 15.6) is used in close quarters or when moving through a busy, crowded area.
- It is the most common of all the formations.
- Usually agents are within arm’s reach of the principal.

Box Formation

- Box formation (Figure 15.7) is used in private areas and wide open spaces.
- Intended to give principal privacy and personal space.

Elevator Entry

It is usually considered good manners to open a door for someone and let him go first or to step aside at an elevator to let another person enter first. That is, except when working a principal! Keeping in mind an old saying, “The pioneers take all the arrows,” a protective agent precedes the protectee through a door and into the room. The agent quickly visually scans the room looking for anything or anyone that would present an immediate threat. Whenever the principal enters an elevator, a protective agent should be the first to enter or they should enter almost simultaneously. In case the doors should close quickly or the elevator should drop unexpectedly, there will be at least one protective agent on the elevator with the protectee.

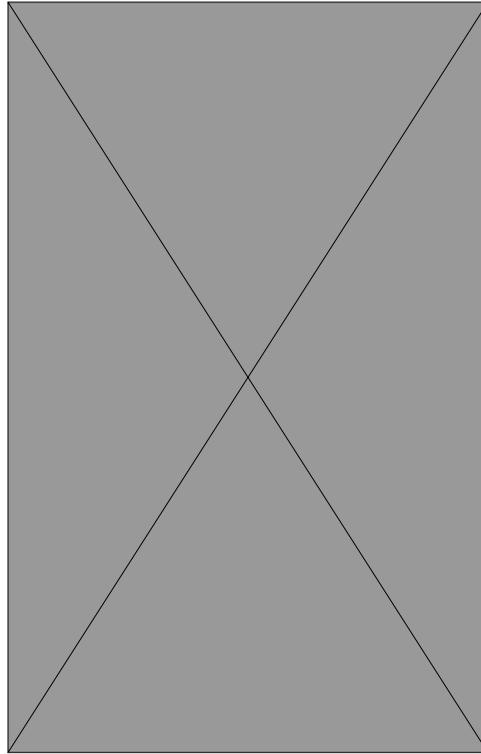


Figure 15.6 Four-man diamond formation.

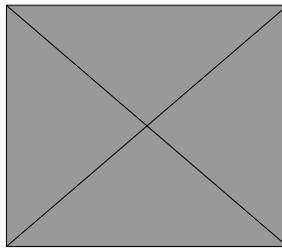


Figure 15.7 Box formation for agents to guard protectee.

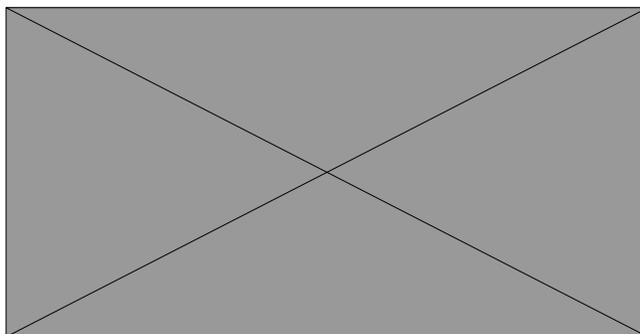


Figure 15.8 Elevator entry for agents and protectee.



Figure 15.9 What is wrong with this picture? – It illustrates the wrong way to open a door for a protectee. The protective agent is looking the wrong way with his back toward to unprotected side.



Figure 15.10 Indicating how a door should be held open for the protectee. The protective agent is alert, looking at areas that could contain a threat.

One Agent with Protectee

Should only one protective agent be accompanying the principal, he would walk either on the left side or right side of the principal. If the agent is left handed, he would walk on the left side of the protectee, his right hand near the back of the principal and his left hand in a position to reach for his weapon if necessary. A right-handed agent would assume the same position on the right side of the principal. With the trailing hand near the principal's back, the agent, if the occasion should arise, could quickly and forcefully push the protectee



Figure 15.11 As the protectee exits the building, the agent assumes the lead.

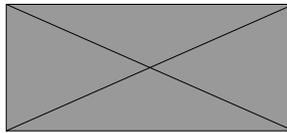


Figure 15.12

away, while stepping into the line of fire, (as Secret Service agent Timothy McCarthy did when John Hinckley, Jr., shot at President Reagan). A one-man security detail is very risky because of the many areas that have to be watched.

One Protection Agent

It is extremely difficult for a one-person protective team to provide 24-hour-a-day security coverage. But it is very common. Long after the protectee has retired for the night (which in itself may be very late), the protective agent may have a few hours of work still to complete, such as making sure arrangements for the next day are prepared, writing reports, returning telephone calls, checking and confirming flight schedules, and whatever administrative duties that must be attended to. Then the agent must be up and ready to go at least an hour before the protectee to make sure everything is properly prepared for the day. What about arrangements for the protectee's breakfast, or the limousine and driver? Are they in place and ready to go? Are there any schedule changes? Has any information been obtained, or have situations developed that would impact the safe movement of the protectee?

If at all possible the rule of two applies. This means that every protective detail should have a minimum of two agents to work with the principal.

Two Protection Agents

- Two protection agents ([Figure 15.13](#)) will use the principle of within an arm's reach.
- With an agent working front and rear, offset to the right and left, if the protectee changes direction, there will still be an agent front and rear.

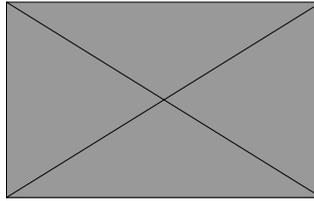


Figure 15.13

On a one-person or two-person protective assignment, the personal contact with the protectee is usually very close, and the protectee comes to expect duties beyond the protective responsibilities of the protective agent. There are (probably literally) a thousand different errands and little things that the protectee insists be done for him.

For example, many protectees prefer that a morning newspaper be delivered to their hotel room with the breakfast room service. The protective agent must arrange (or have a staff person—if one is available) to have the paper delivered. The protective agent should accompany the room service delivery into the protectee's suite. A former government official, now in private business, wants a local newspaper delivered to his room the first thing in the morning but also expects a copy of *The New York Times*, *Los Angeles Times*, *USA Today*, and *The Wall Street Journal* to be on the backseat of the limousine waiting for him.

It is not uncommon for a protectee to expect such common courtesies such as sending a shirt out to be pressed, or help carrying the luggage to the limousine, even passing along instructions to service personnel. It is the duty of the protective agent to know and anticipate such trivialities; he should even know the five-day outlook of expected weather conditions. All these things have nothing to do with security but they are important to a good working relationship.

Three Protection Agents

Three protective agents are within arm's reach of the protectee also (Figures 15.14–15.17). If the protectee changes direction, one of the following agents rotates back to take up a rear position. Agents may be dressed in casual attire, because not all assignments require dark suits, sunglasses, and ear pieces. Ear buds are unnoticeable.

Reactions

If an overzealous fan or well-wisher shaking the principal's hand grips it too tightly and doesn't let go, the closest agent must respond and break the grip. This is accomplished by placing the agent's arm over the protectee's arm and hand and gripping the handshaker's hand. The agent then slides his other hand over the gripped hands and takes the thumb of the well-wisher in his and forces it up and away from the protectee's hand. If the handshaker resists and squeezes harder, the agent then will place a well-aimed, but restrained, stomp of the heel of his foot across the bridge of the offender's foot. The agent continues smiling, looking the person in the face and says, "Excuse me," as the maneuver is executed. The hands will be released and the agent and the protectee continue moving on as though nothing happened. By the time the surprised fan recovers, there will be other people and



Figure 15.14–15.15 Three protective agents within “arm’s reach” of protectee. If the protectee changes direction, one of the following agents rotates back to take up a rear position. Agents are dressed in casual attire because not all assignments require dark suits, sunglasses, and ear pieces. Ear buds are unnoticeable.



Figure 15.15

space between him and the protectee. If the fan complains, the stomp can be explained and apologized for as an accidental and incidental movement with no malicious intent.

If an object is thrown at the principal, the covering agent seeing the object bats it down and away from the protectee with his hands and then executes the cover-and-evacuate maneuver. The thrown object should never be batted back up into the air or caught! If the object were an explosive, it could detonate in the air, causing more extensive damage than if it were thrown or batted backward and toward the ground.

If an explosive device is thrown and not batted down and out, covering agents should push the protectee to the floor, with his head away from the bomb (feet facing the direction of the explosive) and place their own bodies between the explosion and the protectee.



Figure 15.16 Taking a casual break while staying ever vigilant.



Figure 15.17 Giving the protectee privacy while she talks on the telephone.

If this position is not possible in the flurry of chaos following the spotting of an explosive, in the rush to get the protectee down, at least get the protectee down in a prone or supine position instantaneously. Quickly after the explosion, the agents should cover and evacuate the principal, keeping their bodies between him and the source of the explosion. While covering the protectee in this manner, agents should be alert for a follow-up attack, someone nearby, for example, with guns. The agents would shield the protectee while bringing their own weapons into a position of defense. The agent nearest the explosive would have to throw his own body over the bomb to limit the extent of the explosive damage. Needless to say, that would probably be his last heroic action.

An agent sighting a weapon (gun or knife or similar instrument) will shout out, “Gun!” or “Knife!” and take instant action (Figures 15.18 and 15.19). He will immediately cover the protectee or step in front so as to take the shot or thrust. If he is within an arm’s length



Figure 15.18 Training against a knife attack saves the protectee's life as protective agents are spaced too far away and react to late. This is very similar to a knife attack against Imelda Marcos when she was the First Lady of the Philippines.

of the assailant, he will attempt to knock or direct the weapon down and away from the principal or grab the weapon hand and pull it into his own body. The remaining agents will immediately cover and evacuate the principal. He must be removed immediately to a safer location in case other attackers are waiting for an opportunity to strike. Most of the time it is best to rush the protectee to his waiting car and speed away.

Walking on a public street presents an assortment of challenges. If the passersby on the sidewalk are spread out and paying no attention to the principal, the protective formation could spread out; it is always best not to draw attention. Again, if the crowd is closer, then naturally the protective shield draws in closer. But the protection agents must also be aware of vehicle activity on the street, people in building windows and doorways, and activity above. It is not a stretch of the imagination to expect to encounter some potentially hazardous activity completely unrelated to the protectee's presence on the street. A crime such as a robbery could be occurring and, without being aware of it, the protectee could walk directly into it. He could be shot or taken hostage. A cardinal rule of protection is to be constantly alert at all times to irregular or unusual conditions and activities. While walking with a protectee, the protective agents must always be scanning the passersby and looking to detect any security or safety hazards.

Passing vehicles are an ever-present threat. In most major cities, drive-by shootings are everyday occurrences. In more than 90 percent of the cases of drive-by shootings, an innocent bystander has been shot. In some cities of the world, bombs thrown from passing car windows have been a threat and have caused considerable damage, or a vehicle is laden with explosives and detonated as the protectee goes by. And of course, vehicles are used for kidnappings.

The protective detail was accompanying the nephew of the king of an important Middle Eastern country one evening at about nine o'clock. There was little crowd on the street of La Jolla (San Diego), California, on that warm summer night, so the entourage was spread out with the prince in the center. Suddenly a speeding older-model van (with curtained



Figure 15.19 Pie in Face 1, 2, 3—Not all threats are potentially lethal. Even a protector may be a target.

windows) braked to a squealing stop in a parking spot immediately near the walking group. At the same time, the side door quickly slid open and several people jumped out. Anticipating the worst, expecting the incident to be a kidnapping attempt, the protective detail quickly pulled their guns, moved close to, and encircled the prince to shelter him. The group responded to totally protect the prince. To everyone's relief, the people in the van were making a coincidental stop at the location the group just happened to be passing and it was quickly ascertained that no threat existed. But to all the people in the prince's group, it was a reminder of how suddenly a quiet, peaceful walk could turn into a hostile and violent encounter.

Deceptive and Diversion Tactics

Deceptive tactics and their use are challenges of the imagination and experience of the protective detail in the mission. With celebrity or well-known and recognized protectees, it is sometimes necessary and prudent to resort to the use of deceptive tactics to confuse, sidetrack, or throw off anyone tracking, surveilling, or attempting to maintain or initiate contact with the protectee. Among those in this category are overzealous fans, stalkers, assassins, or terrorists and of course those camera-toting grocery store check-out counter magazine freelance photographers who have a love/hate relationship with the protectee—the paparazzi. There is literally no end to the deceptive tactics that may be used. The only limitations are the ability to imagine varying scenarios, the planning necessary to successfully execute the ruse, and the willingness and cooperation of the protectee.

Many celebrities use a pseudonym. Their travel bookings, hotel and restaurant reservations, even real estate listings may be under the false name. It is not uncommon for television news personnel, for example, to use only part of their correct name. Some will use a married name or a maiden name.

A very common deceptive practice is the use of a double for the protectee. A person with the same general physical features as the protectee uses makeup, hair styling (or wig) and clothing, travels in an official-looking vehicle or motorcade to draw the attention of anyone wishing to follow the principal. In the meantime, the real protectee (possibly in disguise) travels in a common-looking vehicle or secondary motorcade with little or no fanfare.

Many well-known celebrities dress in dowdy clothing and wear no makeup while flitting about town in an old, unwashed, beaten-up sedan with faded paint. More likely the car is a year-old luxury four-wheel-drive or SUV. The idea is to drive a vehicle that blends in with all the other cars in the area. Casualness draws little interest. Of course the protective personnel likewise assume a casual posture in regard to their clothing and outward attitude working the principal in a role more like a companion, close personal friend, or business associate than an on-duty security professional.

One well-known television personality was having serious concern about a former employee who was stalking her and making threats because she refused to loan him a large sum of money that he demanded. The former employee knew everything about the celebrity, who had to use utmost precautions whenever she traveled about. She purchased a new car that the stalker knew nothing about. She would have someone prepark it at a location that she could drive her more familiar car to and then would park and quickly change cars. Leaving the older car in a secured garage where the former employee could

not watch or approach it, she would drive away and conduct her business (accompanied by an executive protection specialist of course) in relative safety.

Working a Principal in a Crowd

Working a principal in a crowd is very difficult. The risk factors increase so greatly that if there were a way of measuring, like with a danger thermometer, the mercury would burst off the scale and out the end. The protectee is close to the crowd, individually speaking with as many people as possible, signing autographs, posing for photographs, touching and shaking hands. He is very exposed and vulnerable. Hands reach toward him, some extending a pen, a note pad, or an autograph book for his signature. Some people are holding babies (or is that a weapon wrapped in a blanket?). There are umbrellas with long spike tips. Sometimes people are wearing long raincoats or overcoats. What is under the coats or in the pockets? Does anyone have his hands in his pocket? Cameras are clicking and whirring, and flashes are going off near the face and eyes of the protective agents, momentarily causing flash blindness. There is pushing and shoving and shouting. Everyone is calling out to the protectee and shouting his name, trying to get his attention for the autograph, photograph, or magic touch of a handshake.

Even a friendly crowd can have its risks. If the protectee is a very famous and popular person, everyone wants to shake his hand or touch him. Sometimes the press of the crowd can close in on the protectee, leaving very little room to move. The circle of protection closes very tight around the protectee, requiring the protective agents to link arms and hands to prevent the crowd from overwhelming the protectee. Sometimes the protective agents have to lean against and shove the crowd back, all the while maintaining touch with the protectee, allowing no one inside the circle, watching and pushing hands away. Watch the crowd faces and hands, especially the hands. In those circumstances there are hands reaching from all angles to just touch the person of the protectee. Hands over the top, hands reaching between other hands, hands extended past the protective agent, hands pushing and pulling! The hands are grabbing and pulling.

Watching the hands is very important. Nothing can happen unless the hands are holding a weapon or other device that could harm the protectee. In addition to guns or knives, also look out for pointed objects, pepper spray, or chemicals such as acid that could be thrown or rubbed in the face and eyes of the protectee. (Remember mob killer Kuklinski spilling cyanide on some of his victims?) Anything can be used as a weapon. Look for it! The face and eyes of the attacker sometimes offer an early warning. In a friendly and happy crowd, look for the person who is unsmiling, even scowling. This person may maneuver to get close. He may be spotted working his way through the crowd, focusing on the protectee, paying no heed to the crowd. The attack could come from several rows deep in the crowd. The attacker (as in the cases of Sirhan Sirhan, Arthur Bremer, and John Hinckley, Jr.) extends his arm and hand, holding the gun up over the crowd, and begins firing! His total appearance may be different from the crowd. He may be wearing a hat down over his eyes; he may have a disheveled or dirty appearance; he may be wearing a coat when not appropriate; he may be sweating; he may look dour and serious while everyone else is laughing and having a good time. Look for the unusual, anything that doesn't fit. But that is speaking in generalities! An attacker could be well dressed and smiling as he plunges a

long knife into the protectee. A suicide bomber could be wearing bulky clothing to cover the explosive and nail-loaded vest or belt he is wearing while waiting for the protectee to come within range. The bomber might be shaven clean to show his clean spirit to God.

While the agent dresses appropriately for the occasion, it should be borne in mind that even a friendly crowd presents special challenges. Therefore, it is wise to wear less than the best suit when there is a chance the protectee will dive into the crowd. Looking good and looking professional are important but to have an expensive suit ruined by an overzealous crowd can be harmful to the health and welfare of the wallet and credit rating. Save the tailored, designer, diplomat-looking suits for those occasions when a power appearance is important. When working a crowd, wear an older, less-expensive suit because the clawing hands may take a souvenir such as a pocket.

Many protective agents have what they call a midnight or rainy-day suit. This is usually a suit that is older, maybe getting a little worn, and is on its way to replacement. This suit is usually worn on the midnight shift when no one else is around; the agent may have to walk across dew-covered grass, vacuum the command post, or perform other duties that could possibly ruin a good suit. The agent wouldn't want a new or very expensive suit to be exposed to the midnight conditions. This midnight suit is the suit the agent should wear when it is expected that the crowd will be very close or a lot of physical movement is anticipated. It is not so shocking when an older, replaceable suit is torn in the crowd melee.

The same suggestion holds for the wearing of jewelry. Many an agent has lost an expensive watch in a crowd situation. Watches that have linking bracelets or snap-type bands are easily torn from the wrist, and there is nothing the agent can do. He may not even know when the watch has been grabbed. It is best to wear a watch with a leather or nylon strap or band with a buckle fastener. Large rings with stones can get caught in clothing or hung up on something, so if wearing a ring is important, it should be something simple like a wedding ring. If the agent is wearing glasses, they should be secured by some method to prevent them from falling or being pulled off. Sunglasses should likewise be secured or quickly put into a pocket.

Sunglasses are the trademark of the stereotypical protective agent. Some bodyguards use the glasses for a prop to enhance their image. In actuality sunglasses have a very real and practical purpose. They should be worn only outdoors. Sunglasses reduce glare, improving the protective agent's ability to see. They also prevent someone from seeing exactly where the agent is looking. When moving to the inside of a building, the sunglasses should be removed just before crossing the door threshold. This allows the eyes to adjust to the different lighting conditions inside more quickly. The glasses then should hastily be stowed in a pocket leaving the hands free to react to any circumstance. Departing the building, the glasses should be put on just prior to crossing the exit threshold, again making it easier and faster for the eyes to adjust to outside conditions. Here is a caveat. It is not always necessary to wear sunglasses. They should be worn only when exposed to bright sunlight or glare. There are two reasons for this: (1) Sunglasses, by their tinting, may limit visibility and/or strain the eyes. (2) Wearing sunglasses when no one else in the group is wearing them signals to a potential attacker that that person is the protective agent. There was a scenario where two agents walking with a protectee were identified by a sniper because they were the only ones in an accompanying group wearing sunglasses. The sniper first shot the trailing agent, then the leading one followed by killing the protectee.

Protecting Spouses, Children, and Teenagers (Family Protection Details)

A protectee's spouse and family are often included in a protective assignment. The basic principles of protection remain the same no matter the sex or age of the person being protected but there are unique differences in the way the principles are applied; there may be different protocols and relationships.

Spouse

The example in this section is of a male protectee and his wife as the spouse, but of course the opposite could also be true. The protectee's spouse may not have as high a profile but very often deserves and requires an equal amount of protection. Whenever possible, it is best to have a female protective agents assigned to the wife for all the obvious reasons of privacy and going into public areas such as shopping, hair salons, meetings, etc. In those instances, the female agent naturally would more readily blend into the environment than would a male agent. However, in the absence of the availability of a female agent, a male agent must be aware of situational differences from working with a male protectee and potential tar pits he may encounter. A male agent working with a wife must recognize and respect her need for more privacy. At some moments a male agent should divert his eyes or provide more space. He must recognize that a woman's conversation with other women may be more intimate than a man's and should make every extra effort to remain out of earshot.

Even with nothing more in his mind than providing the best good-faith effort of protection, a male agent must be especially aware of his positioning and eye contact with a female protectee. If she has even the smallest feeling of discomfort with the way an agent looks at her, she may misinterpret his intentions as something beyond professional. A protection agent may spend more time with a protectee's wife than with his own, and she may spend more time with the agent than with her husband. Closeness creates intimacy, and an agent must remember to maintain a very strict professional line that must never be crossed. If and when a protectee's wife slips her hand onto the agent's arm or takes his hand for support, the physical contact must be taken only for what it is and not representing anything else. Courtesy, respect, and professional conduct are extremely important when working with a female protectee. Misinterpretation or misunderstanding of a word or gesture can create a potential problem, leading to the dismissal of the agent.

Child to Age Twelve

Working with young children offers a wide assortment of challenges that are not necessarily related to aspects of protection. The job description has been cynically referred to as babysitter with a gun. But it takes a very special individual capable of rendering protective services while at the same time having the tenderness to relate to a young boy or girl. The agent must walk a very thin tightrope because of the many emotional pitfalls he must navigate. He may become a surrogate father, substituting for the real father who is too busy to spend time with the youngster, playing catch with a football or baseball, maybe kicking a soccer ball, having tea parties, or dressing up dolls. The child will form a very close bond

with the agent (and the agent may also feel the bond). This bonding can be very devastating when it is time for the agent to move on. The child may have an abandonment issue and feel like he is losing a parent, and the agent likewise may have strong feelings of emotional loss.

Questions of behavior and problems of discipline will arise that must be handled with good judgment. It is best to have the parents handle these questions. But if the parent is absent or too busy, the resolution will fall to the agent by default. This then becomes a very dicey problem. It is not the agent's position or within his authority to discipline his charge. Very often it is also difficult to take the matter to the parent, who may reflect the blame or responsibility for the bad behavior back onto the agent or ignore the agent's concern.

Teenagers

By any measurement teenagers are a special category. From the moment the clock turns their age from 12 to 13 and until they turn 20, boys and girls go through many metamorphoses; one moment they are the little boy or girl, lost and unsure; the next, a mature and confident young person. Under normal circumstances a teenager must face many problems and questions while searching for his identity. Add to the equation a mix of living under the supervision, and perhaps control, of a protective agent and the teenager will have to face the crisis of teenagerism under very trying circumstances.

The role of the protective agent takes on many facets beyond his protective responsibilities. It shouldn't be that way nor should the agent encourage anything beyond his assigned duties. He should work to establish good rapport and understanding with the teenager, including parameters of behavior. There will be times when the teenager will ask for help with his homework, sit quietly and engage the agent in conversation, or ask questions about life in general. He might ask questions about everything from teenage skin problems and how to be popular to boy/girl relationships and social conduct. A prudent and wise agent will steer the questions away from most of those topics and any other sensitive question relating to sex, politics, or religion. If the teenager insists on talking about topics like sex, for example, the agent should answer diplomatically and refer him to his parents, a teacher, or minister, someone more qualified to discuss such matters.

Then there are the teenagers who themselves are trouble makers, getting involved with drugs and alcohol and perhaps having little respect for others and getting into fights, maybe going to clubs and meeting a stranger for a one-night hookup. This type of teenage protectee will attempt to ditch the protective agent, playing games like going into a building and exiting a side door, getting lost in a crowd, or having a companion divert the agent's attention while he goes out the back door. There are any number of ways the teen will attempt to elude his protective detail or deceive him in some manner.

There are no magic formulas or textbook answers to how to handle these nettling problems. An agent should try to communicate the seriousness of the circumstances to the teen and attempt to make him understand the consequences of his actions and how they could get him kidnapped, hurt, or killed. In terms the teenager can understand the agent should counsel him that the agent is there for the teen's own good and that the agent is not the enemy and that the teen should not attempt to elude the one person who is dedicated to the teen's safety. In the final analysis, the agent should try to win the teen's trust and cooperation as he would with any other protectee.

All persons, including the rebellious teenager, should be treated with dignity and respect. This may include calling the young man or lady Sir or Miss. It will gain respect

and the agent can request the teenager address him as Mr. or Sir. The agent must always remember that he is not the child's or teenager's parent, or buddy; he is an employee with a specific mission—to protect and keep the child or teenager safe.

Protective Etiquette

Etiquette is more than the be nice taught in the third grade or graces by Miss Manners. Etiquette means social skills, communication, demeanor, association, and yes, even the manner of dress.

When discussing social skills, we mean those areas of conduct of interpersonal action indicative of a well-bred, civilized person, including manners, conversation skills, and inoffensive behavior. It is knowing when to say “please” and “thank you,” “ladies before gentlemen,” and “May I help you with that?” In other words, it is saying and doing the right thing at the right time for all the right reasons. Etiquette infers courtesy. As previously stated, courtesy is more than good manners—it is a way of showing respect to others.

Communication comes in many forms and styles. Verbal communication relates much beyond the actual spoken words. It includes tenor and tone of the voice, inflections, jargon, and slang. The voice can indicate the mood of the speaker, his level of training, education, and experience. It can show surprise, shock, questioning, demands and orders, anger, and sympathy. It can be loud and boisterous, or soft, soothing, and influential. Because we communicate on two levels, the spoken word or fact level and emotional intensity, we first absorb or decode the words and their actual meaning and then interpret the emotional or unspoken meaning.

Good communication etiquette requires choosing words carefully to fit the appropriate setting and emotional level. It means using verbal skills equivalent to the social, educational, and emotional level of the speaker and listener. With only a minimum of practice it can be determined within a certain degree of accuracy what a person is thinking by the words he chooses and how he uses them. Learning to speak pertinently is only half of the equation of effective communication. The other half is listening.

The listening requirement for good communication etiquette means listening actively, letting the speaker know you understand and are interpreting his words as he means them. This means listening on a nonverbal or emotional level as well as factual gathering. To repeat an adage, If you are talking, you are not listening; if you are not listening, you are not learning.

If you are busy talking and thinking of your reply, it is the same as interrupting and is considered rude and poor etiquette. At the same time, you are also missing emotional signals or body language allowing you the opportunity to address the real meaning and emotions of the speaker.

Etiquette is also apparent in the demeanor of a person. Demeanor means the way he carries himself, his movements, and his conduct. A protective agent carries himself in a confident manner that shows in his walk, his standing posture, and his overall carriage. Slumping or standing with drooping shoulders indicates tiredness or lack of interest. Standing tall with shoulders back, chest out, belly in shows the observer that the agent is attentive, interested, and capable. His body movements are appropriate to the occasion, with hand gestures and facial expression in congruence with the setting and occurrence.

Asymmetrical (or noncompatible) body movements with the time, setting, and occurrence may be interpreted as being rude, crude, and of very poor etiquette.

An interesting yet often overlooked aspect of etiquette is association. A protective agent has his own friends, cohorts, peers, and social circle. It is considered not only rude but in poor judgment and bad etiquette to form relationships and associations with friends, peers, and cohorts of the person being protected. This can result in many serious consequences because, as stated earlier, you are in their world, not a part of it. The people within the protectee's circle are best left with a totally impersonal relationship; make a favorable impression and leave it there. As the old saying goes, familiarity breeds contempt. It is best to remember that the mission of the protective agent is to maintain a safe and secure environment, not to socialize and associate with friends of the protectee. A person being protected does not want his *employees* associating with his friends, guests, family, and business acquaintances.

Protocol

Good manners and etiquette necessitate certain rules of protocol when working with a protectee. Another word for *protocol* is *custom*, or a way of doing something. It is customary to address certain people by their current or last retained title. For example, a general officer in the military would be addressed by his rank General (whatever his name), a political figure by his position such as Mr. Congressman or Senator or Mr. Mayor, a judge by Judge or Your Honor.

In other circumstances, if there is no specific title, make reference as Mr., Mrs., Miss, or Ms. There is nothing wrong (actually it is encouraged) the old stand-by, calling a person either sir or ma'am. Some adults find it difficult to refer to a junior person as sir or ma'am, but a professional will not stumble over this small matter. The protectee might suggest or instruct that he/she be referenced by their name. In that instance it is permissible to use their name.

Within the discretion of the protective agent is the physical distance he maintains between himself and the person he is protecting. The rule of thumb is within an arm's reach, but, depending upon the circumstances, it may be prudent to allow a much larger space. Ordinarily people don't like their space invaded. Whenever possible, allow as much space between the person you are protecting and yourself as good judgment will allow. In two words, don't overcrowd.

As a matter of respect, don't touch the protectee unless in very crowded situations where it is necessary to guide them or to keep them from being touched by the crowd. In the instance of a female protectee, don't put your hand on their back, again unless it is absolutely necessary for good protection.

It is a matter of good protocol not to interfere in any way with any conversation or discussion the protectee may be engaged in. The protective agent, if he is close enough to hear the conversation, should pretend disinterest and most probably look away as if he were more interested in observing the activity surrounding the area. If the protective agent's advice is sought, he should be either noncommittal or neutral. The only area in which the agent should be considered enough of an expert to give advice is in security and the possible risks to the protectee. The protective agent should never lie to the protectee,

provide false threat assessments to frighten the protectee to ensure his own job security, or understate the potential threat.

Security Posts

A basic principle of protection is to *never abandon your post or leave your protectee*. This axiom should be tattooed on the forehead of every protective agent—actually, tattooed not on the forehead but on the brain, right beside *cover and evacuate*. The agent should be able to remain at his post without wandering away. Some post assignments are truly boring (with a capital B!) and it is so easy to step a few feet away, and then another few feet. In no time the protective agent has wandered away from his post far enough to allow a breach of security that he may be unable to stop or detect.

The military has a general order that states: Do not leave your post until properly relieved. That general order remains in full effect for security personnel. Never, ever leave your post until directed by a supervisor unless of course it is to shelter the protectee in an emergency situation. It may not be unusual for a principal to spot a protective agent and direct him to perform an errand. As diplomatically as possible, decline and offer to communicate with a supervisor or someone else who can complete the task without jeopardizing or compromising the security area. When directed to abandon the security post by a staff member, the same diplomatic answer is appropriate—even if the staff member angrily shouts, “I am ordering *you* to do it!”

Should a fight, fire, disturbance, or gunshots occur, only the protective agent(s) working in close proximity to the protectee should respond to the protectee. The posted agents must hold their post until directed to leave. The altercation or disturbance may be nothing except a ruse to distract a post agent so that an assault can be initiated.

Security posts are part of the second and third rings of protection around the protectee. There are several types of security posts with varying functions. A security post is an established area of responsibility assigned to a protective agent as a screening point to observe or regulate access into the secured areas.

The Checkpoint

The checkpoint or choke point (as those waiting to process through may call it) is usually the busiest and most important post. There may be two checkpoints: one in the outermost ring and one in an interior ring. Through this location is admitted everyone who has an authorized reason or purpose to be in the restricted zone. It controls the number of people in the area of the protectee and restricts their movement. Everyone must be cleared to enter by security personnel tending the site. All suspicious-acting people are screened and noted. If there is reasonable cause to prohibit their entrance, they are prevented from entering. A checkpoint is usually established at some location where all must pass through. It is usually set up in a hallway, doorway entrance, admission gate, or stairwell. One or two protective agents with a host organization representative (sometimes including a local uniformed or plainclothes police officer) usually staff the checkpoint to verify identification and invitations and to inspect all entrants for weapons. Usually the checkpoint is equipped with a metal detector, either a handheld wand or the larger more sensitive type found at airports.

All people must pass through the metal detector with all bags, backpacks, cameras, packages, and other handheld items being physically searched and examined.

Surveillance Post

A surveillance post is established, as the name implies, to observe a specific area and the people in it. While being as inconspicuous as possible (though at times a high-profile visibility is very effective and necessary), the surveillance posts pay particular attention to anything that could be harmful or embarrassing to the protectee and to anything that is abnormal, unusual, or out of place. Should anything be seen or detected that could impact the welfare of the principal, it should either be resolved (without leaving the post unattended) or reported to a command post or team member who can respond to investigate and negate the circumstance.

A surveillance post manned by a protection agent forms part of the second ring of security. It is established within a secured area, usually within areas in which the protectee will be present. The secured area is established and restricted by ropes, barricades, and locked doors. Upon establishing the secured area, it is searched for explosive devices and other things that do not belong or are viewed as potentially hazardous. If anything is discovered it is removed. The surveillance agents assume their posts and become operational as the search gets under way. Agents accompanying the principal assume fixed surveillance posts in the vicinity of the protectee. There are two types of surveillance posts: roving and stationary (sometimes referred to as a fixed post.)

The roving post may be walking and patrolling the entire secure area, usually with no particular assignment except to observe people and things and to respond to assist the fixed posts if necessary. Or the post may be in a car patrolling the perimeter of the secured area, making contact with suspicious persons or investigating unusual activity. In some extreme cases (such as a high-profile protectee like the president) the observation post may be located in a helicopter scanning the entire procedure from overhead.

The stationary (fixed) post may be located anywhere to observe and maintain the integrity of the security zone. It may be at the entrance or exit to a room, on a highway overpass or underpass, on a rooftop, a hotel corridor, or strategic locations throughout the building and room where the principal will be in attendance. It may be on the balcony of a hotel.

The vice-president was visiting Los Angeles (on a dark and stormy night) and was staying in the presidential suite of a (very) high rise hotel. The suite was located at least 30 stories above the ground floor. The supervising shift leader that night assigned a freshly appointed (and relatively inexperienced) agent to the vice-president's protective detail, to the balcony outside the suite. He explained that the post was important and necessary to prevent a terrorist from rappelling down the side of the building to gain entrance into the vice-president's rooms. The young agent reasoned without convincing that it would be more practical to have the position located on the roof, a floor above. He did not see the smiles nor share in the laughter of the other agents as he spent a good share of the entire midnight shift on the balcony, braced tightly against the wall, an eternity above the ground. It must have been a successful deterrent, however, because not one terrorist scaled down the side of the building that night! Or any time since as far as they know. However, it must be considered in the realm of possibilities that someone could rappel down the building from the roof.

Surveillance Post General Instructions

An agent assuming a surveillance post must know and be aware of many things. Some are very obvious, some a little more subtle. Naturally the agent must know who his supervisor is and who the principal is and be able to recognize him. He should also know members of the family and key staff. He should be aware of the principal's schedule, knowing arrival and departure times. Of course the agent should be aware of the principal's location within the secured area. It is the responsibility of the command post to notify the posts of any movements of the principal and to keep them informed of the principal's location. The post agent must know and recognize the current form of immediate identification in use by other protective personnel and people authorized to enter the secured zone for that particular site. Is it a recognizable lapel pin, picture identification card, etc.?

The agent must also know the locations of the other surveillance posts and the activities planned for the adjacent posts as well as his own responsible area. Each post will have specific instructions and equipment unique to that particular post. The agent must be familiar with his post directives and the operation of all emergency equipment. Of course the agent must not vacate his post until directed by the command post or until properly relieved by another agent. When he is relieved by another agent, he must fully brief the relieving agent about the post coverage and operation.

Specialty Posts

When working with a principal, certain special assignments require a protective agent or strict oversight:

Luggage—Being responsible for the luggage is a very critical assignment. Upon departure from the residence, for example, the bags should be locked and distinctive seals placed over or across the opening. Should the bag be opened, the seal will be broken and is a good quick indicator of possible tampering. All protectee and protective agent baggage should be escorted and monitored until it is placed into the care and control of the airline personnel. Upon retrieving the luggage at the destination, the seals should be checked before removing the bag from the airport. If the bag has been opened, it should be fluoroscoped if possible and then physically examined and searched to determine that nothing has been placed in the bag as well as removed.

Protective intelligence response—If a suspicious person is encountered or threats are received by the checkpoint or surveillance posts, the protective intelligence response agent will be notified. He will react by interviewing the suspicious person, possibly escorting him out or resolving the situation so the post agent who received the threat or encountered the suspicious person can return to his normal duties.

Relief—When the advance man determines the number and location of posts, he should also determine the number of relief personnel needed. The relief agents should be briefed on the requirements of each post and be able to fill in on a routine or emergency basis. Relief is utilized to give the post agents a break for meals, refreshment, or the bathroom. When not relieving a post he should assume a walking or roving post or be available in the security room or command post if needed to assist at any location.

Security room—This is a “break” room utilized by off-post agents. The agent’s spare equipment or other amenities such as meals and drinks are maintained in this room. It may or may not be staffed at all times. If it is not staffed, it should be secured.

Command post—The nerve center or “command module” of the whole operation! It is usually a 24-hour-a-day operations control center. At an event site location it is a centrally located fixed post to provide communication, equipment, information, and directives. The command post is a conduit of all information, receiving and disseminating pertinent information to all appropriate areas. Someone who is experienced and familiar with the entire procedure should operate the command post. At the time he is briefed by the advance agent, the command post agent should have a complete walkthrough to become familiar with the posting and the particular problems the agents on post are likely to encounter. He will oversee, direct, and coordinate the security function with all the other elements of the protective assignment. He may be in communication with the host organization, staff, support personnel, the local police, and fire departments. He may have direct contact with the protectee. He maintains a radio log of all movements of the protectee and fields all communications and inquiries. In generic terms he is the supervisor or administrator responsible for the successful execution of the protection assignment.

The command post is generally equipped with everything necessary to maintain the security and safety of the principal. The equipment and resource material may include (but certainly is not limited to) closed-circuit television monitors; telephones (cellular and landline), appropriate telephone numbers, and directories; first-aid kit and resuscitator; maps and diagrams; notebooks containing special orders, directives, memoranda, and photos of the principal, his family, and staff; duplicate car and room keys; flashlights and radios; spare batteries and charger; emergency lighting designed to come on when power is turned off; binoculars; and computer, copy, and fax machines.

The command post is a professional place of business and is very critical to the successful administration of the protection program. It should be maintained as a business operation. It should be kept clean and orderly. If the command post is located in or near the residence of the protectee, always expect him to drop in at any time. If a temporary command post is established at a principal’s temporary residence, in a hotel for instance, it should be near the principal’s suite but not adjacent to it. It should be between the principal’s suite and any general traffic areas but, if possible, away from the general traffic areas. If maid service or room service people have access to the command post, it should be only at specified times and when their activities can be monitored. When an outsider like hotel staff, for example, is present, all sensitive material should be covered and conversation concerning the protectee or others should be restrained.

Because of the 24-hour-a-day operation and security, the command post may be utilized as a short-term depository for protectee and agent valuables, packages, equipment, briefcases, etc. Have all money and valuables including passports etc. placed in an envelope and sealed. Write the owner’s name on the envelope. All packages should be stapled shut or sealed and all briefcases and suitcases locked. All deliveries, mail, packages, official or unofficial inquiries, etc. should be directed to and received by the command post prior to being delivered.

Some principals place a telephone and fax for receiving official after-hours messages in the command post. These messages should be logged and delivered to the principal according to his instructions.

Identification

It has become common knowledge that protection personnel most often wear identifying lapel pins as a signal to other protective agents that they are on the job. It may be a good recommendation to forgo the identifying lapel pins because the majority of client assignments are one-, two-, or possibly three-agent missions and they all know each other. In some instances when several agents are working the same detail, they should become familiar with each other at the briefing. When more than one detail is working together at the same site, then it might be advisable for the agents to have some way of recognizing each other, but it could be something other than the stereotypical lapel pin and radio earpieces.

Summary

When working a protectee it is important to know as much about the person and the background of his business as possible. Good manners, etiquette, and professional protocol are important and should be maintained at all times. Professionalism comes with many faces, but in the protective arts, professionalism must mean the highest standards possible in areas from education and training to interpersonal relationships.

It is very easy for a protective agent to cross the line and begin to believe he is a buddy, pal, or confidential advisor to his protectee, but he has to remember that he is an employee and the relationship must stay at that level. Once the line of employer/employee is crossed, the relationship can never be the same and the loser will be the agent. The protectee will feel overcrowded, that the agent (employee) is getting too close or too familiar. People come into our lives and they go out. Keeping the relationship impersonal will result in better communication, belief, trust, and confidence in the protective agent. The protectee will feel the agent is professional and has no personal emotional involvement or personal prejudice, bias, or emotion to cloud his security decisions.

Etiquette and protocol play very large roles in the relationship between a protective agent and a protectee. Etiquette shows courtesy, good manners, social grace, and respect. It is evident in the manner of speech, actions, dress, and consideration of others. Protocol calls for completing a task in certain prescribed or customary ways.

Ranging from addressing the protectee in a respectful yet unfamiliar way, to walking with him, where he sits in the car, and at times seeming to ignore personal conversations between the protectee and others within his confidential circle, the rules of protocol and etiquette are custom, good taste, and social grace.

For the agents who are working close proximity, the watch words are as follows: be prepared for and expect any emergency, do not fall for diversionary tactics, sound off to alert others to the danger, react to cover and evacuate the principal, and if working an outer ring of protection (fixed posts) never abandon or wander away from the assigned position.

Review Questions

1. Explain close proximity.
2. What is the meaning of *cover and evacuate*? How is it important?
3. What meaning do the following slogans or mottos have for personal protection:
 - A. Be prepared
 - B. To protect and serve
 - C. Observe and report
 - D. With great power comes great responsibility
4. Define and explain working a principal.
5. Describe the working formation and each agent's responsibility.
6. Why should an agent precede a principal around a corner, through a door, or onto an elevator?
7. Objects are being thrown at the protectee. What is the correct response? Why should agents be alert for a secondary attack?
8. What particular attention should be paid while walking on a public street? What is the agent positioning?
9. Describe some types of deceptive tactics. Under what conditions should they be considered and used?
10. Why is working a protectee in a crowd so difficult and dangerous? What particular things should be looked for?
11. Why are sunglasses a valuable part of an agent's equipment? Explain the proper usage.
12. Why is the wearing of an expensive suit and jewelry discouraged?
13. What information should an agent know about a protectee?
14. How does providing executive protection by a single agent differ from a full team?
15. Describe a surveillance post and specialty posts. What are their respective responsibilities?
16. Explain the extra importance of a command post.
17. Why should you develop a profile of your client?
18. How can a client's prejudices or attitudes pose a danger?
19. What are some special problems you might face in protecting politicians?
20. What are some special problems you might face in protecting corporate executives?
21. What are some special problems you might face in protecting diplomats or foreign nationals?
22. What are some special problems you might face in protecting celebrities?

Endnotes

1. Kathleen S. Verderber, Rudolph F. Verderber, *Inter-Act: Interpersonal Communication Concepts, Skills, and Contexts, 9th Edition*, Wadsworth-Thompson Learning, Belmont, CA, 2001, 72 and 73.
2. Rita Mar Brown (b. 1944) American writer.
3. Jeremiah 17:9, King James Bible. http://www.biblegateway.com/quicksearch/?quicksearch=heart+deceitful&qv_version=31, retrieved July 13, 2006.
4. The term is actually *redundant wording*: *close* means near; *proximity* means nearness. But the phrase *close proximity*, in terms of protective service jargon, means "within arm's reach of the person being protected."