The Allied Universal Holiday Season Preparedness Training Manual represents refresher training regarding Holiday Season Preparedness for each Security Professional, but by itself does not constitute complete and comprehensive training.

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# HOLIDAY SEASON PREPAREDNESS

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INTRODUCTION

The following Refresher Training units are highlights of Initial Training information that you have already received, if you have completed the Initial Training process.

The information that follows has been selected from among Initial Training topics because of its special importance during the heightened security conditions and activity levels that occur during the holiday season.

Although all of this information will be familiar to you, it’s important to revisit these concepts and techniques in order to keep them fresh in your mind.

Depending upon your department’s approach, you may participate in a training session during which a department instructor presents the training modules to you or you may review these units on a self-study basis after receiving an initial briefing regarding what to expect from the holiday season.

Either way, afterwards you will be asked to complete a test consisting of questions from the units. You may also be asked to demonstrate several skills from MDTs, OC Defense Tactics, AED/CPR and Traffic Control. (If you don’t train in Defensive Tactics or use OC at your site operation, you don’t need to complete these modules or tests.)

- Each of the Refresher Training units is brief, refreshing your memory on the basics.
- At first glance, the following materials might seem like a lot of information. However, scroll through the pages right now and glance at the topics and content. You’ll see that you are likely familiar with this material, already.

In addition to being presented with or reviewing the Refresher Training modules, you will also be asked to review:

- A statistical presentation put together by your Security Director regarding activity patterns and trends.
- Your site specific Banning Guidelines.

Please have a happy and safe holiday season. The information in these Refresher Training units will help your holiday season to be also a professional success.
Unit 1 – PREPARE FOR THE HOLIDAY SEASON!

GOAL: By the end of this unit, what to expect this holiday season and attitude needed to serve and succeed.

TOPICS:
1. What to Expect
2. Personal Holiday Preparedness
3. Situational Awareness
4. Extra Care of Tenant Employees
5. Be Festive with the Guests

1 – WHAT TO EXPECT

This unit is intended to accompany an in person delivery at a holiday season staff meeting, shift meeting or other forum during which the Security Director or core leadership staff member will brief personnel or individual officers regarding what to expect during the holiday season.

The holiday seasons are a great opportunity for security operations to promote mall appeal and cultivate community goodwill. As you know, many more people visit shopping centers during the holidays so greater opportunities to expose large numbers of people to high quality security service are immediately available.

The holiday seasons also pose security challenges. More people, busier tenant employees, crowded commons areas, motivated criminals all add demand a security operation at the top of its game with a security team on which each member is completely committed, prepared and focused.

2 – PERSONAL HOLIDAY PREPAREDNESS

A variety of factors combines during holiday seasons at shopping centers to cause surprising effects. It’s important to think about some of these ahead of time and make plans so they don’t surprise you. In no particular order, here are some conditions and situations that can be different during the holidays that you should plan for and make part of your Personal Holiday Preparedness efforts.

- More People in the Mall – Crowds mean everything is different – harder to get from A to B, more soft drinks spilled and more people to slip on the spill and they get to the spill quicker, more service calls, more people looking for stores, children much more easily separated from parents, customers having a harder time seeing highly visible security officers, security officers
having a harder time detecting security related conditions and incidents. **Your awareness and Zone and Post Integrity techniques must be spot-on.**

- **Busy Roads** – Your travel time to the mall will be longer during the holidays due to more vehicles and road conditions. **Be sure to leave extra, extra early for work.**

- **Very Busy Parking Lot with No Parking Spots** – Be prepared to spend as much time looking for a parking spot as you did driving to the mall...and then add walking in from way off in an overflow lot. **Again, leave home much, much earlier than you think you have to.**

- **Crowds Walking in the Parking Lot in Darkness with Hoods on While the Wind Blows in Their Faces** – Pedestrians are at extra risk in the parking lots. **You must drive extra cautiously, even more slowly, know when you are approaching a risk point (like a crosswalk) and stay alert.**

- **Busy Food Courts** – It can be impossible to get through the food court line in the time you have for lunch. **Consider packing a lunch and bringing it from home.**

- **Shoppers’ Emotions and Stress** – The holiday season is a joyful time that can bring out the worst in anyone. Shoppers are scrambling to prepare, finding toys sold out and trying to make their way through crowds. They can be stressed and act it out. **Be prepared to keep calm and make sure you do. They are not on duty but you are.**

- **Tenant Employees Emotions and Stress** – Tenants are busier than any other time and under pressure to make sales. They can seem to more easily lose their cool. **Again, be prepared to keep calm and especially emphasize that you are there to assist them. You can make a lasting impression in just a few weeks’ time.**

- **Busy Police Officers** – Weather related traffic accidents, retail crimes across the whole city, domestics – the police are extra busy, too. **Be extra efficient in dealing with them, be prepared for much longer response times and account for the fact that Officer Friendly might temporarily be less than so.**

- **Your Personal Holiday Activities** – The holiday season is demanding for you away from work, too - Family gatherings, Christmas shopping, friends inviting you to parties. All this can conflict with your work performance by tiring you out and impairing your functioning. **Make being in top work form a priority, even if it means scheduling your personal events around it (instead of vice versa).**

- **Alcohol** – Hey, it’s the holidays. However, you cannot work under the influence of alcohol or any other intoxicant. **If you drink, make it after work with a full night’s sleep in between your next duty time.**

- **Winter Illness and Medication** – Colds are more prevalent during the holiday seasons due to the weather and to being tired out (immune system is less powerful). But you need to get to work. So you take cold medicine. **If you are taking cold medicine, let your supervisor know. It might**
influence his decision about whether to put you in the vehicle or not. And try to eat right, get enough sleep and practice healthy habits like frequent hand washing to avoid illness.

- **Dark Earlier** – When it gets dark, people become less attentive and sleepy more easily. This is especially important for driving. *Factor in the fact that you might become sleepy easier as you assess yourself while driving on security patrol.*

- **More Incidents, Multi-tasking and Staying Later** – Work demands are going to make you perform out of our comfort zone. You’ll need to move faster, focus harder and keep track of more things at once. By the end of shift, you’ll likely be more tired. *Be prepared. Adopt a great attitude ahead of time and stick with. Be focused and spot on with your performance.*

- **Sudden Schedule Changes** – All the things listed here can mean disruptions to the usual work schedule. Someone might call off sick. The mall might be busier than expected. *Be ready for inconveniences such as sudden schedule changes. Be sure to have a good attitude about it. It will be noticed and appreciated.*

- **Grumpy Co-Workers** – All the extra work and holiday factors listed here can make co-workers stressed. *Don’t be one of the stressed ones and, if you do feel stressed, try hard to stick with a great attitude. Make it a goal to cheer co-workers up and keep the work place positive. Try not to take things personally.*

- **Seasonal Officers** – Some seasonal officers might join your security team. *Be sure to help them out. You don’t know which might want to stick around or come back if the work environment is good.*

- **Weather Related Procedures** – Winter weather watch and notification procedures are vital. *Know what’s expected of you and don’t drop the ball. Weather is unpredictable and causes changes to routine. However, it can have an enormous impact on shopping centers.*

- **Slip and Fall Hazards** – More people mean more spills. Also, precipitation means slippery entranceways. Cold temperatures can mean icy patches. *Treat all walking and driving surfaces as a constant focus of special watch.*

- **Greater Crime Opportunities** – More people more crime targets and better camouflage. Crowds draw criminals. *Your crime prevention awareness must be extra high. Practice excellent Zone and Post integrity techniques for maximum visibility and deterrence value.*

3 – **SITUATIONAL AWARENESS**

An analysis and presentation of statistical patterns and trends is being prepared by your Security Director. In addition to this information, an ongoing awareness of what is happening where daily and what is happening at the moment will be a goal of every officer.

**PLEASE REVIEW THE STATISTICAL ANALYSIS OF ACTIVITY PATTERNS AND TRENDS, AS PREPARED BY YOUR SECURITY DIRECTOR.**
4 – EXTRA CARE OF TENANT EMPLOYEES

While the tenant employees are under pressure during the holidays, extra care and support from security will be especially appreciated. With each security officer focusing upon it, a lasting good impression can be made. Here are some practices:

- **Tenant Greeting** – maximize the tenant employees’ awareness of the security presence and communicate a supportive attitude by greeting tenants as you move through your zone or post (See the Tenant Relations section of the Customer Relations refresher training module).

- **Safety Escorts** – especially when tenant employees are departing after hours from working late, don’t just see them to the door, accompany them out into the parking lot to better ensure their safety

- **After Hours Greeting** – conduct a patrol after hours to visit and greet the tenant employees working late. Just eye contact and a wave to let them know you are aware of them and keeping a watch will be appreciated.

5 – BE FESTIVE WITH THE GUESTS

Long hours, extra work shifts, crowds, opportunistic thieves...security humbug!

Remember, those crowds of shoppers are here to enjoy the season, to have fun shopping for loved ones, to see a wonderfully decorated mall and to get into the spirit of the season.

More than ever, you need to fulfill your role – just as if you were going on stage to act the part of a festive mall representative. Be sure your attitude is welcoming and happy! Keep it just this side of Buddy in the film *Elf*.

This is a great opportunity to expose a large number of people to cheer and a help them form a wonderful perception of your shopping center. You are hosts, just like you were throwing a holiday season party, so make sure all the shoppers have a great time.

**Here is a challenge for you as you walk out to patrol: what can you do to make all the shoppers happy today?**
Unit 2 – CUSTOMER RELATIONS

GOAL: By the end of this unit, know basic customer and tenant relations practices.

TOPICS:

1. Customer Relations
2. Tenant Relations

1 – CUSTOMER RELATIONS

Security officers are the primary, high visibility representative of the shopping center to shoppers, tenant employees and public services.

You, as a security officer, are the “face of the mall” and you can help make the mall’s image a good one or nearly single-handedly hurt it.

Be Likable – Friendly, approachable and obviously welcoming to the customer.

Communicate Effectively

- Avoid looking stern – frowning, or glowering
- Be conscious of your body posture and position – stop what you are doing, fully face customers, stand straight, hands out of pockets, stand an appropriate distance from the customer, facing the customer.
- Don’t lean or slouch – don’t rest against walls or railings.
- Really listen to what the customer is saying – customers can tell if you’re paying attention, listen actively.
- Signal your good attitude and attention – nod, smile, make eye contact.
- Greet with a professional, “Hello! How can I help you?”
- Always thank the customer!
- Ask the customer if there is more that you can do or if they need further assistance.
- Use natural language, not jargon.

Deliver Active Greetings and Promote Mall Appeal – attempt to greet as many customers as you can: eye contact, smile, nod, wave and a friendly, “Hello” or “Welcome.”

HIGHLIGHTS:

- Be likable
- Greet actively
- Actively seek out and offer service
- Greet tenant employees in their stores
- Make a commitment to think of every shopper and tenant as YOUR customer and beat their expectations
- Deal with tough customers – unpleasant people – professionally. They are not on duty but you are.
- A customer with a big service need is a Big Opportunity: go out of your way to solve the customer problems that they don’t think will be solved.
Deliver Quality Service and Build Goodwill

Be on the constant hunt for service opportunities. For example:

- Approach customers at directories and offer assistance in finding a store.
- Open doors for customer entering and leaving – especially when their hands are full or they’re pushing a stroller.
- Detect people who seem confused, alarmed, distressed or need of help – approach them, greet them, offer your help.

Make these goals your Customer Service Commitment:

1. Think of every customer as YOUR customer.
2. Never let your customer down.
3. Add a surprise: do something to beat your customer’s expectations.
4. Make it about the customer: pay attention, determine what they need, satisfy the need, as if you can do more.

Handle Tough Customers

Not all customers are nice. Some are experiencing problems and seem tough to deal with. Here are some tips for dealing with tough customers:

- Allow the customer to blow off steam.
- Make sure your tone is helpful and professional.
- Don’t lose your cool or temper. The tough customer isn’t on duty. You are, though.
- Find out exactly what the problem is. Restate the problem using empathy statements to show you have heard the customer.
- Say, “I’m sorry,” even if you aren’t to blame.
- Fix the problem. Ask the customer for their solution, what they’d suggest. If the problem can’t be immediately fixed, then explain to the customer briefly your plan of action to follow up. Offer options, if available. If it’s past your ability to fix, then ask your supervisor for help.

Capitalize on Big Moments

A Big Moment Opportunity is when a customer has a serious, difficult problem or need. The customer has diminished expectations – he thinks since the problem is so big, he shouldn’t expect great results. What better opportunity to deliver great service and exceed expectations? Learn to detect these and recognize these for the opportunities they are.

2 – TENANT RELATIONS

Active tenant greetings are essential.
- Stop briefly in front of the store
- Wait for a moment to get eye contact from a tenant employee.
- Smile, nod, wave – if appropriate, say, “Hi.”
- Walk on to the next tenant and repeat.

Be sure to greet tenant employees when you see them walking in the mall outside their stores.
Unit 3 – SECURITY PATROL

GOAL: By the end of this unit, you will know the basics of patrolling safely and effectively.

TOPICS:
1. Awareness
2. Officer Safety
3. Security Patrol
4. Radio Communications

1 – AWARENESS

Security services are delivered through security patrolling. An effective patrol accomplishes many things, including:

The effectiveness of the patrol depends a great deal on the effort of the individual officers. When security officers follow some key techniques and commit themselves to the excellent performance of these, a high quality patrol results.

Awareness is the primary security skill. According to the Zones of Awareness model, various levels of awareness and attention are given color codes. The Yellow Zone means “relaxed but alert.” The “White Zone” means “unaware and daydreaming or focusing improperly on something not important.”

Security officers should patrol in a relaxed but alert condition – the Yellow Zone. Security officers should avoid patrolling in an un-alert or daydreaming state – the White Zone.

2 – OFFICER SAFETY

At any given moment, what is the more important issue for a security officer? Officer Safety; keep yourself safe.

Officer safety depends upon awareness (see above) and upon good practices. Keep these tips in mind:

- Don’t perform a hazardous action if a safer alternative action is available.
- Keep your mind on what you’re doing.
- Don’t “cut procedural corners” or disregard the rules.
- Realize that safety is everyone’s responsibility. If you see something unsafe happening or about to happen, say something about it or act to help minimize hazards.
A key concept is **Zone and Post Integrity**. Integrity here means “structurally sound” or “accurate.” A security officer definitely needs to be where he is expected to be, but it’s much more than that. The following principles, when followed, result in security officers performing their part of the game plan correctly while patrolling.

1. **Maintain an Impeccable Appearance** – Your personal hygiene and uniform quality (clean, pressed, complete and accurate).
2. **Employ Command Presence** – Professional posture and demeanor communicating competence and friendly approachability.
3. **Maintain the Assignment** – Be where you are supposed to be and do not leave without being cleared by the Officer in Charge or Supervisor.
4. **Conduct Primary Surveys** – When taking over a new zone or post, rapidly walk through the whole area to inspect so important conditions don’t go undetected until you just happen upon them later.
5. **Move against the Flow of Foot Traffic** – Walk into the flow of foot traffic so you can encounter more people and make eye contact and a greeting, which promotes officer presence being noticed.
6. **Position Centrally** – Select high profile, high visibility positions within the zone or post. “Own the Zone.” Don’t merely stand near a wall or out of the way.
7. **Issue Active Greetings** – Be outgoing. Make eye contact, smile, nod, and wave or issue a short, polite greeting to customers. Do this constantly, not just sometimes.
8. **Issue Tenant Relations Greetings** – Actively look into tenant spaces and wait to catch a tenant employees eye then wave and greet the tenant, even momentarily, before moving on. Try to do this for all tenants in your zone or post. Not only do you then inspect what’s going on in the stores, but also the tenant employees definitely notice a security presence – and a friendly, supportive presence.
9. **Actively Communicate your Status** – Regularly update your dispatcher or supervisor regarding your status. Call out before interacting with location and activity. Notify before going into any semi-concealed area, like corridors or docks.
10. **Perform All Duties Actively** – Work hard at your duties, constantly, actively and without exceptions. Offer service to customers at directories. Open doors for customers coming or going. Look for and pick up any trash on the floor. Watch for hazards and malfunctioning equipment. Actively interact with Code of Conduct violations. Watch for suspicious persons engaging in pre-crime or crime activities.
11. **Use Vital Patrol Tactics** – Put Officer Safety first. Be aware. Vary your patrol pattern. Plan your patrol based upon recent activity and go where you see activity to be most likely currently happening. Be curious, constantly looking into anything unusual.
12. **Break No Rules. Never Be Unprofessional** – Hold yourself to the highest professional standard. Always do what you know you should be doing at that time – even if no one is looking. Never do what you know you shouldn’t be doing – even if you think no one is looking.
4 – RADIO COMMUNICATIONS

The radio is one of your key security tools. Proper radio communication practices enable an effective patrol effort and maximize officer safety. Especially when the shopping center is busy, respect these practices:

- Don’t use the radio for anything but official use.
- Have a radio on your person and turned on at all times.
- Keep the radio at the proper volume, so you can hear but not so loud that bystanders easily hear.
- Monitor all radio traffic.
- Respond promptly to all radio traffic directed to you.
- Obey lawful directions given to you by radio, even if through the dispatcher.
- Communicate professionally, concisely and clearly.
- Notify prior to interacting or changing positions.
- Do not say words over the radio that would cause apprehension, fear or panic among bystanders were they to overhear.
- Do not speak until you know no one else is talking.
- Do not transmit routine messages if an important incident is underway.
- Think about what you will say before pressing the button to speak.
- Do not indulge in squabbles or disputes over the radio or jokes or small talk.
- Never say a profanity or word or phrase that insinuates a profanity or unprofessional idea.
- Speak calmly even if an emergency is underway.
- Dispatchers will provide details to the responding officer(s) about the incident. These details will include if the incident is “In-Progress,” “Just Occurred” or “Delayed Report.” The dispatcher will also detail if the suspect is on-scene or in the area, as well as provide a description of the suspect if known.
Unit 4 – CRIME PREVENTION

GOAL: By the end of this unit, you will know ways to recognize and respond to potential criminal incidents.

TOPICS:

1. Pre-crime Lead-in Activity
2. Retail Crime Response Tips
3. Organized Retail Crime

1 – PRE-CRIME LEAD-IN ACTIVITY

Security officers are often called to crimes that have just occurred or receive a delayed report of a crime. Sometimes, however, security officers can detect and recognize a crime in the minutes before it happens or just as it begins to occur.

Lead-in Activities can include:

1. **In place** – Subjects are in or near the location where the crime is about to occur which, in conjunction with the Lead-in Activities listed below, can aid recognition of what is about to occur.
2. **With Partners** – If two or more subjects are participating in the crime, they will be likely present together on property at some time prior to the crime occurring and, therefore, might be observed together.
3. **Having tools or equipment** – Some crimes require special equipment, even as simple as a foil lined bag for retail theft, or a weapon. Any tool or equipment offers an opportunity for a Video Patrol Officer to detect.
4. **Coordinating Efforts** – If more than one person is participating in the crime, opportunities are sometimes available to detect them based upon them meeting, communicating, assessing and coordinating their efforts. These activities can tend to “stick out” compared to normal customers’ activities.
5. **Avoiding Detection or Identification** – Subjects will attempt to avoid detection or identification. (See “Unusual Attention Behavior” and “Anti-Detection Behavior” above.) This might include planning to conduct the crime in a more secluded area of the mall property or might include distractions, attempted concealment or even wearing a mask or hood.
6. **Counter Surveillance** – Subjects will often spend time “watching for who is watching” in their efforts to avoid detection and to select an appropriate moment to execute the crime.
7. **Selecting a target** – For some crimes, a target or victim must be selected soon before or just moments before the execution of the crime. This is true regarding robberies and usually for vehicle burglaries, for instance.

HIGHLIGHTS:

- Knowing what a given crime looks like in the minutes or moments before it happens gives security officers an advantage in deterring and disrupting crime.
- Security officers responding to Retail Crimes are in a support role providing protection for the store employee.
- Organized Retail Crime (ORC) prevention requires proactive and alert security personnel specifically watching for pre-crime ORC practices of ORC teams and rapid communication with police and merchants.
8. **Watching the Target** – Sometimes, the subject will watch the target of victim prior to crime occurring. This could include following a person if the person is moving, watching a store or a person in the store.

9. **Failed or Practice Attempts** – Subjects will sometimes attempt the crime or some portion of it and either fail altogether, lose nerve, perform poorly or simply be practicing. In these instances, the subject may be observed in an attempt. Although the attempt may be only an early stage of the crime, like approaching a talking to someone and then breaking off rather than completing an attack.

10. **Distracting/Confusing the Target** – Distracting a target or victim, attempting to confuse the target or victim are commonly employed preludes to the actual commission of the crime. An example is for retail thefts, but this approach can apply to many crimes including crimes against person.

11. **Execution of the Act** – Often Rapid, Specific and Intense – Some crimes are executed in a sudden flurry of activity that can be dramatic, readily observed, but brief in duration. A strong-arm robbery is an example. So too are many abductions.

12. **Leaving the Scene** – Departure immediately after the criminal act can also be rapid, but not always is. Since many criminal acts are immediately detected, the moments during which a subject(s) is leaving the crime scene can offer an opportunity to obtain identifiers, whether personal or vehicle images, and other information such as direction of travel, etc. This is especially crucial for Video Patrol Officers given their ability to record this information.

2 – RETAIL CRIME TIPS

Retail crimes, like Retail Theft/Shoplifting, are more prevalent during busy times of the year, like the holidays.

When responding to a Retail Theft incident, keep these tips in mind:

- The store employee(s) is the complainant and must make decisions based upon their store practices and the quality of their observations as to whether a Retail Theft suspect will be prosecuted or not. Beware that even if the subject was stopped, he might be let go without charges being pressed or even without police being called by the merchant.
- In many states, merchants enjoy advantages under special sections of the law that define the stops they make to investigate a suspected Retail Theft something less than a full arrest.
- Shopping center security personnel respond to Retail Theft calls to assist by standing by with the merchant for safety purposes, not to take over the incident.
- Security personnel should not stop suspects of Retail Theft, even just to ask them to go back to a store. This is the role of the tenant employee who observed the suspected crime.
- Even when a tenant employee points to a subject and says, “That’s him!” it doesn’t mean that the identification of the subject is accurate or that interpretation of the events as a crime was accurate or that the person shouting, “That’s him!” is even the store employee who witnessed the suspected crime. Many state laws spell out that an arresting private person must have
personally witnessed the crime occurring. Don’t overstep your role no matter how certain the store employee seems at the moment.

- Retail Theft is a property crime. Prioritize personal safety before recovering property.
- Do not take over custody of a suspect, whether in a store or if asked to bring the subject to the security office. This is the responsibility of the store personnel. Stand by for protection, however.
- Remember that store personnel are not professional security personnel. They do not always understand your role or theirs. So remember tenant relations goals – be friendly, helpful and kind during Retail Crime incidents.

3 – ORGANIZED RETAIL CRIME

Organized Retail Crime (ORC) is shoplifting on steroids times five: well-planned crimes by trained and practiced teams whose game plan includes avoiding detection by security. ORC methods, designed to avoid and elude security, can be learned and watched for by security personnel. An excellent resource is the ICSC Security Officer Organized Retail Crime Prevention training DVD.

Some tips regarding ORC methods to watch for include:

- ORC teams can consist of multiple persons, often up to five.
- ORC teams frequently maintain a vehicle in the parking lot in which they repeatedly deliver stolen merchandise after they’ve hit a given store.
- ORC teams may leave a set of keys on a tire in order to allow any team member to access the vehicle as needed.
- ORC teams may arrive together and immediately split up in the parking lot and before entering the mall, so as to avoid being seen together.
- ORC teams may employ a lookout in front of a store while one or several team members are stealing within the store.
- ORC teams may hand off bags with stolen merchandise once or several times once out of the store to prevent an apprehension of the subject who took the merchandise while carrying the merchandise.
- ORC teams will employ counter-surveillance techniques, identifying and watching for security officers.
- ORC teams aren’t obtaining merchandise for their personal use so they will tend to get in and grab quantities of pre-determined items quickly from shelves, often multiple items of the same sort.
- When a suspected ORC team or team member is detected, coordinate with police immediately.
- When a suspected ORC team or team member is observed focusing upon a store, contact the store personnel and consider contacting high target shops when ORC suspects are present even before they focus on a given store.
Unit 5 – INCIDENT RESPONSE

GOAL: By the end of this unit, you will know practices for proceeding to incident scenes and managing these.

TOPICS:

1. About Incident Response
2. En Route to Incidents
3. Key On-scene Practices

1 – ABOUT INCIDENT RESPONSE

Successfully responding to security related incidents depends upon security officers following some principles and practices that best promote a good outcome on scene.

Haphazard incident response – whether while officers are en route or upon arrival – can undermine efforts to stabilize and manage events and can threaten officer safety.

Reviewed below are practices to obey en route to the incident scene and several key points to remember upon arrival.

2 – EN ROUTE TO INCIDENTS

While en route to an incident, security officers should do the following.

Maintain Officer Safety

- Officer safety is the primary, fundamental consideration for each security officer during incident response.
- The first action a security officer should perform when hearing an incident response call go out should be to focus his officer safety attitude.
- A security officer who pays insufficient attention to officer safety is a hazard and additional concern to fellow security officers.

Communicate

- Dispatchers will provide details to the responding officer(s) about the incident. These details will include if the incident is “In-Progress,” “Just Occurred” or “Delayed Report.” The dispatcher will
also detail if the suspect is on-scene or in the area, as well as provide a description of the suspect if known.

- In all instances, security officers should notify the communications officer or fellow officers prior to arriving on the scene of an incident.
- Communication should be immediate and constant throughout incident response.
- Communication happens both by radio and in person between security officers.
- Communication helps officer safety, enables and coordination and transmits results of observation and assessment.

Coordinate

- Security officers coordinate to determine who should and should not respond to the scene of an incident.
- Security officers coordinate to ensure proper resources are present at the scene, including equipment (such as AED units) and support personnel (such as public emergency responders).
- Security officers coordinate to update essential information about the nature of the incident and its location.

Observe Before Engagement (Invisible Deployment)

- Security officers observe incident conditions and activities prior to engaging on scene.
- Observing is performed, if possible, prior to the security officer engaging with the incident — before a subject at the scene sees the security officer but while the security officer is able to observe aspects of the incident scene.
- Observing can be performed over a moment, a few moments or for as many minutes as necessary.

Assess

- Assessing consists of evaluating the situation known to the security officer at the moment.
- Security officers must assess tactical advantage or disadvantage, what additional resources are needed at the scene prior to interacting, what response options are appropriate and would most effectively stabilize the incident.

Plan

- Security officers should practice If Then Thinking, when able, even or especially during what seem like routine incidents.
- Security officers make tactical plans based upon observations and assessments and use these plans to coordinate with other responding officers.
- Plans can be simple. For instance, the security officer might plan by focusing upon what interaction techniques to use. Plans can be elaborate, such as where to position fellow officers to manage a scene or a crowd. Plans can become complex when other on scene functions become necessary: isolating people from hazards, clearing an area, etc.
- Plans usually must be made quickly.
3 – KEY ON-SCENE PRACTICES

There are many actions a security officer will take upon arriving at the scene. Specific actions to resolve a specific incident will be different for each incident. However, some incident response principles should be performed at all incident scenes.

Below several key principles are described for review purposes.

Survey

Upon arrival at the scene, security officers should endeavor to conduct a primary survey, which can be a brief scan or a more elaborate exercise to determine the scope of the incident – its nature and extent of its location. Remember whatever you encounter immediately might not be the whole story. Don’t use “tunnel vision.”

- Observe the scope of the incident.
- Observe more about the nature of the incident.
- Assess conditions – is something unsafe?
- Assess priorities – should some conditions or victims be handled first.

Clear and Isolate

Although you might not be able to instantly resolve the incident, separating the disruption caused by the incident from bystanders is important. This can both move people away from potential harm and assist work being done at the heart of the incident scene.

- Clearing is moving people out of a specific area with consideration given to how far away they must be and what direction or location will be safest for them to move to.
- Isolating is keeping people not at the incident scene from entering it. This often requires coordination between officers on scene.

Communicate: Notify and Update

Communication of updates and status is nearly constant on scene. Don’t keep information to yourself.

- Update your status constantly.
- Immediately communicate information important to people off scene, such as subject descriptions. Send information out in bursts as you learn it.
- Get public emergency responders – police or paramedics – notified and responding to the scene the very first moment you realize they’ll be needed.
Unit 6 – CODE OF CONDUCT

GOAL: By the end of this unit, you will know the purpose of the Code of Conduct and your duties in enforcing it.

TOPICS:

1. About Code of Conduct
2. Code of Conduct – General Orders
3. Your Property’s Code of Conduct

1 – ABOUT THE CODE OF CONDUCT

Shopping centers are private property where the public is invited for specific purposes designated by the owner/operators of the property.

Some types of activities at a shopping center are consistent with the owner/operator’s designated use of the property – shopping, dining, entertainment, etc. Some types of activities would interfere with or detract from the property’s designated use and might even make the property overall somewhere people would want to avoid.

In order to communicate up front, fairly and in advance what the property’s designated use is and what activities are and are not welcome on the property, the owner/operator’s develop a Code of Conduct. Activity that violates the Code of Conduct is not welcome or allowed on property.

Security officers have key roles in making the Code of Conduct work and benefit the property. Officers enforce the Code of Conduct by interacting with violators of it, warning them to desist and perhaps directing them to leave the property if they don’t comply. Security officers also act as immediate guides to Code of Conduct consistent behavior, explaining to visitors what is and isn’t allowed if they aren’t sure. Although your property’s Code of Conduct describes generally all behavior not allowed at the shopping center, it can’t explain every variety and detail of all forms of this behavior. Security officers interact with mall visitors to advise them about the Code of Conduct.

Security officers must keep in mind that an overarching goal of the Code of Conduct is to keep the shopping center pleasant. Security officers have to balance the need to actively enforce the Code of Conduct with the shopping center’s overall image to the community. While actively enforcing the Code of Conduct interactions are a form of enforcement, which even though very necessary, can have a negative effect upon the shopping center’s image in the community if they are not performed professionally.

HIGHLIGHTS:

- The Code of Conduct, established by the shopping center owner/operators, defines what is and isn’t allowed at the mall.
- Activity that threatens the shopping center’s business interest isn’t allowed, however, it’s important to study and know the exact Code of Conduct.
- Security officers are key representatives in enforcing and explaining the Code of Conduct to shopping center visitors.
- Code of Conduct interactions are a form of enforcement, which even though very necessary, can have a negative effect upon the shopping center’s image in the community if they are not performed professionally.
of Conduct, security officers must remember to make professional customer service a priority to minimize the negative effects of enforcement activities.

2 – CODE OF CONDUCT – GENERAL ORDERS

General Orders relating to the Code of Conduct include:

1. Security officers shall protect the designated use of the property through enforcing the Code of Conduct.
2. Security officers shall detect and interact with instances of improper conduct.
3. Security officers shall evaluate the nature and level of an incident of improper conduct against the broader community relations mission of the department and the image of the mall when assessing how to interact with improper conduct incidents.
4. Security officers shall interact with incidents of improper conduct in a professional manner intended to gain voluntary compliance in the least intrusive manner possible given all circumstances.
5. Security officers shall record incidents of improper conduct, if reasonably possible to do so.
6. Security officers shall develop and maintain knowledge regarding the shopping center’s Code of Conduct, be able to recite the code and satisfactorily explain any of its conditions.
7. Security officers shall develop and maintain knowledge regarding all interpretations of the Code of Conduct by general management for various, specific situations in which exceptions are made, extra care or judgment must be exercised or other directives exist.
8. Security officers shall not violate the rights of any person in the name of enforcing the Code of Conduct.

3 – YOUR PROPERTY’S CODE OF CONDUCT

Please read and study your property’s Code of Conduct, below. If someone – whether Security Director, RVP or the client – were to approach you and ask you to tell them the Code of Conduct, you should be able to do so and to explain it.

PLEASE DO THE FOLLOWING – REVIEW YOUR PROPERTY’S CODE OF CONDUCT.
Unit 7 – **EJECTION AND BANNING**

**GOAL:** By the end of this unit, you will guidelines for ejecting and banning persons from property.

**TOPICS:**
1. Ejection and Banning
2. Site Specific Banning Guidelines

**1 – EJECTION AND BANNING**

When the owner/operator of a private property wants a specific person who is on property to leave it, that person is ejected.

When the owner/operator of a private property wants a specific person to not return or enter upon the property in the future, that person is banned.

As representatives of the property owners/operators, security officers are called upon to eject and ban persons and must do so consistent with the guidelines established by the owners/operators.

To complete this refresher course, you must review your property’s site specific Banning Guidelines.

This refresher training module does not constitute primary training on this topic and is intended for officers who have already completed Ejection and Banning training and have already been trained on the site specific Banning Guidelines.

**General Principles**

- People are usually ejected from the property when they refuse to comply with the Code of Conduct.
- When a person is ejected, he is being told he cannot remain on property.
- The person is expected to leave property promptly and not return until a reasonable amount of time has passed, unless the person is advised that he is banned in which case a specific, extended period of time will be communicated to him during which he cannot legally return to property.
- Security officers shall eject or ban a person from the property consistent with guidelines provided by the property ownership/operators.

**HIGHLIGHTS:**
- TO COMPLETE THIS MODULE, YOU MUST REVIEW YOUR DEPARTMENT’S SITE SPECIFIC BANNING GUIDELINES.
- Ejection and Banning are performed by security officers consistent with the site-specific guidelines in place at your department.
- These guidelines have been devised by your property’s owner/operator.
- Base ejection and banning upon these guidelines and never eject or ban based upon unlawfully discriminatory reasons.
- Security officers shall not eject or ban on the basis of race, creed, religion, national origin, gender, sexual orientation or disability.
- Security officers shall avoid transferring a subject being banned to the security office to receive a banning notice unless the person is considered under arrest.
- Security officers shall not infringe upon a person’s movement or ability to leave property once they have been ejected or banned, even if it is to complete banning paperwork.

2 – SITE SPECIFIC BANNING GUIDELINES

PLEASE NOW REVIEW YOUR DEPARTMENT’S SITE SPECIFIC BANNING GUIDELINES. These guidelines supersede any information presented in this training material.

Your banning guidelines will be present in your site’s Post Orders or will be provided or presented by your Security Director.
Unit 8 – USE OF FORCE

GOAL: By the end of this unit, you will know legal concepts regarding arrest, defense and use of force.

TOPICS:

1. Arrest
2. Defense
3. Limitations on Pursuing Subjects
4. Conduct and Rules versus Crime

1 – ARREST

Do not be eager to effect arrests. Whenever feasible, have police do so, instead.

Security professionals have the same powers of arrest as other private citizens.

No security professional should effect an arrest without knowing that a crime occurred and reasonably believing that the arrested suspect committed the crime. Reasonable belief means that a reasonable and prudent person would also believe the suspect committed the crime.

Never physically restrain, detain or place handcuffs on any person who is not arrested.

Never perform any action or make any statement that makes a person not under arrest reasonably believe that he or she cannot freely walk away from you.

In certain circumstances – to effect a lawful arrest or defend yourself or another from the imminent use of unlawful force – security professionals may use force consistent with the same laws that govern Use of Force for any other private citizen.

You are legally authorized to use force reasonably necessary to overcome resistance to your lawful restraint efforts or directions to comply to effect an arrest; however, you are not legally authorized to use deadly force – force likely to cause serious bodily injury or death – solely to effect an arrest.

Prior to making any arrest, you should know and understand:

- Allied Universal Use of Force Policy and Procedures, Use of Force policy and Arrest, Handcuffing and Search Policy.

HIGHLIGHTS:

- Security officers face Use of Force situations in the course of their duties.
- Use of Force means officers can employ actions not usually legally allowable in order to accomplish lawful objectives (defend, arrest) because a subject has committed a criminal act.
- Use of Force is governed by statutes/laws that differ state to state and are very specific.
- Security officers face serious consequences including loss of employment, arrest and prosecution and lawsuits.
- The definition of what constitutes commonly encountered criminal offenses in your State/jurisdiction, including the criminal offense you intend to effect the arrest based upon.
- The arrest by private person and Use of Force to arrest laws in your State/jurisdiction.
- Which criminal offenses are considered felonies and which are misdemeanors in your State/jurisdiction.

When a person is arrested, a pat down for purposes of safety in order to detect a weapon within the person’s range of reach is permitted. Searching a person in order to recover evidence is not permitted.

Considerable liability exposure can result from arrest and Use of Force situations. Know and fully understand Allied Universal’s policy regarding arrest and Use of Force. Further, know and fully understand that laws regarding arrest by private person and Use of Force in your State/jurisdiction.

2 – DEFENSE

You are legally authorized to use force reasonably necessary to defend yourself or another against imminent, unlawful force; however, you are not legally authorized to use deadly force – force likely to cause serious bodily injury or death – except when reasonably necessary to protect against imminent serious bodily injury or death.

When a security officer is faced with an Aggressive Action Subject or an Assailant Subject, the security officer can defend himself or another person against unlawful attack. The following is a description of an Aggressive Action/Assailant Subject:

- Does not display or threaten with a deadly weapon; **but**
- Does display unlawful actions indicative of imminent aggressive physical contact likely to cause physical injury toward the officer or another person; **or**
- Does unlawfully physically contact the officer or another person in a combative manner likely to cause physical injury; **and**
- Given the totality of circumstances the imminent or actual physical attack against the officer DOES NOT seem likely to cause death or serious injury

A security officer’s responsive actions to defend himself or another against an Aggressive Action Subject or Assailant Subject can include:

- Application of non-lethal weapons.
- Weaponless strikes and blocks (e.g., strikes or blocks with hands, arms, legs, feet) intended at non-lethal levels.
- Application of OC.
- Takedown or stunning techniques.
3 – LIMITATIONS ON PURSUING SUSPECTS

Suspects are never to be pursued using a vehicle. Foot pursuit is RARELY ever permitted. Only in very rare instances when the immediate safety of a person is at stake and outweighs the inherent hazards of a foot pursuit - such as during an active kidnapping when a suspect is running away carrying someone’s baby (see, RARE instances) – would a foot pursuit be permitted. At no other times are foot pursuits permitted.

Additionally, while not pursuing but following a suspect to maintain a visual while coordinating police, you should take care not to do so in a way that can be construed as making the suspect continue to flee. There is a fine line between following and chasing.

Were a suspect to come to harm and a case made that he ran because you chased him, significant liability could occur. In one such instance, a suspect fled into traffic and was killed by a motor vehicle. A $20 million dollar lawsuit was filed as a result. (This was not at an Allied Universal account.)

Read the Pursuit Policy in the Use of Force Policy and Procedure manual very carefully.

4 – CONDUCT AND RULES VERSUS CRIME

Security professionals interact based upon more than just criminal offenses. In addition to the many service-based interactions, security professionals interact to:

- Enforce the Code of Conduct.
- Enforce building rules.
- Enforce tenant lease agreements.
- Question persons regarding their purpose for being on property.

During all such enforcement interactions and inquiries, when the person is not arrested, you should:

- Know that the person is not obligated to answer questions.
- Know that the person is not obligated to remain to talk.
- Not act in a way that would make the person believe he cannot freely walk away.
- Know that violations of the Code of Conduct, building rules and lease agreements are not, in and of themselves, criminal offenses, and that arrest, therefore, is not lawful without a criminal offense additionally being committed.
Unit 9 – **DEFENSIVE TACTICS**

**GOAL:** By the end of this unit, you will review defensive techniques alert to any you need to practice.

**TOPICS:**

1. About this Unit
2. Conflict Interaction Review
3. Defensive Techniques Review
4. Restraint Techniques Review
5. Applying Handcuffs Techniques Review
6. OC Defense Techniques Review

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**1 – ABOUT THIS UNIT**

Your site operation may include Defensive Tactics training, Handcuffing training and OC Defense Tactics training. If so, please review information about these training topics. If you find you need to practice these techniques, please advise your Security Director.

If your site operation does not feature these training topics, please read the Conflict Interaction Review topic, below. The additional topics may be interesting to you but are not required review.

**2 – CONFLICT INTERACTION REVIEW**

Sometimes, a security officer is forced to defend himself or another person from unlawful aggression or attack. In some situations, when allowed by state law and policy, a security officer might encounter a situation in which a person acting illegally is to be restrained for arrest purposes.

The techniques used by security officers in situations like these are called defensive tactics. There are many organized systems of defensive tactics techniques. Allied Universal commonly uses the Monadnock Defensive Tactics System (MDTS).

Basic interaction techniques include:

1. **Open Stance** – used with a cooperative subject.
2. **Ready Stance** – used with a cooperative or uncooperative subject.
3. **Defensive Stance** – used with a subject escalating to Aggressive Action/Assailant levels.
4. **Reactionary Gap** – 4 to 6 feet interaction distance from the subject – intended for all interactions.
5. **Persuasive Talk** – used with Open Stance.

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**HIGHLIGHTS:**

*If defensive tactics are not trained at your site operation, you do not need to review this module.*

- Defensive tactics include techniques to interact, defend against and control a subject who is being arrested or attacking.
- OC is a tool that uses an inflammatory agent derived from red peppers to neutralize a subject’s ability to attack.
6. **Light Control Talk** – used with Ready Stance.
7. **Heavy Control Talk** – used with Defensive Stance.

### 3 – DEFENSIVE TECHNIQUES REVIEW

#### Defending Against an Attacker

These techniques include:

1. **Patterns of Movement (shuffling, stepping and pivoting)** – Combing Shuffling (Forward and Rear), Pivoting (Forward and Rear), Sidestepping (to Strong and to Support sides) and Shuffling Diagonally (Forward and Rear) into a fluid pattern of movement when engaged with a subject(s) in order to maintain a balanced defensive stance and to deliver techniques.
2. **High Block** – to block or deflect a blow moving vertically downward, usually from shoulder level or above.
3. **Low Block** – to block or deflect a blow moving vertically upward, usually from waist level or below.
4. **Outside Block** – to block or deflect a blow moving horizontally towards you from front left or front right.
5. **Inside Block** – to block or deflect a blow moving horizontally straight into your center mass area.
6. **Middle Block** – to block or deflect a blow (often a rushing body blow) moving straight into your center mass area.
7. **Front Punch** – a strike using your fist held vertically against an unlawful attacker.
8. **Palm Heel Strike** – a strike using your palm with fingers pulled out of the way against an unlawful attacker.
9. **Edged Fist Strike** – a strike using the outside area of your fist against an unlawful attacker.
10. **Forearm Strike** – a strike using any area of your forearm against an unlawful attacker.
11. **Elbow Strike** – a strike using your elbow bone area (caution: when striking behind, look first) against an unlawful attacker.
12. **Knee Strike** – a strike using your knee usually while securing a subject’s shoulders with your hands, against an unlawful attacker.
13. **Front Kick** – a strike using the ball of either of your feet against an unlawful attacker.
14. **Elbow Shielding Weapon Retention** – concealing a weapon (such as OC) and putting a barrier over it when you sense it might be targeted by a subject wishing to disarm you.
15. **Strong Hand Shielding Weapon Retention** – securing a weapon (such as OC) using your strong hand when a subject is attempting to remove it to disarm you.
16. **Two Hand Shielding Weapon Retention** - securing a weapon (such as OC) using both hands when a subject is attempting to remove it to disarm you.
17. **Disengagement** – Moving rapidly away from a subject to eliminate his opportunity to attack until you are outside of the range of his attack ability.
18. **Survival Dancing** – Combining patterns of movement with blocking techniques and striking techniques to evade the full effects of an attack while awaiting the subject to tire and back-up officers to arrive.

4 – RESTRAINT TECHNIQUES REVIEW

Restraining techniques include:

1. **Blanket Hold** – using both hands to hold the elbow area of an as yet compliant subject.
2. **Compliant Escort Hold** – using one hand to hold the elbow and the other hand to hold the wrist of an as yet compliant subject.
3. **Non-Compliant Escort Hold** – securing a subject’s arm in an “arm bar” across the front of the officer’s body.
4. **Arm Bar Takedown** – using the “arm bar” hold on the subject to decentralize the subject and direct him to the ground.
5. **Roll-over Arm Bar Takedown** – used to perform an Arm Bar Takedown but when a subject in a compliant escort hold suddenly resists by thrusting his secured elbow upwards (the subject’s momentum is taken advantage of).
6. **Rear Wristlock** – used to secure the subject’s arm behind his back when a subject in a compliant escort hold suddenly resists by thrusting his secured elbow straight backwards.
7. **Front Wristlock** – used to secure a subject’s arm in front of the officer’s body while compressing the subject’s wrist.

5 – APPLYING HANDCUFFS TECHNIQUES REVIEW

Handcuffing principles and techniques include:

1. Naming parts of the handcuffs – see the illustration in the manual.
2. Showing how to load the handcuffs (3 “teeth” showing) and how to carry (properly set into case with the case on the belt not over the kidneys or spine).
3. Demonstrating how to properly hold the handcuffs just prior to applying them.
4. Showing which part of the handcuffs is applied to the subject’s wrist.
5. Showing where the handcuff “box” ends up relative to the subject’s wrist and which side the keyholes should be on.
6. Showing how to check for fit and double lock.
7. Explaining where the subject’s hands should be when handcuffed.
8. Explaining to whom or to what the subject should be handcuffed.
9. Explaining what positional asphyxia is and what precautions are taken to avoid this.
10. Demonstrating handcuff removal (and describe the best method – let the police do it).
11. Standing Handcuffing – For a compliant subject.
12. Standing Handcuffing through Cover and Contact Officers – for a compliant subject while the Contact Officer issues directions, the Cover Officer applies the handcuffs.

13. Prone Handcuffing – From Both Sides of the Subject – for a subject who has just been taken to the ground through the Arm Bar Takedown or Roll-over Arm Bar Takedown.

6 – OC DEFENSE TECHNIQUES REVIEW

Security officers are sometimes forced to defend themselves or another from an unlawful attacker. In such instances, the use of an OC personal defense tool can assist the officers in protecting themselves and others.

OC is intended to be used as a defensive tool to protect against unlawful attack. It is not intended to be used to effect arrests only.

OC is considered to be a lower level of force than striking a subject (with fists, forearm, elbow, knee or foot) and is considered to be of a similar force level to takedown techniques. This means that OC can be used as a primary defense option against a subject who is unlawfully and imminently in the process of attacking. The security officer does not have to wait until being struck first nor does the officer have to have first exhausted unarmed options (such as striking).

As in all Use of Force Encounters, whether a security officer applies OC, when and how, depends upon the totality of circumstances known to the officer at the time and it should be reasonably necessary for the officer to do so.

This refresher bulleting does not constitute primary training of OC Defense Tactics and is intended for officers who have already received this training to revisit key skills.

Practical Application of OC Defense Tool

OC Defense Tools are easy to activate – just depress the actuator (button) and OC stream comes out. However, the proper tactical use of OC is more involved. Please review, practice and be prepared to explain and/or demonstrate the following OC application skills, techniques and principles.

1. Employ the proper stance – OC Defense Tools are used as an extension of defensive tactics techniques. You should use OC while in a Defensive Stance (lowered center of gravity, feet shoulder width apart, body angled 45 degrees away from the subject, hands up in front of center mass area).

2. Draw the OC Defense Tool from the holster – OC should be carried in its holder on your belt in such a way that you can retrieve it and hold it without having to look away from the subject.

3. Use Survival Dancing, if necessary, to gain time to remove the OC – In some instances, a subject might be preparing an attack. Although circumstances would likely allow an officer under imminent physical attack to respond with striking techniques which are considered a
higher force level than OC, tactical considerations might cause the officer to wish to draw and use OC. In order to gain time to draw the OC while a subject is attempting to attack, use Survival Dancing techniques (see MDT Training) which consist of combining blocking and striking to repel the subject while using patterns of movement to evade the subject, in this case until the OC has been retrieved from its holster.

4. **Hold the OC Defense Tool properly** – The OC Defense Tool should be held in pistol grip fashion, with the thumb in position to depress the actuator (button). It should be held vertically upright, not sideways. Be sure to keep fingers out of the way of the nozzle where the OC is emitted.

5. **Target and Aim the OC Defense Tool** – OC is not precise in its delivery so targeting and aiming are important. Targeting means identifying the area on the subject where the OC should be applied – the eyes, nose and forehead area just above the eyes – and making sure the target area is available. For subjects wearing glasses, the target should be just above the glasses on the forehead. Aiming means making sure the OC Defense Tool is held facing straightforward, not twisted in your hand to the left or right and making sure it is pointed directly at the target.

6. **Communicate with the subject** – In Strong Control Talk (high volume, forceful tone, brief commanding words) direct the subject to “Stop” to move “Back” and perhaps warn (if tactically appropriate) “I will spray you with OC.”

7. **Think Tactically** – Nothing works 100% of the time. Be prepared to use other defensive tactics before, during and after using OC.

8. **Discharge OC using the SMACC Technique** – **Spray, Move, Assess, Continue, Control** is the SMACC Technique and is intended to keep you out of the line of attack while applying OC and awaiting its effect to occur. Immediately after spraying OC at the subject, move from your current position (usually to the side of the subject out of direct line of attack), then assess “Did the OC work effectively as intended?” and if, not, continue with another spray, assess and continue until the OC takes effect and then control the subject through verbal commands “Get down!” or through take down techniques or other appropriate control techniques.

**OC Discharge Considerations**

1. **OC can contaminate areas** - through secondary vapor effect (seeping off the sprayed surface back into the air) or through floating upon air during its discharge (not as likely to occur with liquid stream OC but can still happen) so be cautious of discharging OC in enclosed areas.

2. **Wind and Air Movement can affect OC application** – Strong wind or air movement can cause OC stream to miss its target.

3. **Crowds and Bystanders can be affected** – OC can miss its target and hit bystanders or splash and do so. Crowds and bystanders might affect your decision to use OC.

4. **Fellow Officers and Police Officers assisting next to the subject** – Don’t spray fellow officers and especially don’t spray police officers (who can then be easily disarmed of their firearms). Communicating that you are about to spray and seeing that officers have cleared the area near the subject are necessary prior to using OC.
5. **Subjects wearing glasses require additional targeting considerations** – target the forehead above the glasses.

6. **Moving subjects might defeat targeting and aiming** – OC is not a precise product and must land in the target area (eyes, nose, forehead just above eyes) in order to be effective. A subject moving during a physical encounter might prove difficult to strike effectively with OC.

7. **Limited Amount of OC, so it can run out** – Every OC canister holds only a limited amount of OC. A canister might hold 8 seconds worth of product or less or more. Read the canister. Realize that when applying OC, you can run out.

**OC Hazards**

1. **OC causes additional subject hazards and is NOT for all situations** – Once a subject is sprayed with OC, his abilities are impaired. He might trip, fall and walk in front of a hazard like a moving vehicle. The location and activity around the subject must be considered before using OC.

2. **OC is not intended for subjects driving or in control of a vehicle or other subjects in the vehicle** – the hazard of a driver impaired by OC unable then to control a moving vehicle is too great for OC application.

3. **Positional Asphyxia** – OC inhibits breathing. If a subject is sprayed with OC, make it an immediate objective to get the subject out of a prone, face down position. The subject’s body weight in such a position can cause death through asphyxiation.

4. **Subjects can react adversely and need medical care** – OC usually causes no adverse, unanticipated reactions; however, it can do so. *When a subject is sprayed with OC, emergency medical responders should be called.*

5. **OC is Use of Force** – Liability exposure occurs when OC is used. Security officers can be arrested, charged and prosecuted for unlawful use as well as receive disciplinary action up to and including termination. *When OC is used: call police and make a written report.*

**OC Use of Force Considerations**

1. OC is intended for officers to use to defend themselves or another against unlawful, imminent attack.

2. OC is not intended for officers to use solely to effect an arrest or solely to restrain a resistant subject.

3. OC is for criminal situations and is not to be used in non-criminal situations such as Code of Conduct interactions.
Unit 10 – EMERGENCY PROCEDURES

GOAL: By the end of this unit, you will know basic emergency response tips and perform and review of your site’s plan.

TOPICS:
1. Possible Emergency Situations
2. Review Your Site’s Emergency Response Plan
3. CPR/AED Response
4. Terrorism Response

1 – POSSIBLE EMERGENCY SITUATIONS

As we prepare for the holiday season some of the emergencies you might encounter, and have to be prepared to deal with, include:

- Mall Evacuation Plan
- Bomb Threats
- Fire Arm Assault/ Active Shooters
- Abducted - Lost/ Found Children
- Power Outages
- Medical Emergencies
- CPR/ AED Response
- Terrorism Response

Emergency Procedures

Your performance during any emergency will depend upon your demeanor and level of personal control and your accurate knowledge of your site’s Emergency Procedures. In this module, you will review some key sections of these Emergency Procedures and related documents. Firstly, remember these tips:

- You should remain calm and professional whatever the emergency.
- Your professional manner will help ensure that others you deal with will also remain professional and calm.
- Remember your focus must remain on the preservation of life and the reduction of injuries first, and the protection of property second.

HIGHLIGHTS:

To complete this unit, do the following:

1. Read the brief introduction.
2. Read Emergency Response Tips to maintain your demeanor and control.
3. REVIEW the ACTUAL Emergency Procedure documents, as listed, for your property.
4. Read the AED/CPR protocols.
5. Read overview information regarding Terrorism Awareness in this module.
2 – REVIEW YOUR SITE’S EMERGENCY RESPONSE PLAN

Refresh your knowledge regarding critical processes you might perform or be involved in during various emergencies according to the steps below (your property’s emergency plan might call these emergency plans by different titles):


3 – CPR/AED RESPONSE

AED RESPONSE PROTOCOL

Initial Protocol for Unresponsive Victim

1. Assess the scene for safety before approaching or moving the patient.
   - Only move the patient if it is safe to do so. DO NOT GO NEAR THE PATIENT UNTIL THE SCENE IS SAFE.

2. Assess for unresponsiveness, (Shake and shout).

3. If unresponsive, activate EMS (call 9-1-1) and retrieve AED.
   - Delegate someone to call 9-1-1 and have another person retrieve the AED.
   - If you are alone, call 9-1-1 first.
   - If the victim is a child less than eight, administer CPR for 2 minutes, then call 9-1-1.

4. Assess the Patient using the C A B method.
   - C = Begin with compressions. Give 30 compressions.
   - A = Open airway with a head-tilt-chin-lift maneuver.
   - B = Give two breaths.

5. Repeat sets of 30 compressions and 2 breaths until AED arrives.

6. If unwilling or unable to provide breaths continue with compressions only at the rate of 100 per minute.
NOTE: When giving CPR to a child, you must provide two minutes of CPR prior to using an AED.

Begin AED Response

1. As soon as the AED is available, turn on the AED.

2. Follow the AED’s Voice and or Visual Prompts.
   - Use scissors from the AED carrying case and cut off all clothing from the patient’s chest.
   - Apply pads to the patient’s bare chest.
   - Allow AED to analyze patient (do not touch patient while analyzing).

3. If needed:
   - Remove victim from pool of water (AED may be used on snow or ice).
   - Wipe chest if wet from water or sweat.
   - Shave chest with disposable razor.

4. Apply AED pads – Please note: For children that are pre-puberty, use pediatric pads if available. (Users of Pediatric pads should have child, infant or Pediatric CPR training.)

5. Make sure the AED pads are placed in the proper location and make good contact with the victim’s chest. Do not place AED pads over the nipple, medication patches, or implantable medical devices. (Note: If the victim has an implantable cardiac defibrillator (ICD), which is discharging as evidenced by muscle contractions similar to when an AED charges, wait 30 to 60 seconds for the cycle to complete before attaching AED pads.) (One inch/ 2.5 centimeters separation between the implanted medical device and the AED pads is recommended.)

6. If shock is recommended, shout “clear” and do not touch the victim. Deliver the shock as advised by the AED. Resume CPR for 2 minutes, and then allow the AED to assess the victim’s rhythm. Repeat cycle as needed. (Pediatric patients should receive 2 minutes of CPR prior to the AED being attached to the victim.)

7. Continue CPR and follow AED defibrillation prompts until otherwise directed by the AED or EMS.

Transfer responsibility to EMS when directed or appropriate.

4 – TERRORISM RESPONSE

In general, there are a number of things you can do to prepare for a terrorist attack:

- Wherever you are in the mall, be aware of your surroundings. The very nature of terrorism suggests there may be little or no warning of an attack.
- Take precautions. Be aware of conspicuous or unusual behavior. **Do not target persons for surveillance based on anything other than their behavior.**
- Beware of packages left unattended in the mall. Unusual behavior, suspicious packages and strange devices should promptly be suspected of being possible terrorist devices.

- Know where emergency exits are located in all mall buildings. Note where staircases are located. Know which doors are to remain locked and which doors are to remain open.

- Be sure there is a disaster supply kit in the mall office and in the Security Office. Do not attempt to take anything with you if you are required to evacuate in an emergency. This could slow your departure and endanger your life or the life of others.

- Be familiar with different types of fire extinguishers, where they are in the mall, and how to use them.

- Be prepared to help others as well as yourself in any emergency.
Unit 11 – TRAFFIC CONTROL

GOAL: By the end of this unit, you will know basic practices for directing traffic.

TOPICS:

1. About Traffic Control
2. Traffic Control Point
3. Traffic Control Guidelines
4. Traffic Control Execution
5. Traffic Control Best Practices

1 – ABOUT TRAFFIC CONTROL

Security Officers on patrol encounter circumstances in which manual Traffic Control is needed. The need to direct traffic can arise during an incident, as a planned activity, during special events, during busy shopping times or when an automated traffic signal is inoperable.

The primary goals when conducting traffic are to ensure the orderly movement of traffic and to prevent unnecessary delay.

General Orders regarding traffic control are statements of expectations for security officers:

1. Security officers will use the appropriate safety equipment to conduct Traffic Control.
2. Security officers conducting traffic will demonstrate a professional demeanor.
3. Security officers will use the correct stance for controlling traffic.
4. Security officers will execute distinct and complete signals.
5. Security officers will repeat any direction if it appears the driver does not understand.

2 – TRAFFIC CONTROL POINT

A Traffic Control Point (TCP) is a designated area where Security Officers control the traffic flow.

The three objectives of a TCP are:

1. The efficient and orderly movement of traffic.
2. Eliminating unnecessary traffic delays.
3. Using the minimum control methods necessary.
When selecting a Traffic Control Point, the following should be considered:

1. The design of the intersection.
2. Traffic patterns.
3. Lighting conditions.
4. The degree of traffic control required.
5. Officer Safety.

3 – TRAFFIC CONTROL GUIDELINES

When conducting manual traffic control:

1. Observe for traffic conflicts.
2. Perform all signals and movements with precision.
3. Give priority to major routes.
4. Make changes in traffic flow only when intersections are clear.
5. Allow right turns whenever possible.
6. Ensure opposite lane is clear prior to allowing left turns.
7. Communicate with other TCP's.
8. When congestions occur, hold other lanes until clear.
9. If two lanes merge, alternate the traffic flow.
10. If exit lanes are filled, prohibit further turning movements.

Use proper safety equipment:

1. Reflective vest
2. Reflective gloves
3. Flashlight
4. Whistle
5. Radio

4 – TRAFFIC CONTROL EXECUTION

Traffic control requires acute awareness of the Officer’s surroundings and distinct controlled movements when directing traffic. Refer to the Traffic Control Reference Manual for detailed information on how to conduct traffic.

These movements will allow officers to:

1. Direct traffic to the right to proceed straight ahead.
2. Direct traffic to the left to proceed straight ahead.
3. Stop traffic from the right.
4. Stop traffic from the left.
5. Stop traffic from the front.
6. Stop traffic from the rear.
7. Direct traffic from the left to turn right.
8. Direct traffic from the left to turn right.
9. Direct traffic from the right to turn left.
10. Direct traffic from the right to turn right.
11. Change the flow of traffic.

PRIOR TO A SECURITY PROFESSIONAL DIRECTING TRAFFIC THIS HOLIDAY SEASON, Security Directors or Security Supervisors should refresh each Security Professionals’ traffic control techniques by demonstrating each of the movements, above, and letting Security Professionals practice these movements.

Security officers may use flashlights when conducting traffic. The Traffic Control movements made by the officers differ when conducting traffic with flashlights. A whistle may also be used when conducting traffic.

The standard whistle signals are:

1. STOP—one long whistle.
2. GO—two short whistles.
3. ATTENTION—three short blasts, repeated as needed.

5 – TRAFFIC CONTROL BEST PRACTICES

1. When possible, police officers should perform traffic duty.

2. If Security Officers are required to conduct traffic control, the Security Director should work with the security officer at the post until he is comfortable in the officer’s ability to perform the function.
Unit 12 – FLASH MOBS

**GOAL:** By the end of this unit, you will know what a flash mob is and how to respond if one happens.

**TOPICS:**

1. Overarching Approach
2. About Flash Mobs
3. Flash Mob Hazards
4. Unexpected Flash Mobs
5. Emergency Flash Mob Response
6. Hallelujah Chorus Flash Mob

1 – OVERARCHING APPROACH

- These are usually brief events that although chaotic end peacefully.
- Security will let the event to occur because intervening would cause more disruption than the event itself.
- However, some events get out of control, turn violent or are criminal acts (theft). In such instances, security will switch to emergency response mode, following guidelines given below.
- If during a flash mob event, a specific action being performed is imminently hazardous (e.g., someone standing at the base of an escalator and blocking patrons from exiting), security should calmly and persuasively intervene to mitigate the hazard.
- Notifications should be made immediately to the client and chain of command regarding the event.

2 – ABOUT FLASH MOBS

A flash mob is a large group of people who appear suddenly in public to perform some coordinated activity, usually intentionally pointless, for several minutes and then depart.

Flash mob activities vary. Examples are:

- Sing the Hallelujah Chorus
- Multiple Offender Crimes
FLASH MOBS

- Suddenly freeze and stand still
- Engage in a mass pillow fight

Flash mobs are organized by private citizens, usually not professional events, through social media, texting, viral emails, etc. Flash mob participants will show up unnoticed, usually, then suddenly perform their activity for several or more minutes and then quickly depart.

Flash mobs will nearly certainly be videotaped.

Flash mobs might result in media coverage with the media either at the event or inquiring about it after.

3 – FLASH MOB HAZARDS

Flash mobs usually are intended to be fun but pose hazards, including:

- Large numbers of might participate blocking foot traffic or overly filling an area.
- Crowds of people gather to watch further compounding the problem.
- Flash mob actions might be hazardous due to energy level or dangerous movements, such as in pillow fighting mobs.
- Individual participants might perform a specific hazardous act. (Example: at a “stand still” flash mob event, a participant chose to stand still at the bottom landing of an escalator which blocked patrons from stepping off).
- Flash mobs can escalate to violence, vandalism and similar types of disorder.
- Flash mobs can be planned criminal acts where they meet at a retail store and take merchandise.
- Flash mobs can threaten the safe and pleasant environment of a public access facility.

Flash mobs can have a negative public relations impact, especially if the event turns disorderly or violent or security personnel respond to it inappropriately, and, especially, if a video is posted online of a negative event.

4 – UNEXPECTED FLASH MOBS

- Notifications to general management, corporate security management and to the regional managers should be made immediately upon realizing the event is occurring.
- Notifications to police and emergency medical responders should be made that such an event is underway; coordination with these agencies and their response will depend upon the nature and length of the event.
- The flash mob security response should be of the highest priority: the security director, if on property should immediately respond to the scene to personally direct incident response; all available officers should respond to handle crowd control, maintain vigilance for specific hazards, etc.
THE FLASH MOB EVENT SHOULD NOT BE STOPPED UNLESS A CLEAR AND PRESENT THREAT TO THE SAFETY OF PEOPLE PRESENT IS OBSERVED OR THE EVENT TURNS VIOLENT. The flash mob event should be allowed to proceed and the security response should focus on crowd control and vigilantly watching out for specific hazards.

- Security should intervene in a reasonable way if specific individuals are observed to engage in specific hazardous actions (e.g., block the landing to an escalator).
- Officer safety and safety of others is always the primary consideration.
- Any security response action should be considered in the context of the property’s public relations image.
- Flash mob events will be recorded and the media might be present or inquire about the event; standard media interaction policies should be followed.
- In instances of a clear and imminent hazard to people or property or if acts of violence break out, then security personnel should switch to emergency response mode.
- Throughout the event, peaceful or otherwise, a CCTV recording of the highest quality possible, capturing images of activities and individual participants should be made, if CCTV is available.

5 – EMERGENCY FLASH MOB RESPONSE

If clear and imminent hazard to people’s safety is occurring or the event breaks out into fighting or significant disorder (e.g. widespread vandalism), then:

- Request an immediate police response and emergency medical response (as needed).
- Maintain personal safety as your primary concern, weighing response and interaction options carefully.
- Attempt to protect bystanders from harm by directing them away from the event area and blocking foot traffic from entering the area to the extent possible.
- If you have security whistles, sounding these at high volume especially from multiple officers has been seen to break up disorderly events.
- Make immediate follow-up notifications to the client and chain of command.

6 – Hallelujah Chorus Flash Mob

- Especially during the Christmas season, flash mobs will show up to sing the Hallelujah Chorus.
- One YouTube video featuring this type of flash mob has received 11 million views: many people may be inspired to organize this type of flash mob.
- During the flash mob event, participants will stand on chairs, tables and might block foot traffic near escalators, etc.
- Please watch the video (follow the link in the Flash Mob Preparedness and Response training bulletin) to observe how this event unfolds.
- Please anticipate that this flash mob could be conducted on your property this weekend or throughout the remaining holiday season.
Unit 13 – TERRORISM AWARENESS

GOAL: By the end of this unit, you will know ways to maintain terrorism awareness and to watch for suspicious activity.

TOPICS:

1. Introduction
2. Terrorist Profile based on Behavior
3. The Terrorist Planning Cycle
4. Security’s Role in the Terrorist Planning Cycle
5. Tips for Handling Suspicious Letters or Packages

1 – INTRODUCTION

As a security officer you are part of a profession that plays a vital role in America’s homeland security effort. Studies indicate that 85% of the nation’s critical infrastructure is privately owned, and the vast majority is protected by private security. Private security officers are also likely to serve as first responders in the instance of an attack or other emergency situation. Therefore, it is absolutely critical to be alert and aware of both normal and abnormal conditions, and to report anything out of the ordinary.

Identifying Potential Terrorists In identifying potential terrorists, you must avoid stereotyping. Terrorists do not fit neatly into one category, and different groups commit terrorist acts for different reasons. A terrorist cannot be identified based on their race, creed, age, color, sex or religious beliefs. Respect all people and their individual rights.

Following September 11, 2001, the immediate focus was on Al-Qaeda operations. In recent years, there have been dozens of Americans, living within and outside our borders that have been captured or identified by the U.S. government and its allies as terror suspects. Bottom line, there is no definitive profile for a terror suspect. Therefore, anyone you believe to be acting suspiciously should be observed and reported.

2 – TERRORIST PROFILE BASED ON BEHAVIOR

Profiling is defined as a formal summary or analysis of data, representing distinctive features or characteristics. The terrorist profile is based on behavior more so than appearance—since appearance can be altered or disguised. While any one behavior may be innocent, when you observe one person

OBJECTIVES:

1. Know that the terrorist profile is based upon behavior and behaviors to be aware of.
2. Know about the terrorist planning cycle.
3. Know about security’s role regarding the terrorist planning cycle.
4. Know effective ways to move along evacuation routes.
5. Know about suspicious letters and packages.
6. Know tips for responding to a suspicious letter or package incident.
exhibiting several suspicious behavioral characteristics, or when multiple people are observed exhibiting different suspicious behaviors over a period of time, it warrants reporting and closer observation.

You should learn to become an expert observer. Train yourself to observe people and their behavior. Learn to spot the indicators that will be discussed further in this module and always report anything out of the ordinary.

**Suspicious Behaviors**

Learn to identify individuals and or groups that exhibit unusual interest in potential targets. This includes people who visit a site (possibly on multiple occasions), for no apparent reason. They may ask inappropriate questions in an effort to obtain information related to operating schedules and procedures, security routines, delivery schedules, etc. Attempts to obtain such information may also come by telephone, fax, mail, or email.

Target surveillance includes observation focused on determining and evaluating strengths and weaknesses for a particular facility or operation. Terrorists sometimes measure the level of security and the response of law enforcement by simply walking or driving into restricted areas. For example, individuals moving into position to simulate plan execution or to map routes. Be on the alert for these “dry runs” or “trial runs.”

Inappropriately acquiring supplies such as uniforms, badges, IDs, decals, access passes, manuals, explosives, weapons, ammunition, or chemicals are other indicators of possible terrorist planning.

Watch for the placement of people, equipment, and supplies at or near a potential target. These may be an indication of the deployment of assets or getting people and supplies into position for an attack.

These preparations may take place months or even years apart so as not to arouse suspicion. Be aware and alert for the possible signs of terrorism and record all of your observations in daily or unusual incident reports to aid in incident tracking and analysis.

If you believe you are observing terrorist activity, do not intervene. Immediately report your observations to law enforcement and follow the notification procedures in your post instructions.

**Who should you be suspicious of?**

You should be suspicious of anyone who exhibits any of the behaviors covered earlier, or any other behavior that you regard as out of the ordinary.

Every post has its normal flow of people and events. You should be suspicious of, and report anything that does not fit into your post’s normal course of daily events.
Also be suspicious of signatures or names that do not match the picture on a presented ID. Watch for any antigovernment or extremist group posters, leaflets, tattoos, publications, photos and stickers that advocate violence.

If something or someone seems suspicious, observe and report! If you see something, say something. Do not keep suspicions to yourself.

3 – THE TERRORIST PLANNING CYCLE

Phase I: Broad Target Selection

This phase involves the collection of information from diverse sources on a number of potential targets. Collectors may be core members of the terrorist cell, sympathizers, or people providing information without knowledge of the intended purpose. This phase also includes open source and general information collection.

Potential targets are screened based on the intended objective. Various factors are assessed, such as symbolic value, critical infrastructure points of failure, potential of mass casualties, and capacity to generate high profile media attention.

The number of preliminary targets that can be screened is limited only by the available resources of the group. Targets that are considered vulnerable and which would further terrorist goals are selected for the next phase of intelligence collection.

Phase II: Intelligence Gathering and Surveillance

Targets showing vulnerabilities may receive additional attention and priority of effort. This priority establishes the requirement to gather additional information on a target’s patterns over time. This phase may be very short or can span years.

The type of surveillance employed (such as taking photographs and video, using binoculars, taking notes, and making site sketches) depends on the target type.

Elements of information typically gathered include:

- **Practices/Procedures/ Routines** – For facilities this includes scheduled deliveries, work shift changes, identification procedures and other observable routines.
- **Transportation/Routes of Travel** – For facilities, it addresses ingress and egress points, types of vehicles allowed on the grounds, or availability of transportation into the target site.
- **Security Measures** – This topic includes the following factors, depending on the complexity of the security around the target: presence of a guard force; the reaction time of response units; any hardening of structures, barriers, or sensors; personnel, package, and vehicle screening procedures; and the type and frequency of emergency reaction drills are examples of key collection objectives. This is one of the most important areas of information for attack site
selection, since the intent is to bypass and avoid security measures and be able to strike the target during any period.

**Phase III: Specific Target Selection**

Selection of a target for actual operational planning considers some of the following factors:

- Does success affect a larger audience than the immediate victim(s)?
- Will the target attract high profile media attention?
- Does success make the desired statement to the correct target audience(s)?
- Is the effect consistent with objectives of the group?
- Does the target provide an advantage to the group by demonstrating its capabilities?
- What are the costs versus benefits of conducting the operation?

A decision to proceed requires continued intelligence collection against the chosen target.

**Phase IV: Pre-attack Surveillance and Planning**

At this point, trained intelligence and surveillance personnel from the terrorist operational cell may be used. This allows the cell to confirm what was gathered from previous surveillance and reconnaissance activities. The areas of concern are essentially the same as in Phase II but with greater focus based on known or perceived vulnerabilities.

**Phase V: Rehearsals**

As with conventional military operations, rehearsals are conducted to improve the odds of success, confirm planning assumptions, and develop contingencies. Terrorists also rehearse to test security reactions to particular attack profiles. Terrorists use both their own operatives and unsuspecting people to test target reactions.

Typical rehearsals include:

- Equipment and weapons training and performance.
- Staging for final preparatory checks.
- Deployment into target area.
- Actions on the objective.
- Escape routes.

Tests in the target area will be conducted to confirm:

- Target information gathered to date.
- Target pattern of activities.
- Physical layout of target or operations area.
- Security force reactions such as state of alert, timing response, equipment and routes.
Phase VI: Actions on the Objective

Once terrorists reach this stage of their operation, the odds favor a successful attack against the target.

Terrorists conducting planned operations possess important tactical advantages. Since they are the attacker, they possess all the advantages of initiative and provide:

- Use of surprise.
- Choice of time, place, and conditions of attack.
- Employment of diversions and secondary or follow-up attacks.
- Employment of security and support positions to neutralize target reaction forces and security measures.

Because of the extensive preparation through surveillance and reconnaissance, enemy security measures will be planned for and neutralized.

Phase VII: Escape and Exploitation

Escape plans are usually well rehearsed and executed. The exception is a suicide operation where the impact is enhanced by the willingness to die in achieving the attack. In suicide attacks, there are usually support personnel and handlers that require escape or evasion from attack response forces.

Exploitation is the primary objective of the operation. The operation must be properly publicized to achieve an intended effect. Media control measures and prepared statements are examples of preparations to effectively exploit a successful operation. These will be timed to take advantage of media cycles for the selected target audiences.

4 – SECURITY’S ROLE IN THE TERRORIST PLANNING CYCLE

If terrorists have selected your job site as a potential target, you can be sure that someone from the terrorist organization is observing you and others at the job site, including possibly taking notes, pictures and asking questions. The best way for security to have an impact on disrupting the terrorist planning cycle is in Phase II (intelligence gathering and surveillance) and Phase IV (pre-attack surveillance and planning). If the terrorist organization is able to get to Phase V (rehearsals), it is estimated they will be 90% successful in achieving their goal of conducting an attack.

Potential Suicide Bomber Behavior

While there is no sure method of preventing a determined suicide bomber, the ALERT acronym will provide you a method to remember the indicators of a potential suicide bomber.

- A = Alone and nervous
- L = Loose or bulky clothes (not consistent with weather conditions)
- E = Exposed wires (possibly through the sleeves)
- R = Rigid mid-section (may be carrying explosive device or weapon)
- T = Tightened hands (may be holding onto a detonation device)
Seek out additional information. Terrorist operatives are highly trained in basic and sophisticated surveillance techniques, posing challenges for counter-terrorism and security forces in identifying terrorist surveillance.

Beyond the information offered in this module, it is important to seek out additional information on the topic to ensure you are aware of current trends in terrorism. Additional resources include:

- Department of Homeland Security (DHS)
  https://www.dhs.gov/preventing-terrorism
- Federal Emergency Management Agency (FEMA)
- Central Intelligence Agency (CIA)
  https://www.cia.gov/news-information/cia-the-war-on-terrorism
- ASIS International
  http://www.asisonline.org/

5 – TIPS FOR HANDLING SUSPICIOUS LETTERS OR PACKAGES

Letters or packages containing explosive or hazardous materials are sometimes utilized to target a specific person, company or facility. It is important to be aware of what a suspicious letter or package might look like and what to do if you receive one. The following general warning signs and steps to deal with a suspicious letter or package are provided to help ensure your safety.

**Suspicious letter or package warning signs**

The following characteristics of a suspicious letter or package, and possible steps for handling, were developed using Bureau of Alcohol, Tobacco, Firearms and Explosives, Bomb Threats and Physical Security Planning, and the Department of Homeland Security, Response Checklist:

- **Addressee unfamiliar with name and address of sender**
- **Package/letter has no return address**
- **Addressee is not expecting a package or expects a different size package**
- **Improper or incorrect title, address, spelling of name of addressee**
- **Addressee title but no name given**
- **Wrong title with name**
- **Handwritten or poorly typed address**
- **Misspelling of common words**
- **Return address and postmark are not from same area**
- **Excessive postage or unusual stamps used versus metered postage**
- **Special handling instructions on package (SPECIAL DELIVERY, TO BE OPENED BY ADDRESSEE ONLY, FOREIGN MAIL, and AIR MAIL, etc.)**
- **Restrictive markings (PERSONAL, CONFIDENTIAL, etc.)**
- **Excessive securing material such as wrapping, tape, or string**
Oddly shaped or unevenly weighted packages

Remember, these are possible warning signs. One must be sensitive since some of these indicators (wrong addressee title, misspelling, etc.) may apply to many letters, including those from persons seeking employment.

What should I do?

- Follow these steps for handling suspicious packages and envelopes:
  - Leave the package or envelope where it was found. Do not open, shake or empty the contents. If opened, do not allow unqualified or unauthorized individuals to examine the item
  - Clear the immediate area of all persons and take actions to prevent others from entering the area
  - Close any doors leading to the area. Direct these persons to a designated safe area away from the suspicious item to await further instructions. Take the names of persons who were in close proximity to the item.
  - Make notifications, including the police, according to you Post Orders.