



TRAFFIC DIRECTION

# TRAINING MANUAL

THE LEADER IN PROTECTING PEOPLE AND PLACES™



**Universal  
Protection  
Service**

Copyright 2015 by Universal Protection Service. All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior written consent of Universal Protection Service.



Universal Protection Service  
**TRAINING MANUAL**

---

**TRAFFIC DIRECTION**

---

Version 11/2015

The Universal Protection Service Traffic Direction Training Manual represents core training regarding Traffic Direction for each Security Professional, but by itself does not constitute complete and comprehensive training.

Universal Protection Service does not approve or permit the reproduction of its training materials, including the Traffic Direction Training Manual.

Copyright 2015 Universal Protection Service. All rights reserved.

# TRAFFIC DIRECTION

---

## TABLE OF CONTENTS

Unit 1 – ABOUT TRAFFIC DIRECTION	4
Unit 2 – TRAFFIC CONTROL BASICS	6
Unit 3 – TRAFFIC CONTROL GESTURE TECHNIQUES	11

*Review questions follow each unit.*





## Unit 1 – ABOUT TRAFFIC DIRECTION

**GOAL:** At the end of this unit, you will know the role of security professionals regarding the direction of traffic, and traffic control related Patrol General Orders.

**TOPICS:**

1. Introduction
2. Patrol General Orders

**OBJECTIVES:**

1. Understand the critical role of the security professional in directing traffic.
2. Know the Patrol General Orders regarding Traffic Control.

### 1 - INTRODUCTION

Traffic problems – too many vehicles, traffic obstructions due to obstacles like crashes – are issues security professionals encounter and help resolve. Especially during the holiday season when the roadways to the shopping center are clogged with car loads of holiday shoppers, traffic direction is a critical security function. Our customer service mission demands we help shoppers avoid the frustration of traffic jams. Our mission to prevent injury and property damage demands we assist in preventing traffic accidents that can result from chaotic traffic situations.

Security professionals who know how to direct traffic effectively can make a significant contribution towards keeping our customers happy by helping maintain orderly traffic flow in order to reduce frustrations and hazards.

### 2 – PATROL GENERAL ORDERS

Patrol General Orders are summarized statements of policy, procedures, rules, best practices and guidance for judgment. Security professionals are expected to perform consistent with these general orders.

Patrol General Orders regarding Traffic Control include:

1. Security professionals shall make personal safety the first priority while directing traffic.
2. Security professionals shall use appropriate traffic direction gear and equipment for safety and effectiveness when directing traffic.
3. Security professionals shall direct traffic in a professional and courteous manner.
4. Security professionals shall use clear gestures when directing traffic.



## **ABOUT TRAFFIC DIRECTION – REVIEW QUESTIONS**

1. How does Traffic Control contribute to the security professional's mission to prevent injury and property damage?
2. What is the first priority of every security professional while directing traffic?



## Unit 2 – TRAFFIC CONTROL BASICS

**GOAL:** At the end of this unit, you will be familiar with the essential practices and equipment used in traffic control.

**TOPICS:**

1. Goal of Traffic Direction
2. Traffic Control Gear
3. Assessing the Traffic Situation
4. Selecting a Traffic Control Point
5. Traffic Direction Best Practices
6. Traffic Direction Style: Four C's

**OBJECTIVES:**

1. Understand the purpose of effective traffic direction.
2. Know the standard gear utilized in the process of traffic control.
3. Know your traffic control points.
4. Familiarize yourself with best practices in traffic direction.
5. Understand and employ the Four C's of communication during traffic control situations.

### 1 – GOAL OF TRAFFIC DIRECTION

The goal of traffic direction is to improve the flow of traffic. Traffic direction should result in a more effective flow of traffic, consistently maintained.

In order to achieve the traffic direction goal, you should:

- Analyze the traffic situation, assessing whether traffic direction is needed and, if so, what issues must be resolved in order to improve its flow.
- Select the appropriate Traffic Control Point where visibility, effective directions and, especially, personal safety will be maximized.
- Use the minimum control methods necessary and follow traffic direction best practices.
- Know when to stop directing – temporarily if traffic will flow better without you at the moment, or overall when the situation has cleared and does not show signs of renewed traffic congestion.

### 2 – TRAFFIC CONTROL GEAR

In addition to the traffic control specific gear, listed below, your appearance as a security professional should be impeccable, as always, when you direct traffic. Effective traffic direction requires you to command respect from drivers, which they will not tend to give you if your personal appearance is unprofessional.

Traffic control specific gear includes:

- **Reflective vest** – This is for your personal safety, foremost, and also so drivers easily and quickly see you and realize traffic direction is in effect.
- **Traffic direction gloves** – These gloves help make your hands and, therefore, your traffic direction gestures easier for drivers to see.



- **Whistle** – Traffic direction should be accompanied by audible whistle signals, which are important since not every driver will look at you continually while they will tend to hear the signal whether they are looking at you or not; and, audible signals are important to capture a driver’s attention when he is not obeying or about to perform an unsafe action.
- **Traffic direction baton flashlights** – These flashlights have translucent yellow or orange cones extending above the lens in order to increase visibility by glowing in low light situations.

### 3 – ASSESSING THE TRAFFIC SITUATION

What is the problem?

If traffic direction is required then something problematic is occurring. Observe the situation and devise a course of action prior to directing traffic. For instance:

- **From every direction, too many vehicles may be overwhelming the “bandwidth” of the roadways**, perhaps aggravated by every vehicle having to stop at a stop sign. In such an instance, directing a series of vehicles through the intersection past the stop sign without each having to stop will improve traffic flow.
- **From one direction, an overflow of vehicles may be backed up.** Perhaps a theater has let out or a major parking lot area is emptying. In such an instance, relieving the overflow of vehicles by giving priority to traffic coming from that direction will improve traffic flow.
- **Traffic control signals are out.** This causes uncertainty of right of way among drivers which slows things down, while some drivers may aggressively move through the intersection without due caution. Directing traffic to simulate the function of the missing traffic control signal will improve traffic flow.
- **A vehicle(s) is blocking traffic.** Maybe a stalled vehicle or vehicles that were in an accident are causing moving vehicles to find a way around them. In such instances, directing traffic along a planned route around the obstruction will improve traffic flow.

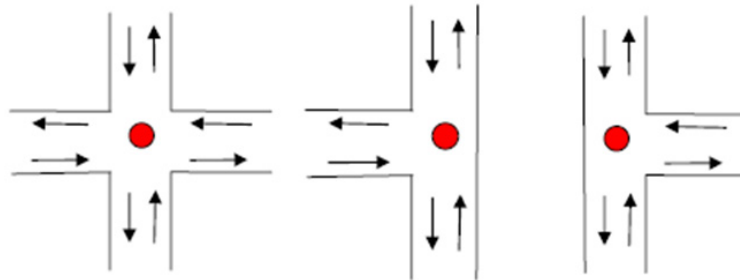
### 4 – SELECTING A TRAFFIC CONTROL POINT

A Traffic Control Point is the specific place the security professional positions to direct traffic. Here are some considerations when selecting a Traffic Control Point.

- **Officer Safety** - As always, the primary consideration should be officer safety. Select a position to direct traffic that best provides for your safety, given the traffic situation and your need to direct it.
- **Standard Procedure/Supervisory Direction** – Has a Traffic Control Point been designated procedurally for this particular traffic control duty? Has a supervisor determined the Traffic Control Point as part of your assignment?
- **Visibility to Drivers** – After officer safety, the most important consideration is visibility to drivers. If you have been directed by procedure or a supervisor to utilize a specific Traffic Control Point, it will likely have been designated as such with visibility in mind. If you are selecting a Traffic Control Point on your own, remember that all drivers you will be directing must easily and clearly see you in order for your efforts to be successful.



- **Ability to Control Traffic from the Selected Point** – Your position relative to traffic moving in all directions is necessary in order for your efforts to be successful. Traffic flow from each direction should encounter you such a way that you can point at the driver and perform a traffic direction gesture in such a way that the driver feels obliged to obey you. This requires you to be near the forward path of the vehicle, although not directly in its path. Were you to attempt to direct traffic too far to the side of the path of the vehicles, the drivers may tend to ignore your signals, not understand the signal pertains to them or not notice your signals.
- **Traffic Turns in Front of You** – If you are directing traffic to turn right or left, make sure the turn is executed in front of your Traffic Control Point and that traffic does not drive around and behind you. This is for both personal safety and to keep a view of what all vehicles are doing.



**Traffic Control Points** – Where you would stand to direct traffic for the types of intersections shown.

## 5 – TRAFFIC DIRECTION BEST PRACTICES

Below are a variety of practices to observe when directing traffic.

- Do not attempt to over-regulate traffic. If traffic will flow better without your direction at the moment, then do not interrupt this efficient flow of traffic with unnecessary directions.
- Firmly establish personal control by performing all signals and movements with precision and by ensuring drivers obey signals.
- Break traffic at natural gaps whenever possible.
- Maintain consistency in the time you allow each direction of traffic to travel. Give priority to the major route. All secondary road traffic moves during breaks in the major flow. If breaks do not occur, allow traffic to accumulate on secondary roads before directing it to move.
- Allow right turns whenever they do not interfere with traffic flow and do not create danger for pedestrians.
- Make sure opposite lanes are stopped before allowing left turns to be made. It is best to permit left turns during natural breaks in the traffic flow.
- Make changes in flow direction only when the intersection is clear.





- If congestion occurs, hold other lanes until it is cleared.
- If two lanes must merge, alternate the traffic flow.
- If exit lanes are filled, prohibit further turning movements.
- Continually observe traffic for conflicts such as:
  - Backed-up traffic lanes.
  - Vehicles blocking intersections.
- When re-routing traffic around a blocked or obstructed route, select alternate routes with care watching for pedestrian walkways, other traffic flow that will be confounded by rerouted traffic and whether the new route is able to handle the amount of traffic you will be sending through.
- If re-routing traffic around an obstruction (especially an accident), realize that driver's may be distracted by looking at the obstruction (for instance, crashed vehicles) and pay extra care to staying out of the vehicles' path.

## 6 – TRAFFIC DIRECTION STYLE: FOUR C'S

The Four C's are qualities of traffic direction that you should employ.

- **Confident** – *Being directed* can frustrate drivers. You realize this and it can undermine your confidence. In order to be confident in your duties and authority to direct traffic, realize that by applying proper techniques you are making the situation better for *all* the drivers, even if an *individual* driver seems frustrated.
- **Commanding** – As a result of your confidence in the necessity of your traffic direction task, be commanding in your actions. Display your confidence in a “command presence” demeanor that communicates that you are both in charge of the situation and know what you are doing. A command presence is enhanced by the next “C” – *Clear* – and should not prevent you from maintaining the final “C” – *Courteous*.
- **Clear** – Performing gestures and signals accurately and in an obvious, easy to see and interpret, manner will make your traffic direction easy for drivers to understand. Drivers tend to get frustrated more by unclear traffic gestures and signals than they do by the mere fact of being directed.
- **Courteous** – You're confident, you're commanding, you're in control and everyone is supposed to do what you direct them to do. That's good. Unfortunately, those conditions are also a temptation to forget about *courtesy*. Being likable, respectful and connecting with customers (which are what all those drivers are) is just as important while directing traffic as it is walking patrol. A really artful traffic controller communicates more than just “Stop, Go, Turn Right, Turn Left” to drivers by smiling, making occasional eye contact and representing in overall demeanor and actions that traffic direction is a form of service to drivers. Never allow yourself to show irritation.



## **TRAFFIC CONTROL BASICS – REVIEW QUESTIONS**

1. What is the primary goal of traffic direction?
2. What four items of gear are specific to traffic control?
3. Give an example of a problem in which traffic control intervention would be necessary.
4. When directing traffic to turn left or right, should a security professional direct the flow of traffic to pass in front of the Traffic Control Point, or behind it?
5. Under what circumstances should right turns be permitted?
6. What are the Four C's?



## Unit 3 – TRAFFIC CONTROL GESTURE TECHNIQUES

**GOAL:** At the end of this unit, you will know the gestures and whistle techniques to effectively control traffic.

**TOPICS:**

1. Stop Traffic
2. Start and Maintain Traffic Flow
3. Turn Direction of Traffic Flow
4. Whistle Signals

**OBJECTIVES:**

1. Know the physical gestures employed in directing traffic.
2. Familiarize yourself with the use of traffic control whistles, and their various signals.

### 1 – STOP TRAFFIC

Stopping traffic is accomplished through hand gestures and a whistle signal.

Do not step into the path of the oncoming vehicle or vehicles while you are stopping them - the gestures and whistle signal should stop the traffic, not the position of your body.

To stop traffic flowing from one direction, use the following signals:

1. Blow one long blast on the traffic whistle while performing the following gestures.
2. Point at the driver that you want to stop.
3. Make direct eye contact.
4. Hold one arm out extended at shoulder height with palm facing the driver.

To stop two way traffic (traffic flowing on same road in opposite directions), use the following signals:

1. Blow one long blast on the traffic whistle while performing the following gestures.
2. Stand parallel to traffic (traffic would flow in front of you and behind you) in the center of traffic flow (between traffic flow directions).
3. Hold both arms out to your side horizontally at shoulder height with both palms facing traffic.

### 2 – START AND MAINTAIN TRAFFIC FLOW

Starting traffic flow and maintaining it are accomplished through hand gestures and whistle signal.

Be sure to be out of the path of vehicles as they move forward.

The whistle signal is meant to get drivers' attention initially. Blow the whistle while pointing at the driver you are directing.

You may repeat the signal if necessary, however, blowing the signal repeatedly can cause confusion. So, blow the signal one time and then use the hand gesture, repeating the whistle signal only if the driver or drivers fail to obey the hand gestures.



You may repeatedly perform the hand gesture in order to continually communicate to drive forward to each successive vehicle.

To start and maintain the flow of traffic from one direction, use the following signals:

- Point at the driver you are directing to start.
- Make direct eye contact.
- Simultaneously, blow two short blasts on the traffic whistle.
- Make the following gesture, repeating as needed:
  - Outstretch arm toward the driver, shoulder height with palm up.
  - Bend elbow to bring forearm up 45 degrees with palm toward the side of your face.

To start and maintain the flow of traffic from two directions (traffic flow on the same road from opposite directions) do the following:

- Perform the gestures to start traffic from one direction.
- Then immediately turn to traffic from the other direction and repeat the start traffic gestures.

### **3 – TURN DIRECTION OF TRAFFIC FLOW**

Turning the direction of traffic is most often performed as a combination of Start and Maintain Traffic gestures with pointing in the direction you want traffic to turn - for instance, vehicles that you wish to make a right turn or a left turn onto an intersecting road.

In some instances, especially those in which traffic is being redirected along a route to avoid an obstacle, you may direct slow moving traffic to the left or right around the obstacle. In such instances, two or more traffic controllers may be required to guide vehicles along a path of avoidance.

Opposing lanes of traffic should be stopped prior to directing vehicles to make left turns.

Make sure traffic turns in front of you, not behind you. This requires you to select a Traffic Control Point past the path of turning vehicles.

To start and turn the flow of traffic:

- Point at the driver you are directing to start and turn.
- Make direct eye contact.
- Simultaneously, blow two short blasts on the traffic whistle.
- Outstretch one of your arms horizontally at shoulder height and point in the direction you want the driver to turn.
- Make the Start and Maintain Traffic gestures with your other arm:
  - Outstretch arm toward the driver, shoulder height with palm up.
  - Bend elbow to bring forearm up 45 degrees with palm toward the side of your face.

To guide the flow of slow moving traffic to turn to avoid an obstacle or to follow a re-routed path:

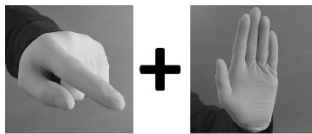


- Outstretch one of your arms horizontally at shoulder height and point in the direction you want the driver to turn or the path you want the driver to follow.
- Repeatedly make the Start and Maintain Traffic gestures with your other arm:
  - Outstretch arm toward the driver, shoulder height with palm up.
  - Bend elbow to bring forearm up 45 degrees with palm toward the side of your face.

## TRAFFIC CONTROL GESTURES

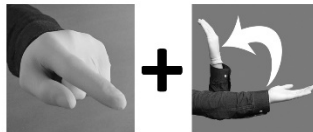
Traffic control hand gestures guide drivers to stop, start and turn.

### — TO STOP TRAFFIC —



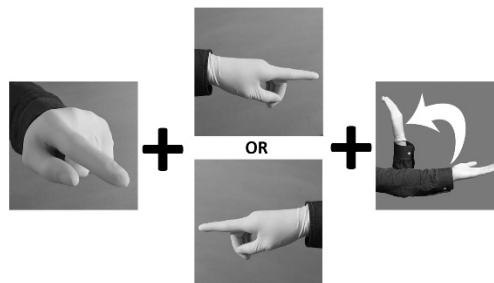
Point at driver. Make direct eye contact. Face palm towards driver.

### — TO START & MAINTAIN TRAFFIC FLOW —



Point at driver. Make direct eye contact. Hold arm outstretched, palm up.  
Move 45 degrees upwards towards face.

### — TO TURN DIRECTION OF TRAFFIC FLOW —



Point at driver. Make direct eye contact. Point one hand in direction traffic should flow, right or left. Make Start & Maintain Traffic Flow gesture with other hand.



#### 4 – WHISTLE SIGNALS

Audible signals consisting of blasts on a traffic direction whistle are an essential supplement to the overall traffic control effort.


Audible whistle signals grab drivers' attention when they might be looking elsewhere than at you and also augment your command of the traffic situation, making your traffic direction performance more professional.

The whistle signals that supplement traffic direction gestures are:

- One long blast – Stop.
- Two short blasts – Go.
- Three short blasts (repeated as needed) – Attention!


## Whistle Signals

Whistles are used along with traffic control hand signals.




One, long blast means, "Stop."

Use this signal along with the hand signal for "Stop," open palm facing traffic and arm extended.



Two, short blasts mean, "Go."

Use this signal along with any of the "Proceed" hand signals, proceed straight ahead, proceed to the left or proceed to the right.



Three, short blasts mean, "Attention!"

Use this signal to get the driver's attention if not responding to your signals.

This signal can also be used to alert all drivers of an approaching hazard, such as an emergency vehicle.

Repeat this signal, as needed, until drivers respond.



## **TRAFFIC CONTROL GESTURE TECHNIQUES – REVIEW QUESTIONS**

1. When directing traffic from a single direction of traffic flow, what actions should a security professional perform to indicate that a driver should stop?
2. What gestures should be employed to start and maintain traffic flow?
3. When employing whistle signals, what is signified by two short blasts?

