

Patrol Principles

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PURPOSE OF PATROL

Pre-Patrol Analysis

Today, everyone's perspective on safety and security is malleable. For the layman, this is due in part to the 24/7 news coverage. What once were local events occurring in far off towns and states are now covered and shown throughout the country. This level of coverage creates an awareness and anxiety level not seen before in the hearts and minds of the average person. For the security practitioner, the present threats and changing methodologies of perpetrators create unique challenges which require continuous reviews of security policies, protocols, and procedures.

With the onset of technology, security professionals have an array of tools at their disposal. Security cameras now have analytics with facial recognition and behavioral analysis as well as infrared technology which can see in complete darkness. Burglary systems have layered measures of detection including motion sensors, glass breaks, and door and window contacts. Even doors and locks have improved, providing a greater degree of security than ever before. Despite all this, there still is a need for a physical security presence, that is, the patrol officer.

Whether inside a command center—monitoring security cameras and alarms systems—or out on patrol, conducting physical checks—a security officer is necessary to augment the advances in technology.

Security patrol, which is the focus of this chapter, is the oldest method of providing security and dates to 1400 BC in ancient Egypt. Although it is the oldest component of physical security, the patrol is still an integral tool in a comprehensive security program.

Patrol

Effective patrol programs are designed around a set of findings usually based on a security assessment or survey. These studies look at

threats that exist for the asset or assets planned on being protected. Threats can be man-made or natural. Part of the assessment process is to identify vulnerabilities which exist and to put forth recommendations to mitigate those vulnerabilities. Another part of the assessment is to review the existing security measures in place. From here, recommendations are made to enhance the face of security, normally through a variety of measures, including that of a physical security patrol presence.

A security presence is more than just an officer or guard, locks and bolts or alarm systems and fencing. To effectuate a sound security program, security and its applications, both technical and physical needs, must be coordinated in such a way to fit into the environment being protected and at the same time display a firm and secure presence. This can be a challenge in the hospitality setting where the main purpose is to create an open and inviting environment. Because different settings require different security applications and modes of patrol, a security assessment is extremely important before deploying security patrol officers.

Once the assessment has been concluded and the areas of vulnerabilities identified, the security solutions can be put in place. Regardless of what those solutions are, security patrol will be based around the protection of assets. There are three asset categories which need protection: People, Property, and Information. Not all patrol assignments center around protecting all three.

With the recent increase in workplace violence, active shooter events, and terrorism, protecting people has become a challenge with the threats being diverse and ever changing. Nonetheless, security officers can play an important role in the protection process. Next, protecting property may be the most obvious form of asset protection by a security officer. Images of a night watchman or a security officer standing post outside a front entrance to a business comes to mind. Finally, there is the asset most neglected and overlooked by the less trained and educated

security professional, which is information. Whether protecting a prominent individual or high-valued artifacts and merchandise, the information around who or what is being protected should be confidential.

Patrol methodologies and assignments will concentrate on delivering a proper level of protection to each asset category. A well trained, properly attired, and professional security officer is crucial to effectively deliver security patrol services. Officers are the face of security and should convey a sense of confidence, knowledge, and reliability. Moreover, security officers should evoke a feeling of safety and security, not only to those being protected but from their supervisors as well.

A properly orchestrated security program will have designed their protective measures around what is known in the industry as the “*Four Ds of Security*.” Whether using technology or a security officer, physical protective measures are built around the principle of *Deter, Detect, Delay, and Deny*. A security officer should deliver their protective services with the same principle in mind. Let us explore the principle of the “*Four Ds*:”

Deter

Measures in place which can deter unwanted behavior or criminal activity are locked doors, restricted areas, security cameras, fencing and security patrols. Policies and procedures are also part of the deter methodology. Moreover, a properly designed physical security system will layer the protective measures. For example, a fence may be the first layer; a locked exterior door would be another layer and a burglar alarm system another layer. Security cameras add additional layers to security. Interior layers of security would be additional locked doors, alarm systems, and safes. Someone with malevolent intentions seeing such security measures in place may be dissuaded from their intentions.

A security officer is part of a layered security system. The purpose of a security officer on

patrol is to have a physical presence protecting the assets. Most often, a security officer is part of a greater security program. However, there are times—besides locked doors and windows—a security officer is the only physical security measure utilized. However, there is more a security officer can do rather than just be part of a layered system. A security officer can become a deterrent in and of themselves.

An alert and attentive officer can be a powerful deterrent against unwanted behavior, including possible criminal activity. Officers must be strict in enforcing policies and not permissive to clearly defined wrong behavior. An example of this would be allowing an employee to tailgate behind another employee rather than using their access card. Another example would be allowing an employee to keep a door ajar while they temporarily go outside to get something out of their car or smoke a cigarette. Enforcing compliance with organizational policy by all employees, regardless of their position, is a strong deterrent against more troubling behavior. Those watching, wishing to penetrate the security system or take advantage of their employer will be less inclined to do so with a security officer who upholds strict compliance to the organizational rules.

Part of an officer’s patrol responsibilities and a deterrent method is having security officers test and inspect fire and burglary alarm systems. An officer should periodically check alarms, locks, security cameras, and lighting to ensure measures which have been put in place are functioning correctly. Any item which has been found to be nonfunctional should be reported to the appropriate department for repair and/or replacement.

Detect

Detecting unwanted or criminal activity can be a challenge, especially for a security officer on patrol. Nonetheless, this is the fundamental reason a security officer is utilized. It is imperative that officers have the requisite skills to

patrol diligently and be able to identify activity which is contrary to policy, or criminal in nature. Often, the signs of criminal or unauthorized behavior are subtle, not overt. A well-trained and well-versed security officer will be aware of this fact and be alert to all activity taking place during their post or patrol.

Whether out on patrol, on a post or inside a command center watching security monitors, a security officer should be alert and aware of activity in and around their patrol assignment. Security camera technology has improved to create alerts which notify a security officer of activity taking place on screen. This technology has improved tremendously aiding in facial recognition, item identification, and can even acquire a memory on what a certain camera view should look like. When that view changes, such as someone placing a backpack down and leaving it there—the system can send an alert to security. A security officer should take full advantage of the technology available to them at the specific site they are protecting. Regardless of the technology available, whether it is smart analytics or a simple security camera system, management should ensure the technology is set up appropriately to aid the security officer in their duties.

To assist a security officer with detecting unwanted or criminal behavior it is important that officers have the proper equipment needed for the assignments they have been given. Flashlights, binoculars, and night vision technology are tools which enhance a security officer's ability to detect activity taking place in and around their patrol assignment(s).

Delay

The second part of the "Four Ds" is to deter unwanted behavior, trespassing, and criminal behavior. The security features mentioned in the Deter section also help to delay unwanted intruders from gaining access. Fencing creates a physical barrier which requires either an

intruder to climb over or cut through. In doing so, entry by the perpetrator is delayed, which can become a deterrent and displace the intruder to another location where security measures are not as robust. Regardless, if the intruder is not discouraged, the physical barrier delays access. The longer the access can be delayed the more likely the activity will be observed. And, the longer the delay, the more of a deterrent the barrier becomes. Security measures work together to thwart unwanted behavior.

A security officer well versed in the concept of creating delay methods during patrol will be a powerful tool both in deterring unwanted behavior and delaying the actions of those wishing to gain access to an unauthorized area or commit unauthorized activity. Furthermore, a security officer who can recognize security features and understand burglary ratings and categories can coordinate his or her patrol patterns with the security measures that are in place.

Often, security officers and their supervisors who are designing patrol patterns don't understand security features built around the assets they are protecting. For example, a prominent company in New York City has fine art paintings on their corridor wall, each valued upward of \$100,000.00. To protect these valuable pieces of art, they have placed frame-locking devices on each painting. These locking devices are not armed but have a burglary rating of 45 min. This rating indicates the degree of protection that the locking device delivers. In this case, the rating is indicating it would take a person 45 min to defeat the lock and gain access to the painting. Other security features present on the company floor are access control doors and a night security officer. On the surface, there appears to be adequate protection. But, as anyone who ever has been in an office building knows, access-controlled doors are often left ajar, and sometimes doors fall out of alignment and don't close on their own. However, on further review of

their protocols, it was discovered that the security officer was assigned to patrol the floor every 2 h. It was abundantly clear that the management and the security officer were unfamiliar with burglary ratings and the ratings of those locks they had at their place of business. If they did, a 2-h patrol sweep would not have been set up because it allows plenty of time for a burglar to thwart the layered security and defeat the 45-min delay feature of the lock on the valuable art.

When delivering security patrol services, a program should be set up to complement the security features in place for the assets being protected. Setting up a security program and deploying officers should be done in an informed way to exist effectively with the overall protective measures in place.

Deny

Each preceding "D" in the "Four Ds" works to achieve the objective of denying access to the assets being protected. The whole concept of protection is focused on denying unauthorized entry to the asset or assets being protected. It is the ideal outcome in protecting assets and can be the hardest goal to achieve. Each operation of a patrol program is designed to aid in denying access, policy violations, thefts, and other unwanted behavior. Nonetheless, burglary ratings and categories illustrate the difficulty in achieving the objective of denying access. Burglary safes, fire safes, locking mechanisms, and even safe rooms have ratings which indicate how long the protective measure will hold up before penetration or degradation to the protective layer occurs.

It is imperative that a security officer understands this concept. The goal is to protect and deny access to the assets being protected. However, a security officer who understands each security measure in place can still be ultimately defeated. Whether it is a fence, a locked door or a safe, a security officer should conduct their

patrol to complement and become an added layer to the security features in place.

Emergency Response

In most security programs emergency response is a preliminary action that provides a basic degree of support until police and EMS can arrive. In today's world, many communities are closing their perimeter doors to society and instituting their own emergency response system, including EMS personnel and even paramedics. These locations are known as "gated communities" and security officers assigned to these locations are trained as "First Responders" and can often deliver advanced triage and transport victims to local hospitals.

With the onslaught of workplace violence and active shooter incidents, emergency response for security officers has changed. Seldom would you see an armed security officer 5 or 10 years ago. However, armed private security is becoming more frequently utilized and deployed at a variety of locations and for a variety of protective services. In many cases, these security officers are retired or moonlighting police officers. Yet there are many who do not have law enforcement experience. Regardless of whether a security officer has law enforcement experience or not, comprehensive training on the use of force and proper handling of a firearm should be conducted. Adhering to the minimum standards set forth by the local government or state is required. Nonetheless, in designing a program where an armed security officer is deployed, training should go beyond the legal minimum standard.

Ancillary Supportive Functions of Patrol

Besides the core mission commonly thought of by the security professional regarding protection, there are other services performed by a security officer. On the surface, they may appear to be nonprotective and more administrative or

supportive in nature. However, these ancillary functions are aligned with the methodology of asset protection. Let's look at some of the supportive functions of patrol and how they are in fact, additional layers of security that creates a comprehensive approach to protection.

The investigative process is an example of supportive protection measures and is supportive of the concept of the "Four Ds." For example, writing a report on a slip and fall incident is much more than just documenting the incident. A properly trained officer will examine the scene for hazards which may have contributed to the fall. He or she will examine the victim, render first aid if needed, and check for signs of impairment. Statements will be taken from the victim and any witnesses. Based on visual observations of the scene, the victim and statements taken, an informed decision can be made to determine the cause of the accident. The investigative process is designed to collect data and allow management to utilize this information to identify problematic areas, problematic employees, and problematic departments.

Foreseeability is a legal term which means "The ability to see or know in advance; hence, the reasonable anticipation that harm or injury is likely result of acts or omissions." The investigative process is at the heart of foreseeability. The information gleaned from a properly conducted incident investigation will help management to recognize workplace hazards, inappropriate and unsafe behavior, lack of supervision, and lack of training. From this process, preventive measures can be instituted to prevent similar incidents from occurring.

Security assistance and other concierge services are not often thought of as part of a security officer's duties. Yet, these services are extremely important in providing protective services. Human relations are an important element in having a safe and secure environment. These services create an open and inviting relationship between people and their security staff. Familiarity with those being protected allows an officer to understand how those under their

command behave, dress, and present themselves daily. Aggression is a process that builds over time with subtle warning signs often overlooked. A security officer familiar with how those under their watchful eye are behaving and normally acting will make it more likely for the officer to spot the unusual behavior, which most violent perpetrators display.

It is clear that the purpose of patrol is for the protection of assets, whether it be people, property, or information. A patrol program should be built around this concept with policies and procedures designed to deter, detect, delay, and deny threats to the assets being protected.

TYPES OF PATROL

The most common scene that comes to mind of a security officer is either at a stationary post or as a night watchman. Officers on post duty are typically stationed at entry points either onto the property or the building where the assets are housed. Officers with these assignments are primarily charged with controlling access. They will examine identification and check to see if the person visiting has been added in the visitor management system. If not, they will verify if the person is expected and enter the visitor into the visitor management system.

However, there are many different types of patrol a security officer can perform. Some blend into one another and others stand alone. The various types of security patrol will be examined here:

Post Position

A post position is an assignment where an officer is responsible for maintaining the integrity of a certain area. That area can be an access point at an entry point onto the grounds of a company's property, or at the front door into the facility itself. Other post assignments can be for traffic detail, pedestrian control, or safeguarding a specific area requiring additional protection.

Officers assigned to a post position must strictly adhere to their post unless otherwise instructed.

Mobile Patrol

A mobile patrol is just as it sounds. A security officer is assigned to be active and mobile during their shift. Officers on mobile patrol will either perform this function on foot, or by means of a motorized vehicle, or in some parts of the world on horse or camel. On other assignments, a boat or helicopter may be necessary. Regardless of the mode of transportation, an officer on patrol must ensure his or her designated area is thoroughly patrolled and inspected.

Virtual Patrol

With technology being used more frequently, especially with the protection of high-net-worth assets, an officer may be positioned inside a command center where security cameras and burglary, fire and environmental alarms are utilized to monitor the assets being protected. An officer tasked with monitoring this technology should do more than just wait for an alarm to sound. Virtual tours, going through each camera view, should be conducted periodically to support any field officers on patrol. When no security officers are deployed, a command center officer should conduct these "virtual tours" as if they were on patrol themselves. Stationary views should be examined, and Pan, Tilt Zoom (PTZ) cameras should be used to view each nook and cranny the camera's view can get to. Moreover, the alarm systems should be examined to ensure all door, window, motion, and environmental sensors are registering correctly and are not in "trouble mode" or inadvertently bypassed.

Fixed Post

Many companies have what is called a fixed post. For example, the rear loading dock area where deliveries and pickups are conducted,

sign in for vendors, even special packages received by the loading dock, and all recorded and accounted for. You could say the front desk is a fixed post. The secret here is to cross-train the various posts for efficiency.

PREPARATION FOR PATROL

Preparing for patrol begins with management designing a program which is holistic and addresses the threats and vulnerabilities existing at the place of protection. First, management needs to develop a set of policies and procedures. Keep in mind, documents are obtainable through the discovery process in all legal matters. All policies should be approved by legal counsel prior to implementation. The following are some of the areas management should focus their efforts on.

Code of Conduct Policy

A code of conduct outlines how security officers are expected to behave and comport themselves during their patrol. It sets the ethical standards for conduct within the work environment. Sexual harassment and discrimination are a few of the critical topics normally covered within the code of conduct policy.

Training

Training is the foundation for proper security protection and performance by officers. It is important to check with local and state government to ensure all requirements for a security officer are met. Certain jurisdictions require government-issued certification prior to being able to work as a security officer.

Keep in mind that government-issued certifications signify minimum standards, not advanced certification. A robust training curriculum will better enable a security officer to perform his or her duties and properly protect the assets being safeguarded. Areas of training should

include, but shouldn't be limited to, situational awareness, emergency and crisis communications, basic first aid, radio procedures, incident investigation and documentation, network video system monitoring, workplace violence, active shooter, workplace hazards, social engineering, as well as the study of kinesics (nonverbal communication).

Post Orders and Patrol Procedures

A set of post orders, patrol procedures, and a reporting structure should be established. Each responsibility to be performed by the officer needs to be outlined with specificity as well as what the command structure will be. Documentation and reporting protocols should be covered in this procedure as well.

Equipment

The uniqueness of the assets being protected will determine the type of equipment which is needed to aid a security officer with his or her duties. The types of equipment normally issued are monitors for viewing security cameras, patrol vehicle, flashlight, guard tour wands, radio, cell phone (used as a secondary form of communication and can serve as a camera when needed), first aid kit, oxygen tank, and automated external defibrillator (AED). Lastly, the attire of a security officer should be professional; much consideration should be given in determining the type of uniform or clothing a patrol officer will be wearing.

Incident Investigations and Responsibilities

This procedure should outline the steps required in investigating an incident and be designed to guide an officer through the process. The basic Who, What, When, Where, Why, and How should be the blueprint of any investigation. Filing steps should also be included in this procedure section.

Liaison With Law Enforcement

A fundamental part of any good security program is having a friendly and cooperative relationship with law enforcement. Too often security departments only call law enforcement when police services are needed. Management personnel responsible for directing security services should develop a working relationship with their local law enforcement to include mutual assistance and information sharing.

A beginning step in developing relations with law enforcement is inviting the Chief of Police or his or her designee to have coffee or breakfast to discuss their role and your department's role in delivering security services. Explaining what your company is about and how security operates will help the police in understanding your facility and aid in working together when events bring about police response.

An important component of developing relations with law enforcement is information sharing. From a security perspective, it is important to know what crime is happening near your facility and when such activity is likely. If possible, when there is a police response, security should provide a report to police to aid them in their investigation. Keep in mind security shall not compromise confidential or proprietary information and reports provided to police should not contain this type of information.

Emergency Response

This procedure needs to be thorough and provide guidance for the officer with the steps required while responding to an emergent situation. When and how to use emergency equipment should be illustrated and, as previously mentioned, proper training afforded to staff to ensure proper care is delivered. Moreover, protocols on calling police/fire and EMS should be illustrated with current contact information for the responding authorities.

Supervisory Oversight

This may be the most important of all the procedures as it is the supervisor who will ensure all policies and procedures are followed. As such, detailed procedures for supervisory oversight must be outlined. These procedures should include random inspections of officers and locations being protected. Video reviews must be conducted to ensure suspicious activity is not taking place or being missed by security officers. Most protected facilities and grounds have cameras and supervisors should take advantage of this and inspect the video for officer behavior and patrolling techniques. Moreover, guard tour patrol system technology should be utilized to ensure officers are alert and attending to their assigned duties. This technology captures a digital record of the officer's location and points checked. Reports can be generated from this technology to audit the officer's activity and efficiency while working. These reports can help supervisors identify problematic patterns which may create vulnerability in the layers of security. This type of oversight will produce an effective and alert security officer staff.

Without continuous oversight, officers are likely to be less effective and become part of the security problem. Without this necessary management tool, officers oftentimes develop relationships within the work environment and start to become permissive to minor infractions to policy. Moreover, officers might take advantage of the lack of oversight and not patrol as effectively as when they know their activities are being monitored.

Just as it is incumbent for management to put in place the policies and procedures necessary to deliver an effective security patrol program, it is equally important for a security officer to put things in place for their patrol duties. Preparation for security patrol is much more than just reporting to work 5 min early and beginning your shift. Officers must mentally prepare for

patrol if they want to be effective in their duties. Too often, this is not the case, which illustrates the need for security oversight. However, for those officers with laudable intentions the following are helpful measures to take before beginning patrol.

Rest, Relaxation, and Exercise

Officers should make sure they are well rested before beginning their shift. For officers working rotating or overnight shifts, this can be problematic. Nonetheless, officers should afford themselves the opportunity to get the proper sleep needed to stay alert and awake during their shift. While off duty, officers should relax and enjoy their leisure time. A well-lived lifestyle is not only healthy for the officer but produces an individual who is eager and ready to get back to work when his or her shift begins. Lastly, not only is exercise necessary for good health and mobility, it will aid the officer in performing his or her duties more quickly and efficiently.

Awareness and Familiarity

Benjamin Franklin once said, "An investment in knowledge pays the best dividends." Officers should learn their job and learn it well. They should be well versed in patrol methodologies, crisis communication, and basic first aid, reporting instructions, areas of responsibility, problematic employees, and vulnerable access points. Officers need to know the environment they are protecting, the people they meet, and the underlying atmosphere of the environment to identify dangerous situations, thievery, trespass, and any other form of unauthorized activity they are charged with preventing. Lastly, officers should understand the concept of situational awareness.

On the surface, situational awareness seems easy to understand. Simply put: it is knowing

what is going on around you. However, it is more than just that. Not only does an officer need to know what is going on around them but they also need to know the “why” of the activity that is in their view. For example, a security officer working parking lot patrol sees a flatbed tow truck pull into the parking lot. The occupant gets out of the truck and in plain view of the security officer begins to hook up a luxury car and pull it onto the flatbed of the truck. Thereafter, the driver takes the vehicle away, driving directly in front of the security officer who simply watches the driver exit the property. Several hours later a call came in to security of a stolen car from the parking lot. The driver of the vehicle returned to realize his car had been taken. Fortunately, the investigation revealed the car was not stolen, but repossessed by the creditor.

This case study illustrates the importance of a security officer understanding, not only the “what is happening,” but the “why.” This security officer knew the car was being hooked up to a tow truck, but the officer did not know why. The officer figured since it was taking place in the open, in the middle of the day, it must be legitimate. If an industrious thief had pulled into the parking lot with a tow truck, they could have committed the crime in plain view of the security officer. Officers need to know that situational awareness is understanding the ordinary, so they can spot the unusual. If something occurs during an officer’s shift that doesn’t happen on a daily basis, he or she needs to investigate it for further evaluation. Tow trucks seldom pull into the parking lot and take away a vehicle. Understanding what is happening in and around the assets being protected is the best tool a security officer takes on patrol.

Pre-Patrol Intelligence

Prior to beginning a shift, an officer—if not formally briefed by a supervisor or previous officer—should read the patrol log for the

previous shift. An officer should pay particular note to anything unusual which was reported. This reported activity may be a prelude to additional threats to the assets being protected. Moreover, officers should be aware of criminal activity and other unusual news events in the surrounding area of the property he or she is protecting. This activity may be indicative of a need for increased awareness and additional patrol oversight may be needed during their shift. Lastly, any reports which were generated by the previous shift should be read by the officer to have an understanding of what occurred prior to them beginning patrol.

BODY CAMERAS FOR LAW ENFORCEMENT AND THE PRIVATE SECTOR (FENNELLY & PERRY, 2017)

Body cameras have quickly become a hot-item issue for both law enforcement and security officers in the private sector. There is certainly a chance for increased liability with the use of body cameras among private security officers, but in the long run, it may be a boon to insurers, security guard companies, and the people they protect (Brownyard, n.d.).

Legal Issues With Audio Recording

Some states require only one person (i.e., a person wearing the recording device); whereas others require two people to know that a conversation is being recorded. Visual recording and audio recording legal requirements do not always align.

Training

Training is required so that officers and security will know where and when they can legally record a person. Privacy and the “expectation of privacy” must be understood by those wearing body video technologies.

Department

Security officers who wear video technology should be more likely to act appropriately and maintain their composure.

Program Goals/Program Components—Video surveillance technology, already in use by law enforcement in the form of network video systems has been adapted to be worn by frontline police officers in order to assist in the gathering of evidence and to record police encounters with the public. This involves equipping an officer with an audiovisual-recording apparatus (i.e., a body-worn camera), which is small enough to be worn by police officers without encumbering them in the conduct of regular police work and developing a system to store and review the data gathered by the device. Advances in the field of miniaturization have led to the development of small yet robust devices that can be worn on the chest, collar, or shoulder, or mounted on glasses or a helmet. These cameras operate as mobile CCTV units and record police activity and encounters while officers are out in the field.

There are a number of reasons for police to use body-worn cameras. One is to help in the gathering of evidence and accurate reporting of events. Another objective is to encourage mutual accountability during difficult police-citizen encounters. The objective of having police use body-worn cameras is to reduce the number of use-of-force incidents and reduce the number of complaints from the community by monitoring all police-citizen encounters.

One jurisdiction that has adopted the use of body-worn cameras is Rialto, California. The Rialto Police Department serves a population of approximately 100,000 residents and employs 115 sworn police officers and 42 nonsworn staff. The devices used in Rialto are small enough to fit into the officers' shirt pockets; they also provide high-definition color video and audio, are water resistant, and have a battery life greater than 12 h. Police are instructed to use these cameras for every police interaction with the public,

except in cases of sexual assault of a minor or when dealing with police informants. The devices are visible to the citizens who are interacting with the officers. All the data are automatically uploaded, collated, and inventoried in a web-based, video-management system at the end of each shift (CrimeSolutions.gov, 2016).

EQUIPMENT CHECK

Before beginning patrol, an officer should perform a radio test to ensure their radio is transmitting and receiving radio communications. Flashlights need to be checked to safeguard against drained or dead batteries. Security belts should be examined for leather fatigue so important items such as keys don't come loose during a patrol.

If security cameras are being monitored by a command center, the officer should check to see what cameras are not functioning so special attention to that area can be delivered during a patrol.

Patrol vehicles should have a full tank of gas and be supplied with the proper equipment such as first aid kits, oxygen tank, and an AED unit. These pieces of equipment should also be inspected to ensure they are full of supplies and in working order.

TECHNIQUES OF PATROL

As previously mentioned, a patrol officer is part of a layered security structure. Even for buildings that do not have alarm systems, there are layers of security such as locked doors and windows. A security officer on patrol would be an additional layer of that protection measure. How a patrol officer performs his or her duties can be a dichotomy between enhanced security and noneffective protection. The adage "you are as strong as your weakest link" is a good

illustration of how important it is to have a well-trained and self-motivated officer on patrol and not a feckless one. Moreover, emphasis on supervisory oversight cannot be overstressed, to ensure the officer is meeting expectations and providing the desired level of protection.

Effective security officers will understand the variables that can occur during their shift and have prepared solutions for unfolding issues. Just like a skilled tradesman, a security officer should have a toolbox of options to draw upon to deliver the protective services he or she is being paid to perform. That toolbox should have a variety of techniques to help an officer enhance their performance and deter, detect, delay, or deny any unwanted or malevolent behavior.

Some of the tools which should be in an officer's arsenal:

Comfortable Shoes

To be alert and attentive and willing to actively patrol, an officer should have shoes that are professional looking but also comfortable. Moreover, shoes should have antislip soles, so they can provide support and are safe on different surfaces.

Flashlight

The flashlight can be an effective tool if used correctly. While walking, if possible a flashlight should only be used when needed to see one's pathway. The flashlight should not be left on continuously while on patrol, unless for the specific purposes of deterring activity in and around an area. While walking the flashlight should be used intermittently to quickly identify one's pathway and any obstacles present. This is a tactical application for the flashlight. Moreover, this tool should be used to illuminate nooks and crannies, dark perimeters, exterior fencing, tree lines, brush, underneath and in between cars, alongside

and behind buildings. An officer using a flashlight in such a manner will be an effective deterrent against those wishing to do harm or make entry into the property. Furthermore, officers will be more apt to detect people that may be hiding and will delay or deny them access to the assets to which they were trying to get to.

Stop, Look, and Listen

Periodically, and unpredictably an officer should stop, look, and listen to what is unfolding around them. In doing so, an officer will develop an understanding of how things ought to sound and look, so when something out of the ordinary is unfolding around them, they do not miss it. This tactic will aid an officer in mixing up their patrol and can be a strong deterrent for those watching security and looking for opportunities to circumvent an officer on patrol.

Baseline

This topic is similar to the Preparation for Patrol Section of this chapter, but is worthy of further mention. Understanding the baseline is probably the most important tool an officer can have on patrol. The baseline is the common thread that is weaved in between everything an officer does on patrol. Whether it is identifying suspicious mail or packages or spotting an intruder or a person who is plotting a criminal act, understanding the baseline will better enable an officer to identify problematic people, packages, and mail.

The baseline simply stated is ordinary; something that happens within the workplace on a daily basis. Be it employees, visitors, guests, or vendors, people act in a certain way within a general upper and lower tier of normalcy. For example, some people are loud, while others are quiet. Some people are friendly, others are not. Regular vendors and temporary vendors

act within a certain norm for the industry they're employed in.

A good case study in the baseline is the case of Sidney Reso, the International President of Exxon Corporation who was kidnapped and killed in 1992. The kidnapers simply kicked his newspaper to the opposite side of his driveway to force Reso to get out of his car to retrieve the paper. When he did so, they shot him and pushed him into a waiting van near Reso's mailbox. For over a decade, give or take an exception here or there, Reso's newspaper was always where he could just drive up to it, open his door, and bend down and pick it up. If he had realized the paper being on the other side of his driveway was a disruption to the baseline, he could have looked around. It might have been the newspaper person overthrowing the paper, or it could be related to the idling white van near his daily read. In short, the officer should be aware of the following:

Baseline: Something which happens on a daily basis.

Disruption: Something that does not happen every day.

The baseline should be studied to understand the ordinary so an officer can identify the unusual.

Disruptions to the baseline (the ordinary) should be inquired. Disruptions are not necessarily cause for concern, but if they are not identified and investigated the risk of overlooking the subtleness and origins of most criminal behavior exists.

Tactical Maneuvering

Officers on patrol should be cognizant to the fact that someone may be wishing to take advantage of them on patrol. As such, an officer on duty should patrol in a safe, but tactical manner. Officers should stay a safe distance from areas which can conceal a person who is hiding and harboring ill intentions. They should take corners of buildings to a wide degree so not to be

surprised or attacked from someone just around the bend. Or, they should take a corner closely, peering quickly around the corner to identify any threats.

While entering a dark room, quickly illuminate the interior with the flashlight and then turn the light off. Doing so will enable the officer to get a quick image of what is in the room and to spot someone who may be trying to take advantage of the darkness. This technique can also be performed with turning on and off quickly the room's interior lights. With practice, an officer will be able to identify what they saw in a blink of an eye. While entering a room, an officer should not stand in the door's opening because the backlight will illuminate them. Instead, an officer should quickly move to the left or right inside the room. Prior to turning on the light, stop, look, and listen.

Predictably Unpredictable

Too often what is initiated as an increase of protection by having a security officer ends up becoming vulnerability. The average security officers tend to become systematic; they do "hourly checks," and perform their duties with a routine that becomes familiar to those watching. Whether on break or on patrol, people know where they can find the security officer. An effective officer will be predictably unpredictable in his or her patrol.

While starting a shift, officers should change their routine, not only each day but also during the shift itself. Sometimes officers are given ineffective orders such as being required to perform hourly checks. This in and of itself is counterproductive to an effective patrol program. Nonetheless, this is a common practice. A security officer who is knowledgeable can still perform their patrol function in a random and effective manner which can make it hard for others to predict. Assets can be checked at different times; patrol patterns can be varied and periodic increases and decreases in patrol can be

deployed to offset those wishing to circumvent a patrol officer. While on patrol, officers should comport themselves in such a way which makes it hard for others to figure out where they are, what they are doing, and when they will be at one place or the other.

As also mentioned prior in this narrative certain security devices have burglary ratings and certain kinds take a specific time to defeat. An officer on patrol must be cognizant of these security measures and make sure that his or her patrol is conducted in a timely manner, so not enough time elapses to defeat any such device.

Vehicle Positioning

An officer who uses a vehicle, regardless of type, should position their vehicle in a tactical fashion. The officer should stop a safe distance away from pedestrians or vehicles he or she are stopping on the property to question. The vehicle should be positioned in such a way that someone in another vehicle would find it difficult to see. Normally this is achieved by positioning a security vehicle directly behind the driver's side of a car where the officer can see the back of the driver's head. This forces someone to either turn around or use their mirrors to see where the officer is coming from. Moreover, the flashlight or spotlight on the vehicle can be pointed toward either the driver's rear-view mirror or side mirror. Then the officer has the advantage and the driver has a limited view.

Hands

When interacting with someone, especially someone who is suspected of wrongdoing, an officer should always have a visual of where that person's hands are. If a person is concealing their hand or hands, it may be because they are hiding something, or have a

weapon. This is a fundamental principle police officers use while on patrol and a security officer should do the same.

Nonverbal Communications

A security officer should be well versed in understanding behavior patterns, especially as it relates to someone in the commission of a crime or is caught doing something unauthorized. Movements and gestures may provide insight into a person's actions and/or intentions. Often, when someone is lying what they are saying is betrayed by their body language.

The body language an officer should be aware of is eye contact, space relationship, facial expressions, gestures, and posture and stance. Each of these can shed some light on whether a person is being truthful, or up to something he or she should not be doing.

Nothing in life is absolute; the following are a generalization of known body language indicators:

Signs of deception

- Short responses

- Speech errors such as um's, er's ah's

- Blink more

- Eyes looking up and to the right

- Fidgety

Signs of anger

- Fists clenched

- Hands shaking

- Profuse sweating

- Breathing rate increase

Signs of dishonesty

- Touching nose

- Rubbing back of the neck

- Clenched fists held down by hips

- Picking at lint on shirt or pants

- Crossed arms held at chest

- Placing something in front of them while speaking conversely

Signs of honesty

- Eye contact
- Looking up and to the left
- Palm of hands held open
- Hands held on hips
- Hands in pockets
- Hand touching chin
- Calm verbal responses
- Normal breathing

An officer familiar with human behavior and attentive to those in and around their area is a strong protection layer which will deter unwanted activity and increase the likelihood of detecting behavior which is either prohibited or criminal in nature.

Enhance Security Measures

An officer should be aware of the security features in place on the grounds, and within the facility, they are protecting. This knowledge will aid the officer in complementing the security measures and not working against them. The officer must take into consideration all the security measures that are in place, in order to avoid any mistakes. They must be aware of what security applications are present and the limits of these measures.

An officer should enhance the present security apparatus, not detract from it. For example, an officer patrolling a facility where a UL listed TL-90 safe is being used to secure valuables should ensure a check of the safe is performed every 60 or 80 min. The officer should be aware that a TLE-90 is a burglary rating indicating a would-be burglar using common tools can penetrate the safe in 90 min. Understanding this, the officer can inspect the area within the 90-min window to thwart anyone wishing to take advantage of an officer's patrol pattern. In doing so, he is denying access by not allowing a thief enough time to penetrate the safe.

If certain areas are being actively video-monitored by a security officer, the officer on

patrol should pay particular attention to the areas not under video surveillance. Additionally, while on patrol in areas under video surveillance, the patrol officer should verify with the monitoring officer if the camera is alerting to his or her motion in the area.

Lastly, while on patrol a security officer should check to see what or if any burglary or fire alarm zones are in trouble mode. If so, inspections of these areas should be done to safeguard the area since it is in trouble mode. Security conducting a patrol in such a manner complements and builds upon the existing security measures and works to keep the layers of security cohesively into place.

UNETHICAL UNPROFESSIONAL PRACTICES

Black's Law Dictionary states ethics as "Directives based on one's ethics and morality. How one lives with others. The foremost concepts and principles of proper human conduct. Socially, it is the collective of universal values, treating each human equally, acknowledging human and natural rights, obeying the law of land, showing health and safety concerns, caring for the natural environment." Since security officers are tasked with enforcing the policies in place within the environment they protect, they need to set the example. Officers must be aware of the fact they are watched and expected to abide by the same policies and procedures as everyone else.

Misuse of time is a common unethical behavior within the workspace and a security officer can often project the image of misuse of time. An officer sitting on a post or in a patrol vehicle reading a book or magazine or watching a video on phone is a breach of duties and is unethical. Sitting stationary on post or in a patrol vehicle and documenting on a patrol log that a patrol sweep or security check was performed, when it was not, is another example of misuse of time.

This behavior is ineffective and may incentivize others to commit policy violations or theft because a security officer is feckless in his or her duties.

Time fraud is when employees work less hours than they report. Coming in late and saying you forgot to clock in or leaving early and saying you were in a hurry and forgot to clock out are examples of time fraud. Officers should not fall prey to this type of behavior, even when others may encourage it.

Minor policy infractions or noncompliance of policy is unethical behavior and shouldn't be committed by employees and officers alike. Officers who are permissive to minor violations are committing a breach of duty which is unethical.

Officers should have an inherent set of principles: principles of right and wrong, and good and bad, which are consistent with societal norms. Peer pressure—normally associated with adolescence—can carry forward into adulthood and often bleeds into the workplace. Officers befriended by those who they are tasked with ensuring compliance from can be socially pressured into overlooking minor infractions up to and including small theft. Often, other security officers can pressure a less tenured officer to clock extra hours to the pressing, more tenured officer that leaves the workplace early so he is paid for off duty hours. Moreover, supervisors may display unethical misuse of time by asking officers to “leave a line” on their paper log so they can later sign it as if they had conducted a field spot inspection. This example of unethical behavior is a common practice with first-line supervisors who themselves are not supervised.

Obviously, besides being unethical, this type of misbehavior is also unprofessional. Unethical behavior is always unprofessional, but unprofessional behavior is not always unethical. Officers reporting to work unshaven and disheveled are not comporting themselves professionally but this is not being unethical. An officer wearing a worn or tattered uniform is acting unprofessionally; just as an officer who is abrasive and

overly authoritative is not comporting himself professionally.

A lack of understanding of the rules and policies by an officer is, on the face, unprofessional. On the contrary, a professional is well prepared, knowledgeable in the trade and resourceful with their charged duties, just as a person who acts with integrity and reliability is showing professional behavior.

Since security is charged with the responsibility of safeguarding people and property, an officer should always be scrupulous in his or her deportment and manner of dress. Perception is a key ingredient in deterrence. An alert, attentive, and noncompromising officer is a strong representation of ethical and professional behavior.

Critical Thinking

Critical thinking is the *process* of *thinking carefully* about a *subject* or *idea*, without *allowing feelings* or *opinions* to *affect* you (<https://dictionary.cambridge.org/dictionary/english/critical-thinking>).

Top Five Critical Thinking Skills (Doyle, 2019):

Analytical

Part of critical thinking is the ability to carefully examine something, whether it is a problem, a set of data, or a text. People with analytical skills can examine information, and then understand what it means and what it represents.

- Asking thoughtful questions
- Data analysis
- Information seeking
- Interpretation
- Judgment
- Questioning evidence
- Recognizing differences and similarities
- Skepticism

Communication

Often, you will need to share your conclusions with your employers or with a group of colleagues. You need to be able to *communicate*

with others to share your ideas effectively. You might also need to engage in critical thinking with a group. In this case, you will need to work with others and communicate effectively to figure out solutions to complex problems.

- Asking important questions
- Assessment
- Collaboration/teamwork
- Explanation
- Expressing opinions and ideas
- Interpersonal
- Presentation
- Verbal communication
- Written communication

Creativity

Critical thinking often involves some level of creativity. You might need to spot patterns in the information you are looking at or come up with a solution that no one else has thought of before. All of this involves a creative eye.

- Cognitive flexibility
- Conceptualization
- Curiosity
- Imagination
- Ability to predict
- Foresight making abstract connections
- Making inferences
- Ability to synthesize
- Visionary

Open-Minded

To think critically, you need to be able to put aside any assumptions or judgments and merely analyze the information you receive. You need to be objective, evaluating ideas without bias.

- Embracing different cultural perspectives
- Humble
- Inclusive
- Objectivity
- Observation
- Reflection
- Fair

Problem Solving

Problem solving is another crucial critical-thinking skill that involves analyzing a problem, generating a solution, and implementing followed by assessing that plan. After all, employers don't simply want employees who can think about information critically. They also need to be able to come up with practical solutions.

- Applying standards
- Attention to detail
- Clarification
- Collaboration
- Decision-making
- Evaluation
- Being grounded
- Identifying patterns
- Innovative
- Logical reasoning

EMERGING TRENDS

ESRM Board Initiative—Executive Summary (ASIS International, 2016)

In 2016, the ASIS Board of Directors determined that Enterprise Security Risk Management (ESRM) would be a driving underlying force in the global ASIS International strategic plan.

The stated goal of the board was “to make ASIS members more effective security professionals and more valuable members of their organizations by enabling them to better identify and manage the various aspects of security risks they face... [leading to an] empowered membership, safer enterprises, a more strategic approach to risk, and a more cost-effective security function.”

This project will enable that strategic vision through systematic integration of ESRM principles in ASIS content and education, standards and guidelines, marketing and messaging, certifications, and member support tools.

ESRM Board Initiative—Goals

1. Provide educational courses and materials to ASIS membership on ESRM and topics associated with ESRM.
2. Educate the security industry at-large on the concepts of ESRM.
3. Create an ESRM Standard/Guideline Framework and detailed document set to align existing ASIS standards and recommended practices with the ESRM model.
4. Market the ESRM model appropriately and ensure the ASIS brand is tied closely to the ESRM model and methodology.
5. Provide tools and collateral to ASIS members to assist them in embracing and implementing ESRM in their security programs.

CONCLUSION

Whether in the development or in the deployment phase, the security patrol should be methodically thought out and designed as part of a complete security program. It should not be constructed separate and apart from other existing security features. In the conceptual phase, an assessment should be conducted to identify the threats which exist and the vulnerabilities which are present. Part of this process is conducting a security survey to vet the existing security features and evaluate their effectiveness. Thereafter, the data from this process should be analyzed and the patrol procedures should be focused on mitigating any of the vulnerabilities and threats which exist.

Policies and procedures are the outlines for which management can gauge the effectiveness of patrol. These policies and procedures enable an officer to follow a set of core standards

and be aware of what is expected of them. Moreover, supervisors have a set of standards which should guide them in their oversight of the officer force. Lastly, patrol assignments and post orders should complement and reinforce the existing security measures which are in place. Patrol procedures should enhance existing security measures and not detract from them.

Training is a key factor in whether a security patrol program will be effective. Officers should be provided with intellectual tools necessary to perform the function of security patrol. The curriculum should be relevant and easy for the office staff to comprehend. A well-versed officer is a solid asset to a layered security program.

Once officers are deployed, intense supervisory oversight is necessary to educate, train, and inspect that patrol practices outlined are being followed, that alarm systems and other protective measures are being enhanced, and that an officer's demeanor is representative of ethical and professional behavior. Their behavior will ultimately create an added layer of security through deterrence and detection.

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