

BEYOND THE BODYGUARD

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**PROVEN TACTICS
AND DYNAMIC STRATEGIES FOR
PROTECTIVE PRACTICES SUCCESS**

Gavriel Schneider

Universal-Publishers
Boca Raton

*Beyond the Bodyguard:
Proven Tactics and Dynamic Strategies for
Protective Practices Success*

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Universal-Publishers

Boca Raton, Florida

USA • 2009

ISBN-10: 1-59942-932-2 / ISBN-13: 978-1-59942-932-8 (paperback)

ISBN-10: 1-59942-931-4 / ISBN-13: 978-1-59942-931-1 (ebook)

www.universal-publishers.com

Library of Congress Cataloging-in-Publication Data

Schneider, Gavriel.

Beyond the bodyguard : proven tactics and dynamic strategies for protective practices success / by Gavriel Schneider.

p. cm.

Includes bibliographical references.

ISBN-13: 978-1-59942-932-8 (pbk. : alk. paper)

ISBN-10: 1-59942-932-2 (pbk. : alk. paper)

1. Bodyguards. 2. Private security services. I. Title.

HV8290.S36 2009

363.28'9--dc22

2009010259

Cover design by Shereen Siddiqui

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This book is dedicated to all those professionals who put their lives on the line to secure others.

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LIST OF ABBREVIATIONS

Abbreviation	Description
ABET	Adult-Based Education and Training
AO	Active Opposition
AOP	Attack on Principal
BG	Bodyguard
CAT	Counter Action Team
CBM	Centre Body Mass
CPO	Close Protection Operative/Officer
CQB	Close Quarters Battle
CT	Counter Terrorism
DT	Defensive Tactics
IED	Improvised Explosive Device
IAD	Immediate Action Drill
PES	Personal Escort Section
RST	Residential Security Team
RTO	Registered Training Organization
SAP	Secure Advance Party
SAS	Special Air Service
SIA	Security Industry Authority
SME	Subject Matter Expert
SOB	Security Officers Board
VIP	Very Important Person

NOTE:

The term “Close Protection” has been written in capital letters when it is used to describe the specific specialist field of security (one core concept). When describing a related aspect such as close protection team or close protection training, capital letters have not been used. The same would apply for the term “Principal” which is used to distinguish a core object and related aspects such as principal profiling which has no capital letters.

ACKNOWLEDGEMENTS

I would like to thank my fellow Directors of Dynamic Alternatives. Thanks for the support of this project: to Allen Berkowitz, Robert Schneider, and Nicole Sofianos for their assistance in editing the academic text; to my parents, family, and friends for their encouragement and support; to all my instructors, who have shared their knowledge with me; to all the professionals that I have been fortunate enough to work with over the years; to all the interview respondents for sharing their hard earned knowledge and experience; to my research supervisor Professor Anthony Minnaar for all his guidance; and, lastly, to all those persons who have not been mentioned but who have contributed to the success of this project.

PREFACE

Much of the material used to compile this book was taken from a three-year Master's Degree study on "How to professionalize the Close Protection industry in South Africa". Over 20 in-depth interviews with industry specialists including military, police, and private sector close protection operatives were conducted. In addition a full review of existing literature and practices in other countries was performed. This was coupled with my personal experience and lessons learned in over a decade of operations and training. I in no way claim that the guidelines in this book are "the only way to do things" but they have been well researched and in many cases have saved lives. I would urge anyone who truly wants to be professional to "never stop learning" and constantly strive to improve himself or herself both physically and mentally. This book is based on extensive research that was aimed at determining the current operational **skills requirements** for close protection operatives (CPOs). Operational skills refer to those skills that are vital in order for a CPO to effectively protect a designated person (this person is referred to as the "Principal").

During the research, it was found that the **task of providing Close Protection** could be divided into **various subcategories**. This was necessary in order to gain a rounded perspective of a **CPO's roles and duties**. CPO tasks in their entirety had to be unpacked **into their smaller subcomponents**. In fact there were many ways to subdivide the skills, requirements, and functions of CPOs. It was found that the actual subdivisions were less important than the **gaining of a comprehensive understanding of how all the aspects are interrelated and should function synergistically**.

Some key points you will learn are as follows:

This book will discuss various training related factors that were identified and examined in order to assess whether the way CPOs are trained is effective. Aspects such as the intensity, focus, duration, and content were examined. In general, it was found that it is important for the following to be implemented:

1. Effective screening and pre-training evaluation of potential trainees.
2. Training should be job orientated and focus on training CPOs for the functions that they will actually have to perform.
3. Training methodologies should focus on an outcomes based approach and utilize the fundamentals of adult based education.

4. Training should simulate reality including the related stress factors that are placed on operational CPOs such as lack of sleep and high levels of activity interspersed with boring waiting periods.
5. Ongoing training and re-training are vital components to a CPO maintaining operational competency.
6. Close protection instructors need to have both an operational background and training in instructional methodologies before being considered competent.

It is important that in the long term, international recognition of worldwide close protection qualifications is achieved. Globalization and improvements in technology have made it easier for international networking to take place. This has meant that clients are using CPOs in different countries and international comparisons are inevitable. For CPOs are to be considered “world class,” then internationally recognized minimum standards need to be implemented in the global close protection industry.

This book will also explain various trends that have a direct affect on the close protection industry, some of these include;

- ✦ Increased public awareness of international terrorism has resulted from acts such as the 9/11 attacks. This has made people more aware of the need for and benefits of security. Use of well-trained CPOs is one of the ways that potential clients are able to minimize their exposure to any potential terrorist attack.
- ✦ A CPO's ability to communicate and liaise with all relevant parties involved in the close protection environment is vital to the success of any operation. Therefore, it is essential that these aspects receive the relevant focus during training.
- ✦ A CPO needs to be well trained in use of unarmed combat and alternative weaponry. He/she can no longer rely on the use of a firearm as the primary force option.
- ✦ A CPO needs to be able to adapt to many different situations. It is important that a CPO is trained to blend in and use the correct protocol in any given situation. The focus of operations should primarily be on operating in a low-profile manner to avoid unnecessary attention.
- ✦ A CPO needs to be well trained in all aspects of planning and avoidance. The skills needed to proactively identify and avoid threats are vital to modern-day operations. The CPO also needs to be quick thinking and adaptable in order to function effectively.

- ✦ A CPO needs to have a working knowledge of all security related aspects that could enhance the safety of his/her Principal (i.e., multi-skilled).

In addition to the above-mentioned factors, other recommendations emanating from the research that will be discussed in this book focus on minimum competency standards for the identified subdivisions of close protection. Examples of possible assessment guidelines and criteria will be identified and cover the following broad classifications:

- ✦ prior educational qualifications
- ✦ physical abilities
- ✦ CPO skills
- ✦ prior experience in guarding
- ✦ firearm skills
- ✦ unarmed combat
- ✦ protective skills
- ✦ first aid skills
- ✦ security knowledge
- ✦ advanced driver training
- ✦ protocol and etiquette
- ✦ management and business skills
- ✦ related skills

Key Points

- 1. Do I want to be able to perform the duties of a CPO?**
- 2. Am I the right person for the job?**
- 3. Training must be job related**
- 4. Training should be outcomes based**

INTRODUCTION

Based on Startling Reality. Below is a fictional, summarized example of a busy day for a well-trained close protection professional operating in a high-risk environment.

OPERATIONAL LOGBOOK DAY 1

TIME: ZULU ALPHA 06:00

Tasking: escort of VIP Political Leader

Location: through quiet suburb

Note: full advance reconnaissance done, with identified threat of close range firearm attack

Team Leader: Team came under fire radio transcripts as follows:

"We are under fire, we are under fire, they have come out from behind the houses. We are evacuating back to blue 1—copy roger—copy"

"There are four of them, using only handguns—erratic fire"

"Principal in hard vehicle (armored car). Principle is safe.

We are evacuating to safe zone 1. Copy—roger—copy—over"

Debrief: 07:00: Location back at control room.

Principal is safe and taking the attack surprisingly well, considering what he has been through. He is relieved, our team acted professionally without hesitation. He is glad he employed our team.

LOGBOOK DAY 1

TIME: ZULU ALPHA 08:00

Briefing Session

Task: Advanced Hijack Avoidance Training for land and air operations

Training to be given tomorrow, to an African Royalty Protection team. Update necessary due to a kidnap threat. After training and evaluation, Alpha Team will be joining the Royal Protection Team to offer primary support. Planning team to compile advance reports—and develop primary and contingency plans.

Threat level 1 – A1/High Risk.

LOGBOOK DAY 1

TIME: ZULU ALPHA 09:00

Tasking: Meet and Greet Celebrity Beauty Queen flying in from USA on behalf of International Health Federation for AIDS Awareness. Introduce her to Bravo team leader.

ETA: 10:30 Check travel agenda and itinerary ready
 Check alternative routes
 Check hotel
 Check restaurants

Bravo Team to escort Principal from then on.

LOGBOOK DAY 1

TIME: ZULU ALPHA 12:00 to 18:00

Tasking: Oversee Static Protection of 3 Principals from International Bank at Airport Hotel Convention Centre—High Risk—Confirmed threats

Intelligence reflects one of the Principals has had numerous death threats. The other two are High Kidnap Risks.

Coordinate venue search: Explosive dogs pick up a small explosive device found on podium. Police bomb squad called, Venue evacuated and changed to secondary location, Threat is still high but as the location of the secondary venue has been kept confidential the meeting will proceed.

LOGBOOK DAY 1

TIME: ZULU ALPHA 19:00

Phone call request to stand in on operation as manpower is short.

Tasking and Principal: Deploy as part of escort detail for West African presidential candidate visiting the country

Location Address: Country embassy

Threat Level: Alpha 1/High Risk – Team deployed in conjunction with police units

Intelligence Reports:

Attempted assassination possible

Prevention Methodology:

Outer perimeter access control, with various cordons and checkpoints including metal detectors and screening of all guests. Podium and surrounding area have been swept using dogs for explosive detection.

Incident report: I was positioned on the podium, scanning the crowd and confident that all precautions were taken.

I was fatigued from earlier taskings, While scanning the crowd—I saw a knife blade come out from one of the people in the crowd, approximately 15 feet away. The CPO deployed in front of me took the attacker down. Simultaneously the rest of the team kicked into action providing cover and evacuating the Principal.

“What would the consequences be if the presidential candidate was assassinated on foreign soil—DISASTER—which is precisely what we are preventing”.

This is what can happen in the life of a top level professional CPO—and even more. *Beyond the Bodyguard* read on!

BACKGROUND TO THIS UNIQUE BOOK

*“Absorb what is useful. Reject what is useless.
Add specifically what is your own.”*

—Bruce Lee

Introduction

The area of specialist/private security is a relatively under-researched field when compared to other fields. This is even more apparent when considering specialist subdivisions such as Close Protection, sometimes referred to as VIP protection or protection of designated persons. Close Protection is a holistic approach to the protection of designated individuals. It encompasses all the necessary subsectors of security knowledge and physical skills needed to ensure the protection of a person from both identified and unidentified threats as well as risks to life and personal safety.

The person receiving protection is referred to as the “Principal.” In cases where the Principal is also the person financing the security operation or protection services, he/she would also be referred to as the client. It is almost impossible to keep a Principal in a 100 percent risk-free state at all times. Therefore, the primary task of a Close Protection Operative (CPO) would be to minimize the exposure of a Principal to any identified risks. The CPO’s tasks must also include effective planning, which must take into account what should be done in the case of unexpected situations occurring or attacks being initiated.

The CPO therefore functions in a continuous state of identifying and assessing all relevant risks and threats, while simultaneously taking the necessary preventative measures to thwart or avoid such situations.

The CPO not only needs to be able to perform all necessary functions relating to threat assessment and risk analysis, but also, if necessary, physically implement the appropriate counter measure within

the constraints of the law. This would include physical combat, utilizing whatever means¹ available to neutralize attackers and maintain the safety of the Principal.

International Influences: An Overview

It is important in this modern day and age that no research topic be analyzed in isolation, especially when the topic involves the protection of peoples' lives. Globalization and the need for international benchmarking mean that it is vital for international trends to form part of this research. It is difficult to generalize about international standards and operational procedures as they vary substantially from country to country. Several international representatives from Israel, Britain, and Australia were interviewed While writing this book. Correspondence also took place with the Home Office in the United Kingdom (UK), the National Institute for Criminal Justice Research of the Department of Justice in the United States of America (USA) and the Australian Institute for Criminology.

A great deal of information was also obtained through extensive in-depth interviews with subject matter specialists. The majority of the interviewees have worked internationally and had extensive interaction with international trainers and operatives.

An Urgent Need Exists!

A need exists to clarify many aspects of the close protection industry since there is a general lack of understanding and information regarding what close protection work entails and who the kind of client that actually utilizes such a service is, let alone being able to assess what the necessary specialized training standards for CPOs should entail. Many people have a set stereotype about who and what a close protector should be. However, these stereotypes are most often incorrect or flawed, colored by public perceptions of security guards in general or news reports in the media².

Aims of This Book

This book addresses the problems that lie in the difficulty of an accurate analysis of the skills, training, and qualification level of CPOs that are actually operating in the world today. This book will therefore focus on the necessary operational skill requirements needed to provide effective close protection on a global scale.

¹ Use of firearms, alternative weaponry or unarmed combat.

² There have been reports about nightclub bouncers who are sometimes confused with CPOs.

Aspects such as candidate selection, training, and evaluation will be examined in depth. The direct question that this book aims to answer can be stated as:

What are the necessary operational skills requirements of and training standards for close protection officers operating in the global market?

Key Theoretical Concepts

For the purposes of this book, the following key definitions will apply. The industry jargon defined below is vital for the reader to understand the book. (Additional terms are defined in Appendix: Definitions):

Bodyguard: The person on a close protection team directly responsible for the Principal and closest to the Principal at all times. People often confuse bodyguards with all CPOs. The bodyguard is one of the roles a CPO may assume.

Client: The person, body or organization that is financing the close protection operation.

Close Protection: The carrying out of all necessary activities by a team or individual to ensure the safety, comfort, and peace of mind of a Principal.

Close Protection Operative/Officer: Either an individual or member of a close protection team that facilitates close protection.

Close Protection Team: A group of well-trained CPOs that operate in a synergistic manner, fulfilling all the tasks necessary to ensure the safety, comfort, and peace of mind of a Principal/Principals.

International community: Within the context of this book, this term refers to the organizations, groups, and individuals that are actively involved in the facilitation, training or any other related activity of close protection. i.e., that carry out their respective operations internationally.

Operational skills: Those skills that a CPO must possess in order to provide effective close protection to a designated Principal.

Principal: The individual receiving close protection services.

Risk analysis: The process of assessing the likelihood of threats occurring, based on aspects such as the environment, the Principal, and his or her scheduled movements.

Security: All the applicable measures needed to ensure the safety of a country, company or individual against espionage, theft or other danger/threat.

Threat assessment: The procedure undertaken to identify, categorize, validate and plan for any threats that the Principal may be exposed to.

VIP: Acronym for a “Very Important Person.” The term is interchangeable with that of Principal.

Summary – How This Book Can Help You If You Are Currently a CPO or Want to Be Part of This Elite Field

CPOs can provide a more professional and improved close protection service and therefore enhance their capability to keep themselves and their Principal secure and safe (protected from all possible threats).

CPO trainers and instructors stand to benefit since they will have a reference to training material and standards in order to compare their current practices and training methods or standards. In addition, the material will provide them with an opportunity to be exposed to identified trends and changes, particularly from the international scene. This will enable them to adapt their training programs and methodologies to ensure that at least a minimum standard is met by all trainees found competent.

Security as a whole is a much-neglected field of research, when compared to many other industries. Therefore, the specialist area of close protection is an area that has almost completely been ignored with regard to formal research. There have also been many technological developments, global changes, and other changes that may not have been included or may have been overlooked in current close protection training methodologies.

Local and international trends have seen a large-scale growth in the close protection industry and private security industry in general. There are several relevant factors that have contributed to this trend, which have in turn led to a need for the regulation of a growing industry.

Accordingly, this book will assist and benefit not only the regulatory bodies in achieving fair and valid standards and practices but also individual CPOs, as well as close protection trainers.

A VIEW INSIDE THE CLOSE PROTECTION INDUSTRY

*“The expectations of life depend upon diligence;
the mechanic that would perfect his work,
must first sharpen his tools”*
—Confucius

Historical Development of Close Protection

Close Protection is as old as mankind and warfare. Quotes referring to persons fulfilling close protection roles can even be traced back to the Bible. A clear example of this is the reference to King Solomon’s bodyguards protecting him while he sleeps:

“Behold his bed, which is Solomon’s; threescore valiant men are about it, of valiant Israel. They all hold swords, being expert in war; every man has his sword upon his thigh because of fear in the night” (Song of Solomon, verses 7 and 8, Chapter 3).

Fairly comprehensive historical summaries can be found in several other publications on the subject. In essence, as soon as the proliferation of survival instincts came to the fore of people’s behavior, it was inevitable that the stronger members of primitive clans would protect the weaker members from any outside threats or attacks.

Some of the earliest written records of protectors refer to the ancient Roman Praetorian Guards who were responsible for the protection of the ruling emperor.

It is fair to say that as soon as rulers of almost any race in any region came into power, there were probably a select few chosen to protect these rulers (the operative term being “with their lives”). These “protectors” were probably chosen for their physical strength and martial skills,

which obviously favored the weapons of that day—for example, the use of the sword by Samurai in ancient Japan.

Many key principles of Close Protection can even be traced back to the ancient text known as *The Art of War* which was written over 2,000 years ago by the Chinese military strategist Sun Tzu.

Key Principles

1. Proactive planning
2. Avoidance
3. Know yourself
4. Know your enemy

Among the many applicable concepts and tactics, which are as relevant today as they were when the Sun Tzu's book was written, is the idea of **proactive planning** and **avoidance** to achieve objectives.

On this point, Sun Tzu stated the following:

“Know the enemy and know yourself; in a hundred battles you will never be defeated. When you are ignorant of the enemy but know yourself, your chances of winning or losing are equal. If ignorant of both your enemy and yourself, you are sure to be defeated in every battle”
—Tzu, 500 B.C.: 106

The above quote can be directly translated to the well-accepted close protection adage often mentioned in close protection training material and sometimes referred to as the “Seven P’s of Close Protection,” namely “**Prior proper planning and preparation, prevents poor performance.**” (Dynamic Alternatives: 20). In the modern-day world of specialist security, Close Protection is as accepted as any other relevant security function. However, many of the interview respondents when asked about outside perceptions of Close Protection made comments similar to the one below:

Self Test

- What did I learn?
- How, when and why will I best put it into practice and what is the best way I will do this?

“The overall objectives, the attributes of the operatives and the manner in which the job is performed are still for the most part misunderstood by those not directly involved”
—David M. Sharp

Several films on the subject such as *The Bodyguard* and *In the Line of Fire* have added to the mystique of Close Protection. However, even though there are certainly aspects of Close Protection that are accurately portrayed in such films there are in fact many more questionable

practices that are demonstrated in these films (e.g., in *The Bodyguard* only one CPO attempts to protect the Principal in a high-threat situation that clearly would require a close protection team). These misconceptions are understandable since the films were created purely for entertainment value and not meant in any way to be realistic portrayals of close protection operations.

There is no doubt that over the years many variables including technology and experience have led to the improvement and adaptation of protective practices. Based on personal experience and validated in almost every interview conducted during the research for this book, the realities of modern-day close protection are quite different from the purely physical function (body protection of client/Principal) that was performed by early “protectors.” When describing what can be termed the “modern approach,” much time is spent on advance planning, paperwork, and the like as opposed to the glorified images seen in the movies. The realities of long hours, poor treatment and, very often, relatively low remuneration seem to be commonplace in the way that protective services are being currently provided in the world today.

Moreover, when considering the professional attitude and focused approach of modern-day close protection specialists it is difficult not to be impressed. The individuals providing protection have developed the ability to blend in to almost any environment. Although they may look like everyone else in a crowd or on a street, both in dress and mannerisms, at the same time they are capable of quick-thinking reactions and decisive or rapid decision making. Accordingly, well-trained operatives in the close protection field have the special ability to deal with a multitude of dangerous situations in different environments in a very effective manner.

As this field developed and adjusted to meet the demands of a changing world so too have the requirements of the Principals seeking this service.

Key Principles

- 1. Collect knowledge and use of technology and expertise**
- 2. Advanced planning**
- 3. Endurance of long hours**
- 4. Professional attitude**
- 5. Formal approach**
- 6. Ability to blend into any environment**
- 7. Capable of :**
 - **Quick of thinking—reactions, and**
 - **Decisive, rapid decision making**

It is vital that the link between provision of service and client demands and needs be addressed.

This is required in order to make sure that CPOs are providing protection in the most effective manner for today's environmental and situational demands.

Increase in the Demand for Professional Close Protection Operatives

Self Test

List 5 groups of people that make use of close protection services

There are several aspects that need to be outlined when looking at the increase in demand for close protection operatives. Several of these are not new ideas. However, globalization and the ease of access to information through the Internet and other media sources have made the previous reasons (these will be outlined later in this section) for why Principals may have needed protection even more applicable. The rationale discussed below is not listed in any order of priority, importance or preference. It should be noted that in different regions each reason may be of greater or of lesser importance.

i) Kidnap and ransom

The first key reason for the need for protection services by individuals, families or companies to be discussed is the threat of kidnap and ransom. In general the victims of kidnap and ransom situations would be high profile and fit into one of the following group classifications:

- + political
- + celebrity
- + influential
- + wealthy
- + personal/other

It is accepted and outlined in most relevant literature that one of the most effective ways of minimizing the chances of kidnap occurring is to utilize the services of a well-trained close protection detail. This has become even more important as the earnings of most prominent public company CEOs and directors have become public knowledge (forced disclosure for reasons of transparency and good governance) and at times even being published in newspapers.

This aspect is a trend that was identified during the in-depth interview process. Several of the respondents predicted that kidnapping would increase in the future.

The reasoning behind this was that as physical security measures and prevention technologies for preventing current common crimes become

more effective (for example, at private homes or company offices), criminals will seek other ways to make money. Kidnapping is an obvious, lucrative alternative, currently having less of a security threat (being caught by the police or deterred by security measures) to the perpetrators.

ii) Terrorist activities

The second key reason is the proliferation of international media coverage of terrorist activities and criminal violence. This has made people more aware than ever before of terrorist threats and has led to people, who may not have utilized CPOs in the past, now making use of their professional services.

A sentiment often mentioned by respondents in interviews was that the terrorist attacks of 11 September 2001 (9/11) have forever changed the world's view on



*Recent political rally held in London.
(Note the violent nature of comments on the posters.)*

security and the existing threat of potential terrorist attack. While terrorism is not new, the attacks of 9/11 demonstrated that many people who consider themselves safe were actually still vulnerable, since most (future) terrorist activities would be very difficult for anyone to forecast and therefore avoid. Effective and ongoing threat and risk analysis, which forms the backbone of any close protection operation, is probably one of the most reliable ways of minimizing exposure to potential terrorist attack.

For this reason alone many clients, who previously may have felt that employing CPOs was an unnecessary expense and inconvenience may have changed and still may change their approach, post-9/11. An example of this is how it has become policy for many large international companies to provide more stringent security for their top executives worldwide in the aftermath of the 9/11, London, and Bali bombings.

iii) Increasing levels of violent crime

The third reason is increased levels of violent crime (perceived and otherwise) and the associated feelings of insecurity and safety. The proliferation of **violent** crime and terror worldwide are definite reasons why clients may feel the need to seek close protection services. Even though