Paper 2
Security Operational Skills

Unit-1 ❑ Introduction, operating skill requuired for planning crisis (Management)

Structure

1.1 Objectives

Crisis Management team primarily focuses on:

❖   Detecting the early signs of crisis.

❖   Identifying the problem areas

❖   Sit with employees face to face and discuss on the identified areas of concern

❖   Prepare crisis management plan which works best during emergency situations

❖   Encourage the employees to face problems with courage, determination and smile. Motivate them not to lose hope and deliver their level best.

❖   Help the organization come out of tough times and also prepare it for the future.

Crisis Management Team includes:

❖   Head of departments

❖   Chief executive officer and people closely associated with him

❖   Board of directors

❖   Media Advisors

❖   Human Resource Representatives

The role of Crisis Management Team is to analyse the situation and formulate crisis management plan to save the organization's reputation and standing in the industry.

1.2 Introduction

Crisis management is a situation-based management system that includes clear roles and responsibilities and process related organisational requirements company-wide. The response shall include action in the following areas: Crisis prevention, crisis assessment, crisis handling and crisis termination. The aim of crisis management is to be well prepared for crisis, ensure a rapid and adequate response to the crisis, maintaining clear lines of reporting and communication in the event of crisis and agreeing rules for crisis termination.

The techniques of crisis management include a number of consequent steps from the understanding of the influence of the crisis on the corporation to preventing, alleviating, and overcoming the different types of crisis. Crisis management consists of different aspects including:

❖ Methods used to respond to both the reality and perception of crisis.

❖ Establishing metrics to define what scenarios constitute a crisis and should consequently trigger the necessary response mechanisms.

❖ Communication that occurs within the response phase of emergency-management scenarios.

Crisis-management methods of a business or an organization are called a crisis-management plan. A British Standard BS11200:2014 provides a useful foundation for understanding terminology and frameworks relating to crisis, in this document the focus is on the corporate exposure to risks in particular to the black swan events that result in significant strategic threats to organisations. Currently there is work on-going to develop an International standard.

Crisis management is occasionally referred to as incident management, although several industry specialists such as Peter Power argue that the term "crisis management" is more accurate.

A crisis mindset requires the ability to think of the worst-case scenario while simultaneously suggesting numerous solutions. Trial and error is an accepted discipline, as the first line of defense might not work. It is necessary to maintain a list of contingency plans and to be always on alert. Organizations and individuals should always be prepared with a rapid response plan to emergencies which would require analysis, drills and exercises.

The credibility and reputation of organizations is heavily influenced by the perception of their responses during crisis situations. The organization and communication involved in responding to a crisis in a timely fashion makes for a challenge in businesses. There must be open and consistent communication throughout the hierarchy to contribute to a successful crisis-communication process.

The related terms emergency management and business continuity management focus respectively on the prompt but short lived "first aid" type of response (e.g. putting the fire out) and the longer-term recovery and restoration phases (e.g. moving operations to another site). Crisis is also a facet of risk management, although it is probably untrue to say that crisis management represents a failure of risk management, since it will never be possible to totally mitigate the chances of catastrophes' occurring.

Types of Crises

During the crisis management process, it is important to identify types of crises in that different crises necessitate the use of different crisis management strategies.151 Potential crises are enormous, but crises can be clustered.

Lerbinger categorized eight types of crises

1. Natural disaster
2. Technological crises
3. Confrontation
4. Malevolence
5. Organizational Misdeeds
6. Workplace Violence
7. Rumours
8. Terrorist attacks/man-made disasters

Natural Disaster

Natural disaster related crises, typically natural disasters, are such environmental phenomena as earthquakes, volcanic eruptions, tornadoes and hurricanes, floods, landslides, tsunamis. storms, and droughts that threaten life, property, and the environment itself.

Example: 2004 Indian Ocean earthquake (Tsunami)

Technological Crisis

Technological crises are caused by human application of science and technology. Technological accidents inevitably occur when technology becomes complex and coupled and something goes wrong in the system as a whole (Technological breakdowns). Some technological crises occur when human error causes disruptions (Human breakdowns151). People tend to assign blame for a technological disaster because technology is subject to human manipulation whereas they do not hold anyone responsible for natural disaster. When an accident creates significant environmental damage, the crisis is categorized as *megadamage*. Samples include software failures, industrial accidents, and oil spills.™

Examples: Chernobyl disaster. Exxon Valdez oil spill, Heartbleed security bug

Confrontation Crisis

Confrontation crisis occur when discontented individuals and/or groups fight businesses, government, and various interest groups to win acceptance of their demands and expectations. The common type of confrontation crisis is boycotts, and other types are picketing, sit-ins, ultimatums to those in authority, blockade or occupation of buildings, and resisting or disobeying police.

Example: Rainbow/PUSH's (People United to Serve Humanity) boycott of Nike

Crisis of Malevoience

An organization faces a crisis of malevolence when opponents or miscreant individuals use criminal means or other extreme tactics for the purpose of expressing hostility or anger toward, or seeking gain from, a company, country, or economic system, perhaps with the aim of destabilizing or destroying it. Sample crisis include product tampering, kidnapping, malicious rumors, terrorism, and espionage.

Example: 1982 Chicago Tylenol murders

Crisis of Organizational Misdeeds

Crisis occur when management takes actions it knows will harm or place stakeholders at risk for harm without adequate precautions. Lerbinger specified three different types of crises of organizational misdeeds: crises of skewed management values, crises of deception, and crises of management misconduct.

Crises of Skewed Management Values

Crises of skewed management values are caused when managers favor short-term economic gain and neglect broader social values and stakeholders other than investors. This state of lopsided values is rooted in the classical business creed that focuses on the interests of stockholders and tends to disregard the interests of its other stakeholders such as customers, employees, and the community

Example: Sears sacrifices customer trust

It has 3 stages -precrisis -acute -chronic and -conflict resolution

Crisis of Deception

Crisis of deception occur when management conceals or misrepresents information about itself and its products in its dealing with consumers and others.

Example: Dow Coming's silicone-gel breast implant

Crisis of Management Misconduct

Some crises are caused not only by skewed values and deception but deliberate amorality and illegality.

Workplace Violence

Crises occur when an employee or former employee commits violence against other employees on organizational grounds.

Example: DuPont's Lycra

Rumors

False information about an organization or its products creates crises hurting the organization's reputation. Sample is linking the organization to radical groups or stories that their products are contaminated.

Example: Procter & Gamble's Logo controversy

1.3   Operating Skills for Media Interactions

❖ Each team member must be trained with regard to Media Relations because any wrong information or rumor relating to any security aspect or incident can endanger lives and create emotional distress .

❖ There must therefore be an Official spokesperson at the scene to ta/k about a security incident and issue a statement to the media regarding a security related incident.

❖ Only information cleared by the Local Team Leader should be released by the Official spokesperson. Live interviews should be avoided.

❖ In the event of death or injury, no figures should be disciosed without clearance from the Controlling Officer.

1.4 Operating Skills for Crowd Control Management

❖ Introduction

❖ During a crisis, we often find unauthorized people assembling and occupying a place. We aiso see groups of persons crowding a place trying to draw attention to a particular cause or grievance.

❖ Sometimes the crowd tries to protest and draw attention to an issue.

❖ In this Chapter, the Security Personnel shall be taught how to skiiffuiiy manage large group of people and safeguard lives and properties during civil unrest and commotion.

- ❖ We must first know, what is a Crowd.
- ❖ A Crowd is a lawful' gathering of people who are not hostile, aggressive and unruly.
- ❖ On the other hand, a crowd which is hostile, aggressive ,unruly and has gone out of control is called a Mob.
- ❖ A mob does not have a good motive, it can be a motive to kill, or a motive to loot or rob or otherwise it may be a crowd which is not hostile but runs helter shelter in order to escape from any untoward inddent/situation.

Guiding Skills for Crowd Control

- ❖ The cardinal rule for Crowd Control are :
- ❖ A) Plan action in advance through Warnings, announcements, public awareness etc. so that precautionary measure can be taken before hand This is caiTed Pre-emptive action.
- ❖ B) Talk and negotiate with the representatives of the Crowd or know their grievances and reasons for protest and unrest This is called Defusing a tensed situation.
- ❖ C) Arrange for adequate Security and protection by Police or other authorized forces in order to restrain , isolate and contain the crowd. This Is called containing trie crowd.
- ❖ The Primary task for the Security personnel would be to Assess the crowd /mob in the foiiow manner
- ❖ Judge the size and strength of the crowd / mob.
- ❖ Study the mood and intention or the crowd
- ❖ Find out if the crown is calm or are trying to move ahead
- ❖ See if any weapons or harmful objects are noticeable in the crowd
- ❖ Assess if there is danger to life and property
- ❖ Ask for heip from Police and the local administration
- ❖ On the basis of the above assessment, the Security personnel must analyze the crowd psychology before taking a decision about the next course of action. Crowd unrest can occur if:
- ❖ People do not know what is happening or something that has already happened.

- ❖ People get restless and impatient awaiting a result

- ❖ There are persons who intend to cause harm, injury or sabotage

- ❖ The people managing the crowd misbehaves or instigates the crowd and hurts their sentiments.

- ❖ Now, the stage is reached where the Security Management must frame its strategies in order to ensure that the crowd does not get out of control. The following skills must always be kept in mind:

- ❖ Make the community aware about the crowd and the ensuing tension

- ❖ Train the community members to form small Groups or clusters and position tbemseives at strategic locations to fend themselves if needed

- ❖ Meet the ieaders from the crowd and talk to them and know their intentions. Remember to give them due respeci and dignity.

- ❖ If confronted with a hostile crowd, face them with self- confidence and discipline.

- ❖ Always avoid harsh or aggressive eye contact or body language and never offend the opposition and make him feel that you are afraid, nervous or are angry and you intend to cause them harm.

- ❖ Arrange to send feed back to all people in the Community Groups so that they do not get tensed and scared not knowing what is happening. That will help the community to take right decision as the situation demands.

- ❖ Security personnel inside a vehicle should lock their doors and windows and try to drive off to a safe place.

- ❖ At a distribution event, where a crowd awaits the function to begin, always check that the quantity available for distribution is sufficient as against the number of recipients assemble for receiving.

- ❖ In case an untoward incident is anticipated, never take a chance. Always inform the police or arrange for adequate skilled Security personnel.

- ❖ Always try to make the crowd members sit down first and then caii selective representatives for discussion and negotiation.

- ❖ Remember, never to engage in any aggressive or hot discussions and always make the opposition feel that their grievances and message during their protests shall be heard and dealt with properly. A bad handling of a crowd can turn the crowd into a Mob.

❖ Therefore, in a nut shell, a crowd should be managed by Non-violent means, with the help of local security, through negotiation with a handful of representatives from the crowd and by not allowing them enough time and scope.

❖ Unarmed Security personnel should deal with a crowd untii the situation demands deployment of armed personnel' as a iast resort.

❖ Efforts should always be made to build mutual faith and respect between the Authorities and the Crowd leaders who are protesting or demonstrating.

1.5 Operation skills for crowd control management

Introduction

As the Task Force sought information on crowds and public safety, it became increasingly clear that the primary factor in assuring a safe and comfortable environment for large crowds is the planning for their management. There is considerable emphasis in this report on crowd management planning and implementation because the Task Force believes that it is the key to providing safe events in Cincinnati.

Crowd management must take into account all the elements of an event especially the type of event (circus, sporting, theatrical, concert, rally, parade, etc.), characteristics of the facility, size and demeanor of the crowd, methods of entrance, communications, crowd control, and queueing. As in all management, it must include planning, organizing, staffing, directing and evaluating. Particularly critical to crowd management is defining the roles of parties involved in an event, the quality of the advance intelligence, and the effectiveness of the planning process.

Crowd Behavior

A. Crowd Actions : To have an effective plan, facility management must be aware of the characteristics of the audience attracted by a particular event. Once the facility operator, police commander and event promotor know their crowd they must plan accordingly. Sociologist Dr. Irving Goldaber has pointed out that the way patrons perceive the environment and the various "sociological signals" they receive at an event whether consciously or unconsciously can escalate or de-escalate patron emotion and influence their behavior. For example, the general attitude of the facility staff and of the interior and exterior security and law enforcement personnel, as well as the promulgation and enforcement of patron house rules combine to produce additional "signals" to influence patron behavior. Other "signals"

include reliable door opening policy and truthfulness in communicating about alterations in event programming. When people are informed of changes and delays and the reasons for them, they can more readily accept those delays. While patrons are waiting, the provision of necessary comforts becomes crucial and can diminish discomfort and impatience.

Hundreds of thousands of events are held nationally and few, if any, have problems. But unquestionably, new and unexpected difficulties have been arising. In major cities, for example, some police officers have informally estimated that at any one time anywhere from one half to two percent of the spectators at sporting events are carrying handguns. Dr. Goldaber speaks of four types of conditions that can create crowd management problems:

1) Problems created by a crowd from within;

2) Problems created for a crowd from outside;

3) Environmental catastrophe; and

4) Rumor. These threats must be considered by those responsible for managing crowds.

B. Public Education : Schools, governmental and social service agencies have prepared us to confront many situations which pose serious threats to our personal safety. Fire drills teach effective escape procedures; driver educations courses encourage safe driving; and first aid, saving lives. Yet, there is little to guide the public to anticipate and respond to danger signals in crowds. Education about crowd dynamics and the role of individuals in crowds is sorely needed on a national basis. The consequences of the various modes of individual and groups behavior should be afforded equal importance with other safety programs by governmental, educational, and public services agencies. It is time to include this safety concern with others taught to the public.

The media can also play a significant role in public education by promoting special features, programs, and public service announcements relating to crowd safety and personal and group responsibilities. They can help discourage present safety hazards at large events such as the use of open flames and firecrackers. They can also monitor the crowd management techniques of facilities at indoor and outdoor events for their audiences. Facilities, too, can educate the public by publicizing and enforcing their house rules and by setting a courteous, professional level of conduct for their staff.

Drugs and Alcohol Abuse

Drug and alcohol abuse is a national crisis, not just a problem at rock concerts. That recognition does not, however, diminish the problem at rock concerts and at other events where patrons use illegal drugs or abuse alcohol. The complex and overwhelming task of

enforcing drug and alcohol laws at major events without violating individuals rights has facilities and law enforcement agencies directing their attention to drug sellers rather than to users. This, in turn, has created a belief among patrons that the illegal use of drugs/ alcohol is possible if not acceptable at major events. New and equitable methods of enforcing relevant laws are needed. This is an area where facility operators and law enforcement agencies must cooperate and patrons, regardless of age or social standing, must assume the consequences of breaking the law.

The sale of alcoholic beverages at rock concerts and other events where rowdy audiences are expected or where a high percentage of the audience will be under the legal age for consuming alcohol can have adverse effects. When these conditions exist - rowdiness, high level of excitability - the potential for and detrimental effects of alcohol abuse become very real. Even though a prohibition on alcohol sales may reduce concession profits, many facility operators by such action reflect their concern for the safety of their patrons.

Roles and Responsibilities

The role and responsibility of those parties involved in an event should be specified in writing and known to all prior to an event.

There must be a clear understanding by all involved of the chain of command and the duties that each person is to perform. An important aid in this endeavor is an event management plan produced by the facility or promoter with the cooperation of public agencies that specifies names, duties and location of the people at the event; lines of communication; contingency plans; door opening; method of plan implementation; a checklist of personnel, equipment and procedures; expected crowd size and characteristics; and normal and emergency egress/ingress procedures.

Those with a role in planning, organizing and controlling events cooperatively must find ways to: 1) anticipate potential sources of danger in public gatherings, 2) take steps to prevent trouble when and where possible, and 3) be prepared to respond to trouble quickly and effectively when, and if, necessary.

A. Local Government : Through laws and their enforcement, local government influences the character of event management by establishing building and safety codes and by determining facility capacity, seating configurations, and other related items. Government also influences an event by the manner by which it provides such services as police, waste collection and traffic control.

B. Police : In 1972, an American Bar Association report, The Urban Police Function,

noted that police responsibilities are frequently the result of "design and default". Because it is often assumed that police can and will take on all manner of broad responsibilities, they sometimes carry out duties and functions for which there are no written policy directives. While the need for law enforcement remains the paramount duty of the police, there is an ever increasing demand in the other areas of policing. This is especially true where crowd management is required. Generally speaking, the role of police at events is to enforce laws and to manage crowds on or adjoining public property in cooperation and with the necessary support of the facility operator and/or event promoter.

C. Fire : The Fire Division is responsible for making unscheduled and routine inspections of facilities to enforce local fire and building codes. It also has the responsibility of citing a facility operator or patron for violation of safety laws. Their authority to require safe exiting conditions, as well as to enforce capacity and safety regulations, and their relationship to other personnel should be clearly defined in advance. Fire personnel, like other appropriate city personnel, should be involved in the advance planning of an event to assure an acceptable level of compliance with fire and life safety codes.

D. Facility Management : Next to local government, facility management has the most influence on crowd safety and on the activities of promoters and entertainers. No matter how a contract between a facility and promoter is written, local facility management must acknowledge and accept its obligation for the safety of the community that it serves. Facility management has primary responsibility for assuring safe conditions in compliance with applicable statutes and reasonable standards. That responsibility also requires cooperative efforts with law enforcement and other event managers. But that cooperation should not relieve facility management of its accountability for providing resources for safe and successful events. Of course law enforcement officials can take over direction and control in emergencies, but that should not dilute management responsibility for taking all reasonable steps to assure that emergencies don't happen.

The establishment of house rules and the strict enforcement of those rules and local laws determine how the patrons, promoters, and the entertainers will behave. Many facilities train their crowd management personnel and provide orientation manuals for staff and security. These manuals describe audience characteristics, problem areas, staff functions, house rules, and emergency plans and facility layouts. They deal will types and levels of security and familiarize personnel with management objectives. The use of such manuals underscores the notion that the best crowd management results are obtained when there is active cooperation between facility management and personnel, promoters, and public agencies.

E. Promoter : The promoter is the broker between the entertainer and the facility and plays a critical role in preparation of contracts. The promoter obtains the use of the desired facility, prepares appropriate contracts between facility and entertainer, arranges for event promotion and ticket sales, and pays for security requirements. The promoter is also likely to pay the taxes on the entertainers' profits and may even arrange to provide the entertainers' meals and snacks. Promoters are paid by the performers to organize the event and most often work independently of facilities.

The promoter's responsibilities are to coordinate all aspects of an event with facility and government officials to assure that an event complies with local safety laws. Promoters often prepare their own event management plan for an event, listing personnel responsibilities and an event timetable, and usually share this material with the other parties in an event.

F. Entertainers : Entertainers have varying degrees of influence over the promotion and execution of their performances. The most popular can often demand a certain type of seating, determine the audience size, within the legal capacity of a facility, set ticket prices and promotional arrangements, and stipulate when the doors will be open prior to their show.

Most entertainers realize the influence they maintain over their audiences and do not exploit it. With their support, a facility is better able to discourage open flames, blocking aisles, use of fireworks, drug and alcohol abuse, etc. There are, however, those who will intentionally and irresponsibility incite their audiences to a level of behavior where fighting, vandalism, or rowdyism may occur. If this happens the performers must be held fully accountable for their actions.

G. Private Police : Some private police are commissioned in Cincinnati by the Police Chief and employed by private businesses or individuals. Some private police are hired to perform security functions but are not commissioned. Whether commissioned or not, their authority is limited to the premises of their employer. Although there are similarities between public law enforcement officers and private police, there is a fundamental difference: the law enforcement officer has more extensive authority, responsibility and training.

H. Ushers : In additional to seating patrons, an usher's duties include enforcing of house rules, maintaining order, reporting security problems to private police or others, keeping people out of the aisles, and enforcing open flame and smoking regulations. Ushers should remain at their posts until and event is completed.

I. Peer Security : Peer, or Tee-Shirt security is a product of rock concerts. Hired by promoters to protect the stage area, screen patrons for contraband and to do other special assignments, peer security personnel are people of similar age and background to

the patrons and, therefore, presumably have good rapport with them. Peer security can also serve as an effective buffer or mediator between uniformed security and patrons in tense situations.

They are usually recognizable by the specially designed tee-shirts that they wear. The Spectrum, in Philadelphia, has departed from this casual look of peer security and supplies specially designed outfits for their own youthful security personnel.

J. Patrons : Though a careful and elaborate crowd management plan may be implemented, it cannot be fully effective without patron cooperation. Nor can it protect individuals from self-inflicted harm.

In a crowd, patrons should always be aware of the possible effect of their actions on the safety of the whole group. Pushing, fighting, spreading rumors, the use of firecrackers or projectiles all can cause severe repercussions that the instigator may never have considered. An audience's tolerance of abusive actions further jeopardizes its own safety.

Responsible patrons will acquaint themselves with local laws and facility house rules and should not hesitate to report situations that threaten their safety to the facility management, promoter and/or the media. In many instances, the pressure of public opinion is the best regulator of private industry.

Tickets and Queueing

A. Sale of Tickets : Tickets for most events in Cincinnati, including rock concerts, are sold through Ticketron, Inc., a computerized ticket system with outlets in stores and shopping centers. By using computer technology and standardized ticket design, Ticketron can sell tickets to an event at both local and non-local sites for the convenience of its patrons. The elimination of festival seating and restrictions on general admission seating may have unexpected repercussions at ticket outlets, especially for "superstar" performances. While reserved seating largely removes the factors which cause early and overwhelming crowds to gather hours before an event, reserved seating can instead result in the early gathering of large crowds at ticket outlets who have come to purchase tickets for the limited prime seating areas. These factors can cause problems and difficulties for ticket outlets. To help relieve this problem, two options are suggested: 1) The actual date, time and location that the tickets are to go on sale should not be announced prior to the time that tickets are released for sale. 2) When the demand for tickets is expected to exceed the available seating capacity, a mail order system of ticket sales should be implemented.

B. Appearance of Tickets : At present, all Ticketron tickets are similar in color and

overall appearance. Hence it may be difficult for ticket takers and others to screen patrons with bogus tickets, especially when the rate of patron flow is high.

A variation in ticket color or format would aid those facility and security officials attempting to prevent patrons with invalid tickets from gaining access to an event at which they do not belong.

A ticket should also state the specified entrance the ticket holder is to enter.

C. Ticket Taking : In determining the number of ticket takers to be employed, most facility operators use a ratio of one ticket taker for about every 1,000 ticket holders. The actual ratio may vary and depends on the actual crowd size, location of contraband searches, type of entertainment and the architectural design of the building. The efficient movement of ticket holders is critical in preventing crowds from gathering outside a facility. Limiting entrances and using fewer doors, or opening and closing doors to control crowd movement are very dangerous practices. They only serve to increase anxiety in a crowd and make it more difficult to manage. It is much more effective to separate people in a crowd by using many entrances, by queueing, and by providing for the proper ratio of ticket takers and doors to patrons. Dispersing entering crowds through multi-entrances is particularly effective in processing people efficiently into a facility.

D. Queueing : Whenever large crowds gather for the purpose of peaceably entering an area it is vital that the processing of those people be organized, orderly and disciplined, and, if ticket taking is going to take place, that it be coordinated with the queueing of patrons.

There are two major types of queues, linear and bulk, as described by pedestrian planner Dr. John Fruin in his book entitled Pedestrian Planning and Design. In linear queueing people line up in single file. In a bulk queueing there are no defined lines, but simply a large amorphous mass.

Many facility in cooperation with law enforcement agencies queue their patrons in zig-zag lines, around buildings, and on sidewalks. Often queues are further organized by metering (when sections of a queue enter a facility in a measured and regulated manner). In this way, patrons can claim a particular space, feel less anxious about their ability to enter in an orderly fashion and can judge better the length of time it will take them to enter, as they progress in a line. Using a queue means having control over a large crowd. It also prevents the potential hazard of a mob craze-the sense of urgency causing a rush toward an entry point. This sense of urgency or anxiety is the crucial factor that must be removed. The type of queueing to be used, along with the other procedures, like metering must be planned in order to minimize the potential for crowd disorders outside of a facility.

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Contraband Screening

Searching patrons for contraband has become increasingly prevalent. Pre-admission screening is a reasonable preventive measure to prohibit or reduce such items as weapons, dangerous objects, alcohol, drugs and other undesirable objects and substances from being introduced on to the premises. City Council should specify by ordinance contraband materials not allowable at major events and also require the contraband prohibition to be posted at the event and on tickets.

Legal considerations suggest that the screening of patrons for contraband is best performed by private security and not public law enforcement officers.

Crowd Management Planning

Safety aspects at facilities are routinely inspected by the Fire Division and Building Department to assure their compliance with City regulations. The adherence to numerous City codes is pivotal to providing safe environment for the public. What is needed beyond that is a method for assessing a facility management's or an event promoter's preparedness to accommodate its patrons safety. Having a formal crowd management plan is equally as important as compliance with safety regulations. The City should require crowd management plans of all facilities and/or event promoters contemplating hosting or sponsoring events attracting 2,000 or more people. These plans should be prepared in writing and presented to the City for public filing. Plans could be written for categories of events and, when necessary, for specific events. The format and requirements of a plan should be determined by the City, facility operators, private security, promoters and other concerned parties.

A copy of a facility's crowd management plan should be on file with the City and accessible to the public so they may understand what kind of crowd management to expect. The required filing of a plan will make it difficult for complacency to return to the issue of crowd safety.

Recommendations :

1. City Council should study and implement new and equitable methods of enforcing all laws governing events.

2. The sale of alcoholic beverages should be prohibited at events where unruly audiences are expected or where a high percentage of the audience is under the legal age for consuming alcohol.

3. The roles and responsibilities of parties involved in an event should be specified in writing and made known prior to an event.

4. Facility management must accept responsibility for the safety and enjoyment of the people who patronize its facility. Management should coordinate its efforts with police, fire and medical personnel.

5. Facility management should train its personnel in crowd management and provide manuals for staff and security.

6. Entertainers should cooperate with public safety laws.

7. The entertainment media should promote special features, programs, and public service announcements relating to crowd safety and individual and group responsibilities.

8. Ushers should remain at their posts until an event is completed.

9. Patrons should be encouraged to report situations that threaten their safety to the facility personnel, promoter, local government officials and/or media.

10. Public education in crowd dynamics should be afforded equal importance to other safety programs by government, educational and public service agencies.

11. Facilities should educate their public by publicizing and enforcing their house rules, local laws, and by setting a courteous, professional standard of conduct by their personnel.

12. The date that tickets to an event will go on sale should not be announced until the tickets are available for sale.

13. When the demand for tickets to an event is expected to exceed the capacity of ticket sales outlets to accommodate ticket buyers or to pose problems for ticket sales sites, a mail order system for ticket sales should be implemented.

14. When more than one entrance to a facility is to be used, tickets should specify the particular entrance the ticket holder should enter.

15. Tickets should be printed with a clear warning against contraband such as, "Alcohol, drugs, and weapons are not permitted on premises."

16. A facility should separate crowds by using multi-entrances, queueing, and by providing a proper ratio of doors and ticket takers to patrons.

17. Facility security personnel should screen patrons for contraband, not City police officers.

18. The City should require facility managers and/or event promoters sponsoring events that are expected to attract more than 2,000 people to file crowd management plans. Copies of such plans filed with the City should be available to the public so citizens can know the levels of crowd management to expect.

Operational Skills and Tactics (OST) training

The Service has Operational Skills and Tactics (OST) training which is based on the 'Situational Use of Force Model' together with the introduction of more effective accoutrements. Home OPM Issue 54. Public Edition | September 2016 | Page 7 Chapter 14

Order : Unless otherwise exempted by the relevant district officer or public service equivalent:

  i)   all watchhouse officers are to successfully complete the specific OST training course which reflects their available use of force options each calendar year;

  ii) all police officers are to undertake Blocks 1 and 2 OST training each calendar year;

  iii) all police officers who have successfully completed a Taser training course are also to undertake Block 3 OST: 'Conducted Energy Weapon (CEW)(Taser)' training each calendar year (see s. 14.23.27: 'Taser training' of this chapter);

  iv) all police officers who have successfully completed Service rifle training with the Service rifle, are also to undertake Block 4 OST training each calendar year; and

  v)   unless exceptional circumstances exist and in order to facilitate the Taser as a use of force option during the interactive scenarios of Block 2, Taser qualified officers must complete and be deemed competent in Blocks 1 and 3 OST training before they can complete Block 2.

If an officer fails to demonstrate the required standard of competence during:

  i)   Block 1, 2 or 3 OST training, for which they have previously qualified, they are immediately deemed not competent and the officer:

    (a) is to relinquish the specific accoutrements in question to the OST instructor or to their respective officer in charge; and

    (b) cannot perform operational duties, until the officer successfully completes the training and is deemed competent; or

  ii) Block 4 OST training, for which they have previously qualified, the officer is not

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to use the Service rifle until the officer successfully completes the training and is deemed competent.

Police officers and watchhouse officers who undertake OST training are required to maintain and demonstrate the required standard of competence with their operational skills and will be assessed as competent or not competent by an OST instructor.

First Year Constables who successfully complete the relevant initial Service firearms, CEW (Taser) and policing skills qualifying courses are considered 'OST qualified' for 12 months from the date the officer last qualified.

The Chief OST Instructor is responsible for ensuring the necessary systems are in place to enable OST training for watchhouse officers and police officers to take place.

Issuing of OST training exemptions

Policy : Officers who are unable to complete the practical skills component of the OST training requirements in accordance with this section, may make application for an exemption in accordance with 'OST (Operational Skills and Tactics Training) Exemptions' of the HR Policies.

Exemptions may be granted by the relevant district officer or equivalent for a period of 12 months.

Exemptions apply to practical skills training only. Exempted officers are required to undertake any computer based or non-practical skills training associated with the exempted year's curriculum.

Procedure : Where an officer is unable to complete OST training, an application for exemption is to be made on a QP 0913: 'Application for Exemption from Operational Skills and Tactics (OST) Training'.

Order : District officers or public service equivalent are to:

i) maintain a record of officers in their area of responsibility, who are, or have been, exempted from undertaking OST training;

ii) ensure officers who are exempted from undertaking the practical component of OST training complete any computer based or non-practical skills curriculum training;

iii) assess on a needs basis whether inspectors within their districts are required to complete Blocks 3 and 4 OST training. Factors for consideration in determining whether an inspector should complete Blocks 3 and 4 OST training are to be based on the officer's duties; and

iv) forward a copy of any exemptions from OST training issued to the Assistant Commissioner, Ethical Standards Command. Home OPM Issue 54 Public Edition | September 2016 | Page 8 Chapter 14

The Assistant Commissioner, Ethical Standards Command is to maintain a central register of all officers who are exempted from OST training.

Policy : Officers who fail to demonstrate competence in OST training or who are exempted from the requirement to complete OST training are not to be deployed to perform any duties, including special services, which may require competence and currency in operational skills and tactics.

Where an officer is not qualified in Blocks 1 and 2 OST training, they are to travel to and from work in plain clothes.

Returning from OST training exemptions

Policy : Where an officer returns from an OST training exemption, the officer is to undertake and complete the OST training curriculum for the exemption period prior to undertaking the current OST training curriculum.

Where an officer is able to complete OST training and has been exempt from the requirement to complete OST training for 3 or more years, members from the officer's Education & Training Office are to:

i) conduct a training needs analysis of the officer; and

ii) deliver any additional training in order to meet the required standard of competence in OST.

1.6 CONCLUSION

❖ Try to pre-empt or defuse or contain a crowd.

❖ Allow a handful of representatives spokesperson from the crowd to come forwards for discussion and/or negotiation.

❖ Take the representatives to an isolated area where they do not have access to easy electronic communication . Use jammers if possible

❖ Always give top preference to personal safety or personnel and property

❖ Efforts should always be made to build mutual faith and respect between the Authorities and the Crowd leaders who are protesting or demonstrating.

❖ Maintain your cool and calm composure so as to ease all round tension.

Unit - 2 ❑ Skill for Guard Force

Structure

2.1 Objectives

Integrity, honesty, transparency and professionalism are words that are embedded throughout our company and essential to delivering a service required by all that seek our services

Our company is dedicated to improving and advancing the service delivery of all those employed within this industry. We have completed a structural plan that guides us towards achieving our aims both as a company but also how we intend to influence and enhance the skills base of operatives throughout the UK.

All of those operatives that represent our company are given detailed briefings that set out our expectations and standards. These specific goals are contained within performance sheets in order that we can continue to assess and monitor our service ensuring that we are maintaining our professionalism and achieving our goals.

2.2 Introduction

Almost every company facility has security guards. Security guards are found at access control points, reception areas, around buildings and in industrial areas. They are in usually in uniform and they represent an image of the company to the outside world and to employees and contractors. Every guard is seen as a representative and a symbol of the security function of a company as a whole.

But in many parts of the world, guards are ill-trained, ill-disciplined, and generally disrespected. Why then do we employ security guards?

The overall objective of employing a guard force is to provide risk-based security services. They protect personnel and assets and to deter, delay and detect unauthorized intruders and to respond to incidents. They provide reassurance to the workforce and support other functions concerned with safety and emergency response.

A guard force is ideally motivated, competent, trained, engaged and responsive. If achieved, respect for the guard force follows and it will be easier to have a reliable and effective security function in place. If not, there is a serious risk that a guard force will be seen as a costly burden that serves no useful purpose and this will reflect generally on the security function at any given location, and on the company operation as a whole.

This report provides advice, and sets out the principles and guidelines to develop an effective guard force, as well as discussing administrative and contractual elements of guard force engagement. The principles and guidelines set out are based on the collective knowledge and experience of members of the IOGP Security Committee. Interested readers may wish to refer to numerous publications and websites for more detailed guidance. One example is the UK's Centre for the Protection of National Infrastructure (CPNI) paper on guard force motivation. The American Society for Industrial Security (ASIS) recommends 'Guard Force Management' as a reference document for this subject.

❖ Introduction

❖ It must be kept in mind that it is not possible for the State Poi'ice to manage security aspects at (ocai programmes. Therefore, Private Security Guard Force must be developed as a parallel force.

❖ The Private Security Guards must be imparted with adequate training to handle required men and equipments at different situations.

- ❖ The Initial Training

- ❖ The training can be on General Security aspects and specific security issues or problems requiring specialized personnel.

- ❖ Training programme of Security Guards should generally cover:
  - Provisions of the Civil law and rules
  - Capability to assess general threats and security risks
  - Use Fire Extinguishers and Fire alarms at different locations
  - The specialized training includes handling situations viz. threat from Fire, Bomb explosions and includes bomb search and building evacuation
  - Provide persona! security to general staff and to Executive Staff
  - Use of personal security equipments such as Baton, handcuffs, radio / mobile telephones etc.
  - Access Control and use of Fire Alarm Systems
  - Security protection of facilities at Offices, factories, installations and even residences.
  - Denial of access to unauthorized persons
  - Use of access control procedures such as Electronic body and package search equipment, persona! searchers vehicle search, building search for suspected bombs, visitor control procedures like issuance of badge and visitor entry and exit monitoring.
  - Maintenance of Guard force Records, Daily Log Books and preparation of incident reports.
  - Use of Communication Equipment for incident notification to the Appropriate Authorities
  - Maintenance of Personnel deployment and postings at specified areas / locations.

- ❖ Specialized Training should cover:
  - Access Control for Pedestrians to include search of men and women and what to do if weapons are discovered or persons are found to be disorderly of if they are carry illegal items.

- Visitor Control procedures such as issuance of badges and visitor entry and exit monitoring , providing escorts for visitors within the premises
- Package and mail search through bomb search with electronic equipments and manual search
- Use of alarm systems
- Vehicle access control and search procedures covering driver identification, vebide compartment and body frame search, truck and vendor access procedures, vehicle and cargo search etc.
- Somb Threat Reaction to cover procedure for building searches, bomb disposal procedures and intimation to Appropriate Authorities
- Personnel identification procedure for identification of Staff members, their dependents, official visitors and checking their identification documents
- Training in use of physical force in self defence
- Training in tactfully restraining of persons and use of restrain equipments
- Skill in reading messages and alters generated by surveillance equipments like CCTVs, Sensors etc.
- Skill in reading the body language and behavior of persons
- Skill in giving First a»d and Cardio-pulmonary resuscitation to a sick or injured person during an armed attack or in the event of a violent attack
- Use of hand held and vehicle-mounted Radio communication Systems etc.

❖ Equipment training should cover the following areas:
- Wearing proper Uniforms
- Know the use of Weather protective clothing
- Use of flash lights
- Use of Batons
- Use of whistles and special signals for alert communication
- Use of High Frequency Mobile Radios
- Use of Walkie Talkies
- Driving of vehicles

Self-contained breathing apparatus

A self-contained breathing apparatus, or SCBA, sometimes referred to as a compressed air breathing apparatus (CABA), or simply breathing apparatus (BA), is a device worn by rescue workers .firefighters, and others to provide breathable air in an "Immediately Dangerous to Life or Health" atmosphere (JDLH). When not used underwater, they are sometimes called industrial breathing sets. The term "self-contained" means that the breathing set is not dependent on a remote supply (e.g., through a long hose). If designed for use under water, it is called SCUBA (self- contained *underwater* breathing apparatus).

An SCBA typically has three main components: a high-pressure tank (e.g., 2,216 to 4,500 psi (15,280 to 31.030 kPa). about 150 to 300 atmospheres), a pressure regulator, and an inhalation connection (mouthpiece, mouth mask or face mask), connected together and mounted to a carrying frame.111

A self-contained breathing apparatus may fall into two different categories. These are open circuit and closed circuit.

Closed-circuit SCBA : The closed-circuit type filters, supplements, and recirculates exhaled gas: seerebreather for more information. It is used when a longer-duration supply of breathing gas is needed, such as in mine rescue and in long tunnels, and going through passages too narrow for a big open-circuit air cylinder. Before open-circuit SCBA's were developed, most industrial breathing sets were rebreathers, such as the Siebe Gorman Proto. Siebe Gorman Savox. or Siebe Gorman Salvus. An example of modern rebreather SCBAs would be the SEFA. Rebreathers used underwater have the advantage of not releasing tell-tale bubbles, making it more difficult to detect divers involved in covert operations (see frogman).

Open-circuit : Open-circuit industrial breathing sets are filled with filtered, compressed air, rather than pure oxygen. Typical open-circuit systems have two regulators; a first stage to reduce the pressure of air to allow it to be carried to the mask, and a second stage regulator to reduce it even further to a level just above standard atmospheric pressure. This air is then fed to the mask via either a demand valve (activating only on inhalation) or a continuous positive pressure valve (providing constant airflow to the mask).

An open-circuit rescue or firefighter SCBA has a fullface mask, regulator, air cylinder, cylinder pressure gauge, and a harness with adjustable shoulder straps and waist belt which lets it be worn on the back. The air cylinder usually comes in one of three standard sizes:

4 liter, 6 liter, or 6.8 liter. The duration of the cylinder can be calculated with this formula: volume (in liters) * pressure (in bars) / 40 - 10 in minutes (the 10 is subtracted to provide a safety margin), so a 6-liter cylinder, of 300bar, is 6 X 300 / 40 - 10 = 35 minutes working duration. The relative fitness, and especially the level of exertion of the wearer, often results in variations of the actual usable time that the SCBA can provide air, often reducing the working time by 25% to 50%.

Air cylinders are made of aluminium, steel, or of a composite construction (usuallycarbon-fiber wrapped.) The composite cylinders are the lightest in weight and are therefore preferred by fire departments (UK: fire and rescue services previously called fire brigades), but they also have the shortest lifespan and must be taken out of service after 15 years. Air cylinders must be hydrostatically tested every 5 years. During extended operations, empty air cylinders can be quickly replaced with fresh ones and then refilled from larger tanks in a cascade storage system or from an air compressor brought to the scene.

Fullface masks : The fullface masks of breathing apparatus designed for use out of water are sometimes designed in a way that makes them unsuitable for scuba diving, although some may allow emergency very shallow submersion:

❖ The seal at the edge of the mask is a wide tube with thin, flexible walls running around the edge of the mask, full of air at atmospheric pressure. On the surface it pushes against the edges of the wearer's face, causing a tight seal despite small variations in head shape. At more than a few feet depth pressure(underwater or in a caisson) this tube collapses, destroying the seal and making the mask leak.

❖ Curved window which underwater would severely distort the image by refraction.

The mask can have a big fullface window, or small eye windows.

The mask might have a small orinasal breathing mask inside, reducing breathingdeadspace.

❖ Link to image and description of a negative-pressure fullface mask

The mask can also incorporate a two-way radio communicator.

❖ See also Full face diving mask

Some old industrial rebreathers (e.g., the Siebe Gorman Proto) had a mouthpiece and attached noseclip instead.

Positive pressure (preventing inward leaking)

Open circuit SCBAs utilize either "positive pressure" or "negative pressure" operation.

❖ A "negative pressure" SCBA may be used with a type of fullface mask which could be used as a gasmask (with a filter canister on the facepiece's air inlet) or with an open-circuit breathing set connected to the air inlet. Air is delivered to the wearer when she breathes in, or in other words, reduces the pressure in the mask to less than outside pressure, hence the name "negative pressure". The limitations of this are obvious, as any leaks in the device or the interface between the mask and the face of the wearer (caused for example by small face skin wrinkles) would reduce the protection offered.

❖ "Positive pressure" SCBA addresses this limitation. By careful design, the device is set to maintain a small pressure in excess of the surrounding air pressure inside the facepiece. Although the pressure drops when the wearer breathes in, the device always maintains a higher pressure inside the mask than outside of the mask. Thus, even if the mask leaks slightly, there is a flow of clean air out of the device, automatically preventing inward leakage under most circumstances. Although the performance of both types of SCBA may be similar under optimum conditions, this "fail safe" behaviour makes a "Positive pressure" SCBA preferable for most applications. As there is usually no air usage penalty in providing positive pressure, the older "Negative pressure" type is, in most cases, an obsolete configuration and is only seen with older equipment. However some users refuse to use this technology as in case of a damage or loss of the facepiece the air will be released uncontrolled. The leakage rate can be so high that a fully charged SCBA will be drained in less than three minutes, a problem that does not happen with "negative pressure" SCBA systems.

Types of use : There are two major application areas for SCBA: fire fighting: and industrial use. A third use now coming into practice is medical; for example, the American National Institutes of Health prescribe use of SCBAs for medical staff during treatment of ebola.

For fire fighting, the design emphasis is on heat and flame resistance above cost. SCBA designed for fire fighting tend to be expensive because of the exotic materials used to provide the flame resistance and to a lesser extent, to reduce the weight penalty on the fire fighter. In addition, modern firefighting SCBAs incorporate a PASS device (Personal

Alert Safety System) or an ADSU (Automatic Distress Signal Unit) into their design. These units emit distinctive high pitched alarm tones to help locate firefighters in distress by automatically activating if movement is not sensed for a certain length of time (typically between 15 and 30 seconds), also allowing for manual activation should the need arise. In firefighting use, the layout of this breathing set should not interfere with ability to carry a rescued person over the firefighter's shoulders.

The other major application is for industrial users of various types. Historically, mining was an important area, and in Europe this is still reflected by limitations on use in the construction of SCBAs of metals that can cause sparks. Other important users are petrochemical, chemical, and nuclear industries. The design emphasis for industrial users depends on the precise application and extends from the bottom end which is cost critical, to the most severe environments where the SCBA is one part of an integrated protective environment which includes gas tight suits for whole body protection and ease of decontamination. Industrial users will often be supplied with air via an air line, and only carry compressed air for escape or decontamination purposes.

Safety specifications : In the United States and Canada, SCBAs used in firefighting must meet guidelines established by the National Fire Protection Association, NFPA Standard 1981. If an SCBA is labeled as "1981 NFPA compliant", it is designed for firefighting. The current version of the standard was published in 2007. These standards are revised every five years. Similarly, theNational Institute for Occupational Safety and Health (NIOSH) has a certification program for SCBA that are intended to be used in chemical, biological, radiological, and nuclear (CBRN) environments. See NIOSH Approved SCBAs.

Any SCBA supplied for use in Europe must comply with the requirements of the Personal Protective Equipment Directive (89/686/EEC). In practice this usually means that the SCBA must comply with the requirements of the European Standard EN 137 : 2006. This includes detailed requirements for the performance of the SCBA, the marking required, and the information to be provided to the user. Two classes of SCBA are recognised, Type 1 for industrial use and Type 2 for fire fighting. Any SCBA conforming to this standard will have been verified to reliably operate and protect the user from -30 °C to +60 °C under a wide range of severe simulated operational conditions.

The Royal Australian Navy uses the Open Circuit Compressed Air Breathing Apparatus (OCCABA), a backpack-style, positive pressure breathing apparatus, for fire-fighting roles.

Effect of temperature on pressure gauge readings : The pressure gauge's indicated gas pressure changes with ambient temperature. As temperature decreases, the pressure inside the cylinder decreases. The relationship between the temperature and the pressure of a gas is estimated by using the formula $PV = nRT$. (See Universal gas constant.) What is particularly important to understand from the formula is that the temperature is in Kelvin, not degrees Fahrenheit. Consider the freezing point of water at 32 degrees Fahrenheit (0 degrees Celsius, 273.15 kelvin) and compare it to 96°F (35.6°C or 308.71 K; normal human body temperature is 37°C). While 96 is arithmetically three times 32, the difference in temperature from a scientific point of view is not threefold. Instead of comparing 32°F to 96°F, temperatures of 273.15K and 308.71 K should be compared.121 The actual scientifically valid change in temperature from 32 to 96°F (0 to 36°C) is by a factor of 1.13 (308.71 K/273.15K), not 3. If an air cylinder is pressurized to 4,500 psi at 96°F and later the temperature drops to 32°F, the pressure gauge will indicate 4,000 psi (4,500/1.13). Stated differently, a drop in temperature of 10 degrees Fahrenheit (5.5 degrees Celsius) causes a pressure decrease of about 82 psi. Failure to accurately account for the effect of temperature on pressure readings can result in underfilled air bottles, which in turn could lead to a firefighter running out of air prematurely.

Types : Among the leading manufacturers of SCBA for the North American fire service are:

- ❖ Scott Health and Safety
- ❖ Avon-ISI
- ❖ MSA Fire
- ❖ Draeger
- ❖ Survivair
- ❖ Interspiro
- ❖ ISI (International Safety Instruments).

Among the leading manufacturers of SCBA for the European fire service and industrial safety:

- ❖ Honeywell Safety Products
- ❖ Scott Health and Safety
- ❖ Spasciani

- ❖ Interspiro
- ❖ MSA
- ❖ Draeger

Siebe Gorman produced these makes of open-circuit SCBA units:

- ❖ Airmaster MK 1 (blue back plate)
- ❖ Airmaster MK 2 (chrome plated back plate)
- ❖ Firefighter
- ❖ Specials for the armed forces

MAIN VALVE
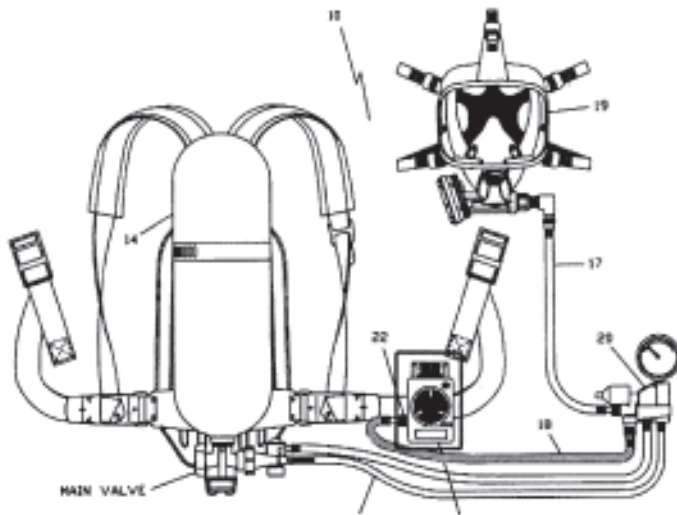
In Australia, different firefighting agencies refer to SCBA by different acronyms in general terms. For example:

- ❖ In South Australia both the Country Fire Service and the Metropolitan Fire Service refer to SCBA as "CABA" or Compressed Air Breathing Apparatus during training and in the field they refer to SCBA as simply BA or Breathing Apparatus. The New South Wales Rural Fire Service follow the same principles as South Australia

- ❖ The Fire and Emergency Services Authority of Western Australia Brigades, New South Wales Fire Brigades and Queensland Fire and Rescue Service call it BA, Breathing Apparatus.

All these initials mean the same type of open-circuit equipment.

In New Zealand, SCBA is generally referred to by New Zealand Fire Servicepersonnel as BA, Breathing Apparatus. Unofficial names include "air pack" "air tank" or simply "pack" mostly used in firefighting as in a firefighter "packing up".

2.3 Barkhamsted Fire District

Purpose :

❖ To establish a guideline to indicate the proper maintenance, training, use, and cleaning of self-contained breathing apparatus in order to ensure the safety of the fire department personnel. To meet the requirements of the Respiratory Standard and Fire Brigade Standards

Responsibility :

❖ It is the responsibility of the Chief or a designated officer to assure that the SCBAs are kept in working order and that all member of the fire department are trained in accordance with the written policy and Standard Operating Procedure.

Policy :

Inspection and Records:

❖ An assigned person shall make monthly inspections on all SCBA in use. The inspections shall consist of a checking the entire unit for deteriorated components, air tightness of cylinders, valves, gauge comparison, reducing valve, and bypass valve operation, regulator, exhalation valve and low air alarm. The face piece and harness shall also be visual inspected. The entire SCBA will be cleaned and dried, if necessary. The P.A.S.S. device shall be tested and attached to each of the SCBA. The hydro test dates will be checked on each cylinder and sent to be hydro tested if needed. Records shall be kept on each of the inspection. If there is any malfunction found the SCBA shall be taken out of service until it is repaired.

❖ Inspections shall be made before and after each use. This inspection shall consist of a visual check of the face piece, harness, and cylinder pressure. The user shall also check for leaks, gauge comparison, proper fit, and the air bottle is fully charged.

❖ A qualified person shall conduct annual inspection and service of SCBA; this inspection shall be preformed according to manufactures recommendations.

Maintenance:

❖ SCBAs that need maintenance work done to them; will be done by trained maintenance personnel only. If repair work is needed on a SCBA it shall be taken

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out of service, tagged with a note describing the problem, and reported to the officer in charge. O-rings are the only part that can be replaced by a firefighter; at no time shall any firefighter open the regulator to do repairs.

Training:

❖ SCBA instructors shall train emergency responding firefighters, the firefighter shall pass all requirements and documentation of training should be on file with each respective department.

❖ The firefighter shall demonstrate competence in the proper donning and doffing procedures, identifying hazardous areas, and knowledge of equipment. Training shall be provided for SCBA practice during the year.

Emergency Scene Use:

❖ SCBA will be used by all firefighter who are exposed to respiratory hazards or will respond to IDLH immediately dangerous to life and health atmospheres without warning. The hazards can include car fires, dumpster fires, interior structure fires, outside area where there is a possibility to encounter heat and/or smoke, liquid propane leaks, chemical contaminated areas, oxygen deficient areas, and any other hazardous atmosphere.

❖ Responding firefighters shall abide by OSHA's two in and two out rule when entering hazardous areas. Firefighters must maintain constant communication with each other. It is critical to account for the number, identities, location, function, and time of entry, of the firefighters inside.

❖ At no time shall the integrity of the SCBA be breached.

❖ Two firefighters with SCBAs shall be "standing by," available for rescue, this is also known as a Rapid Intervention Crew.

❖ When the evacuation signal is sounded (three long blasts of an air horn, pause then repeated until everyone is accountable), everyone inside the hazardous area will immediately withdrawal from the building and report to staging for roll call.

Face Piece Seal:

❖ Eyeglass frames, facial hair, and beards that interfere with the seal of the face piece shall be prohibited. This mean there shall be skin contact around the whole seal.

❖ Annual fit test program shall be conducted on each firefighter qualified to wear a SCBA upon medical clearance.

Personal Protective Equipment:

❖ Personal protective equipment shall be worn in accordance to Standard Operating Procedure # 2.

❖ All SCBAs must be provided with and indicator that automatically sounds and audible alarm when the remaining service life of the apparatus is reduced to within a range of 20-25 percent of its rated service time.

❖ The P.A.S.S. device shall also be worn and activated.

❖ Nomex hood shall be worn over the face piece harness.

❖ All respirators worn for interior structural fire fighting operations must be of the pressure demand or positive pressure type.

Two Bottle Rule:

❖ Firefighter that use two air bottles shall report to rehab or ambulance crew to have vitals checked. This will allow the firefighter time to recover, rehydrate, and be monitor for signs of fatigue. If the incident should continue, rehab shall be needed between each bottle after the initial two bottles.

Low Air Alarm:

❖ When the low air alarm is activated for any reason, all firefighters on the team will exit the hazardous area.

Cascade System:

❖ Only trained firefighter shall fill air bottles form the cascade system.

❖ A mobile cascade system should be used at incidents that will deplete the supply of air bottles.

Cleaning and Returning to Service:

❖ Return all straps to the loosest position.

❖ It is recommended to follow manufacturers guidelines for cleaning procedures

❖ Clean harness, airlines, and regulator of dirt and debris, using air hose (wear safety goggles), brush, or wash with warm water and mild detergent, than rinse with warm water.

❖ Clean face piece with 10:1 warm water, bleach solution, rinse with warm water, then spray with disinfectant, allow setting for 10 minutes, and then rinsing with warm water.

❖ Replace air cylinder with full air cylinder, the pressure shall be between 2000 PSI and 2216 PSI.

❖ The SCBA need to be fully dried before they are returned to service.

❖ It is for the safety of ever firefighter to keep the self-contained Breathing Apparatus in proper condition. Regular inspections, maintenance, and training of the SCBAs can accomplish the level of safety needed during an emergency. It is essential to use the SCBAs whenever the situation dictates and to follow this standard operating procedure. Following this standard operating procedure will help in preventing injuries that can occur from smoke and heat that can damage your lungs. These injuries can have an acute or chronic, effect on your health. The chronic effects may not be noticed for years.

2.4 Working with breathing apparatus

It is important that every man who is required to wear breathing apparatus is not only adequately trained and thoroughly understands the 'Procedure' in all its aspects, but also that he faithfully and meticulously carries out the 'Procedure' at a fire or other incident, for on each member of the team or crew will depend the success of the operation in hand. It is not only a question of the man's own safety, but also that of his colleagues with whom he may be working at the time or subsequently. The success of breathing apparatus operations does not rest alone with those men working inside the building. It is not sufficient for men to be completely confident in their ability to work with breathing apparatus in hazardous conditions; they must also have full confidence that the control and support arrangements outside the building are beyond reproach. The whole success of any breathing apparatus job is team work, and it is incumbent on all those engaged in the operation to ensure that they are competent and fully conversant with their breathing apparatus and with the 'Procedure' for its use.

Wearing of breathing apparatus

Breathing apparatus is worn at a fire or other incident only on the instructions of the officer-in-charge who may, in fact, be a leading fireman or even a fireman in charge of the first appliance to arrive. The general principle should be that breathing apparatus is worn whenever its use will facilitate the location and extinction of a fire, or at any other incident when, by wearing breathing apparatus, discomfort and possible injury to a fireman's respiratory organs can be avoided.

The decision to order breathing apparatus to be worn will depend on a number of factors, such as the volume and type of smoke; whether the atmosphere is deficient of

oxygen, is toxic or has a high temperature; the length of time men are likely to be exposed; or whether there is a hazard from radioactive substances.

As soon as instructions have been given for breathing apparatus to be worn, the officer-in-charge must nominate a BA Control Officer so that Stage 1 of the 'Procedure' can be put into operation. This is a simple act which need cause no delay as the control officer could be the pump operator who accepts the tallies from the wearers before they go in, having first made sure that the information required on the tallies, including the cylinder pressure, has been checked by the wearer when he dons his set, and is recorded on the tallies.

a. Precautions when donning breathing apparatus :

The method of donning breathing apparatus and the sequence for starting up oxygen and compressed-air sets in general use by fire brigades, is detailed in the *Fire Service Drill Book* and need not be repeated here. For other types of set, the manufacturer's instruction • books should be consulted.

Breathing apparatus must always be donned and started up in fresh air, and men standing by at a B A Control should make sure that they remain in fresh air until required. The practice of men rigging in fresh air but not putting on their face masks, or not putting in their mouthpieces, until they reach smoky atmospheres and then starting up their sets, is extremely dangerous and must not be permitted.

Only in most exceptional circumstances should an officer or man who has already inhaled smoke, oxygen deficient or toxic fumes, subsequently rig in breathing apparatus; the reason for this is that once smoke or toxic fumes are present in the lungs and respiratory passages, it takes an appreciable time for them to be completely cleared. If closed-circuit breathing apparatus particularly is donned after smoke has been inhaled, the smoke will be continually circulated and will cause irritation to the respiratory system and discomfort to the wearer. If carbon monoxide or other toxic fumes have been inhaled the continual circulation could have serious consequences.

When donning *Proto* breathing apparatus, care should be taken to ensure that the complementary strap is not too tight or that the breathing bag is not strapped too close against the body. When crawling in a confined space or when assuming a crouching position it is normally better to release the complementary strap and allow the bag to hang free; if the bag is not free in such circumstances it may be flattened or doubled up with the result that the oxygen may be forced out of the pressure relief valve, the face mask or mouthpiece, which besides wasting oxygen will cause discomfort to the wearer. When working in difficult and restricted conditions, care should be taken to ensure that the breathing tubes do not become kinked.

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Reasonable care should be taken in the handling and movement of breathing apparatus at all times, particularly so with *Proto* apparatus, in order to prevent movement of the absorbent which could result in particles entering the valves or breathing tubes.

b. Removal of mouthpiece or face mask :

The mouthpiece or face mask of a breathing apparatus set is designed to prevent any external atmosphere from entering the respiratory system, and it is exceedingly dangerous for the mouthpiece or face mask to be removed when the wearer is in a smoky or toxic atmosphere. Once the mouthpiece or face mask is removed, smoke, carbon monoxide or other toxic gases can enter the respiratory system and the conditions described above will be created to a dangerous degree. *If a mouthpiece, nose clip or face mask is dislodged whilst the wearer is in a smoky or toxic atmosphere, it is vital that the wearer should hold his breath and immediately replace the dislodged part.* If, for any reason, there is a likelihood of delay in doing so, the wearer should contact the other members) of his crew, and he should be accompanied to open air as quickly as possible, even though he may not feel any ill effect from the few breaths of contaminated air which he has been forced to inhale. The victim of carbon monoxide poisoning may not appreciate the presence of the gas until it is too late for him to call for assistance or to make his way out of the contaminated atmosphere.

c. Closing down

When a breathing apparatus wearer has completed his task and returns to normal atmosphere, the set should be closed down as follows:

(1) Full face mask : The headstraps should be slackened, the face mask removed and then the cylinder valve should be closed.

(2) With mouthpiece and nose clip : The goggles should be raised and then the nose clip and mouthpiece should be removed. The cylinder valve should then be closed.

2.5 Entering the building

a. General :

If the incident is seen to be large or is likely to be protracted, Stage II of the 'Procedure' may be necessary before action is started. In such cases the officer-in-charge may decide to await reinforcements before committing men to work if his availability is inadequate at the time; for example, the officer-in-charge may decide that communications equipment, which might not be available on the first attendance, is necessary before the men enter the premises.

When plans of the building or hazard are available, they should be referred to as soon

as possible, or if an occupant of the building who has a comprehensive knowledge of the layout of the building is present, he should be consulted. Any time devoted to consultation and study of the situation may result in a considerable saving of time and effort later.

Inside the building it may be found that visibility is extremely poor or non-existent due to lack of lighting (either daylight or artificial), because of smoke of varying density or colour, or because of fumes which are translucent. Lamps are always carried as part of breathing apparatus equipment, but even electric lamps may be of little or no use in heavy smoke conditions. No man should enter or be left alone in a building and the 'Procedure' requires that there must always be a minimum of two men working together.

When passing through compartments or corridors or negotiating stairs, breathing apparatus men should keep to the same side and avoid, where possible, crossing from one side to the other. This is particularly important if a guide line is being secured or a line of hose is being taken into a building as it will avoid confusion or difficulty to subsequent breathing apparatus crews.

b. Working by touch :

Working in pairs engenders confidence, and contact should be maintained as far as possible by physical touch and by speaking when face masks with speech diaphragms are worn. When mouthpieces and tubes are used with breathing apparatus, speech between men should *not* be attempted. Trying to speak 'round the mouthpiece' is dangerous as smoke or toxic fumes could gain ingress.

When in strange surroundings and unable to see, the only course is to work by touch and to follow the elementary precautions of shuffling along with the feet and feeling with the back of the hand for obstructions. In this way any danger of bumping into obstructions or falling down openings in floors or stairways will be minimised. If the leading man halts for any reason, the men following will become aware of this by contact, and the reason for the halt should be communicated as far as possible to the others. This is easy when speech is possible but where speech between the men is not possible and the men following the leader need to halt (as may be necessary when a guide line or communication cable is being laid and secured), an effective method is for the man to give a single tap on the shoulder of the man in front. If some action is required, such as making fast a guide line, the action can be mimed or indicated by sense of touch. When all is ready for moving forward again, the man in front should be tapped twice on the shoulder to indicate readiness to proceed. Another method which can be used when a breathing apparatus man without speech facilities requires to draw attention to himself (for example, to obtain an indication of direction), is for the man to give intermittent loud *slow* hand claps. Whenever such handclapping is heard, the reason for this signal should be investigated by the remaining crew members.

2.6 Emergency procedure

a. Distress alarms

A distress signal warning device (Fig. 6.2) is provided with every breathing apparatus set in order that a breathing apparatus wearer who is in distress can summon assistance. These distress signal warning units should be carried in a standard position (Fig. 6.1) and it is recommended that they be carried on the right-hand side of the set, chest high, with the buzzer facing downwards.

In the unlikely event of a distress signal warning device failing to operate, the warning device of another member of the crew should be operated. When a distress signal warning is sounded, all men hearing the signal must go towards the sound of the signal. The rendering of assistance must take precedence over the work in hand, but due regard must be paid to keeping an escape route open, and once sufficient help is available to deal with the emergency, any branches temporarily abandoned must be got to work again with the minimum of delay.

b. Evacuation of premises

Although a standard evacuation signal of repeated short blasts on a whistle has been recommended by the Central Fire Brigades Advisory Council *(see* the *Manual,* Part 6A: page 73-Book 11 in the new format), such a signal cannot be operated by men wearing breathing apparatus, and evacuation instructions to crews would normally be given via the communications equipment, if in use. If men wearing breathing apparatus, however, hear repeated short blasts from a whistle, they should immediately make their way out of the premises.

c. Entrapped procedure

The object of the entrapped procedure is to enable a man to extend the duration of the breathing apparatus he is wearing in the event of his being trapped and unable to withdraw. In such circumstances, he should relax in as comfortable a position as possible, breathe shallowly and operate his distress signal warning device. If the low- cylinder-pressure warning whistle sounds, the air supply to it should be turned off where a valve is provided.

(1) Oxygen apparatus : These sets have a constant flow or a controlled flow of oxygen from the cylinder, and the entrapped procedure is to allow the breathing bag to fill and then to turn off the cylinder valve. If a man is unconscious or trapped in such a way as to prevent him operating the controls of his set, it should be done for him by another man, if he is in a position to do so. When the oxygen in the circuit has been consumed,

the cylinder valve is opened again and the procedure repeated. For sets fitted with an automatic relief valve, it is important to allow the bag to fill only to the point at which the relief valve operates.

The entrapped procedure, when applied correctly to oxygen sets, can extend the duration of a fully-charged cylinder for several hours.

(2) Compressed-air apparatus : As these sets function on the 'demand' principle, no operation of the controls is necessary on the part of the wearer. A man would, therefore, be protected for a prolonged period even if he were unconscious. The procedure to be followed is simply to breathe as shallowly as possible in order to reduce the consumption of air. When completely relaxed, consumption of air may be reduced to about 10 litres a minute, which is about one-quarter of the average consumption.

2.7 Line signals

There may be occasions when a fireman wearing breathing apparatus has to be lowered down a shaft or sewer to effect a rescue or for other reasons, and some means of communication should be provided. Breathing apparatus communications equipment would be perfectly suitable, and in some cases, such as in cliff rescues, radio or even loud hailers may be used; these, however, do not allow both hands to be free at all times, which is usually essential for cliff rescues. As an alternative, or where breathing apparatus communication equipment is not available, recourse may be made to line signals. The following signals should be employed:

Signal on line	Given by wearer	Given by attendant
1 pull	I am all right	Are you all right?
2 pulls	Pay out more line.	I am paying out more line.
2 pulls—pause—2 pulls	Stop lowering.	I am ceasing lowering.
3 pulls	Haul in slack line, or	I am hauling in slack line,
Repeated, sharp pulls	Haul up.	or I am hauling up.
	Danger—help me out.	Danger—I am hauling up as quickly as possible.

In every instance when line signals are employed, they should be acknowledged by the recipient of the order repeating the signal to show that it has been understood and is being acted upon.

Working in high expansion foam

Because high expansion foam is opaque, visibility in it is nil; also the audibility of speech between breathing apparatus operators when using speech diaphragms may be reduced. In addition, the intensity of the low-cylinder-pressure warning whistle and the warning signal emitted by the distress signal unit is reduced, so there is a need for even greater control when breathing apparatus men have to enter high expansion foam.

Immersion in high expansion foam may, therefore, give a feeling of complete isolation because sounds are virtually inaudible and reports have indicated that firemen may experience psychological effects similar to claustrophobia much more strongly than in smoke. Men should always maintain physical touch with each other and full use should be made of the safeguards provided by guide lines and communications equipment which embodies earpiece facilities.

Working in special gases or vapours

The safety of breathing apparatus wearers depends, of course, upon much more than the efficiency of their sets. It is essential that they should have complete confidence in their sets and in their own ability to cope with all conditions they are likely to encounter in practice. This can only be achieved by thorough basic and regular continuation training.

There are, of course, certain aspects of instruction and training which cannot very well be demonstrated by practical trials. For example, special, care is necessary if breathing apparatus is to be used in trichlorethylene vapour. This substance is a non-flammable toxic liquid used in industry as a solvent and degreasing agent. It is a powerful rubber solvent and trichlorethylene vapour will, in time, penetrate rubber parts of a breathing apparatus. It is essential, therefore, that breathing apparatus should not be worn for longer periods than are absolutely necessary in an atmosphere containing this vapour.

Hydrogen cyanide is another substance which is extremely dangerous, as it can be absorbed through the skin, and so special precautions are necessary. Special precautions are also necessary for ammonia gas which, in strong concentrations, causes acute irritation of the skin, particularly those parts of the body which are wet or covered with sweat. For this reason, special protective clothing (Fig. 9.1) is often worn with breathing apparatus when dealing with incidents involving ammonia.

Fig. 9.1 Ammonia suit worn with breathing apparatus

Working in hot and humid atmospheres

There are a number of factors which may affect the upper tolerance limits for men at work in hot conditions; the most important of these are dry bulb temperature,* wet bulb temperature,* air movement, clothing and duration of exposure. Professor Haldane as long ago as 1905 concluded that wet bulb temperature was the most important single factor limiting a man's ability to withstand heat. It will be seen, therefore, that the worst atmospheric conditions for working are high temperatures associated with high humidity and lack of air movement. Such conditions can build up over a period of time, but it is unlikely that these conditions would occur at fires attended by fire brigades in the United Kingdom. A limited degree of humidity may arise from the combustion of materials containing substantial amounts of water, and of course the humidity will rise when a fire is first attacked with jets of water, but this will also bring down the temperature and create air movement.

In fire situations where there is a lack of ventilation, such as in basements, ships' holds,

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* A measure of humidity of the atmosphere. A pair of similar thermometers are mounted side by side, one having its bulb wrapped in a damp wick dipping in water. The rate of evaporation of the water from the wick, and the consequent cooling of the 'wet bulb', is dependent on the relative humidity of the air. The amount of humidity can be obtained by means of a table from the readings of the two thermometers.

etc., high temperatures will be encountered, and the length of time men will be able to work in them will be governed by the actual amount of physical effort required, the men's ability to withstand heat and not the working duration of the breathing apparatus. Under such conditions, provision must be made to relieve the men at frequent intervals; in extreme cases reliefs at 15-minute intervals may be required.

There is a considerable variation in individual response to heat which may not necessarily bear any relation to the man's physical fitness or his ability to perform the task. The following is a brief outline of the effects of heat on the human body.

The human body is normally constantly generating heat, and surplus heat is dispelled through the skin and by ventilation through the lungs. If the temperature rises in the body due, for example, to exertion or to high ambient temperature, it is dispelled by sweat, which has a cooling effect on the skin as it dries; also some 10 per cent of body heat is dispelled through the lungs, i.e. in exhaled breath. The normal body temperature is about 37°C, and if a man is unable to get rid of the heat he generates through exertion or other reason, the body temperature will rise. If the temperature rises much above 39°C, symptoms similar to those experienced when one has a fever will develop, which will lead to lassitude and lightheadedness. If the temperature rises still further to about 41 °C, the man will become unconscious. The rate at which heat can be dispelled from the body is, of course, slower in hot than in cold conditions, and in hot conditions it is slower if the temperature is humid than if it is dry.

Under hot and humid conditions the moisture in the air makes it more difficult to get rid of body heat because it prevents the evaporation of sweat and the exhalation of moisture and consequent heat from the lungs. For this reason it is desirable that breathing apparatus sets provide so far as possible cool air to breathe, and this is why a cooler is fitted to the regenerative apparatus.

Hot and humid atmospheres are encountered in mines because of the presence of inherent moisture and water together with a lack of ventilation. This condition is, of course, aggravated by fire, and the National Coal Board have had a great deal of research carried out to establish working times for mines rescue teams under varying conditions. Some information about this research may be of interest.

Extensive tests have been carried out at the Mines Rescue Station, Doncaster, and the Department of Human Anatomy at Oxford University, as a result of which conclusions have been reached as to the safe working times for men wearing breathing apparatus in conditions similar to those of the tests. The work routine at the Mines Rescue Station was designed

to represent a mines rescue task, and two types of breathing apparatus were used: the *Proto* and a liquid air set, which, as would be expected, generally gave slightly better results than the oxygen gas set. The men were in two age groups, i.e. 19 to 31 years and 39 to 45 years of age, and the Doncaster tests indicated that there was no effect upon 'tolerance time' due to age; the men of the older group continued to work for as long as the men of the younger group.

The results of the tests show that rescue men wearing *Proto* breathing apparatus may be expected to work in saturated air environments for about 60 minutes when the saturated temperature is 27°C and 19 minutes when the saturated temperature is 38°C. With a dry bulb temperature of 38°C and a wet bulb temperature of 31°C a working time with *Proto* apparatus of 56 minutes was observed. Where the dry bulb temperature was 49°C and the wet bulb temperature was 26°C, the working time was about 55 minutes. The working times at these temperatures were slightly longer when the liquid air sets were used because these sets allow men to breathe cool, dry air.

These figures suggest that firemen wearing breathing apparatus may be able to work in conditions similar to those of the tests for up to one hour. With lower wet bulb temperature, somewhat high dry bulb temperatures could be withstood or longer periods of work undertaken. The normal operational duration of breathing apparatus in use by fire brigades is within the hour, and if men work for the full duration of their sets they should always be rested before they are required to undertake further work.

It should be borne in mind, however, that the working times arrived at as a result of the National Coal Board research are only applicable where the conditions, including the work rate, are the same as those used for the tests. The results should, therefore, be taken as a broad guide only, as fire-fighting conditions may differ considerably from those of the tests. The working times of men wearing breathing apparatus should be determined solely by the conditions obtaining at the time, and as already stated, 15 minutes' working may not be excessive in certain situations under severe conditions.

2.8   Front Office Administrator — Reception & Office Manager

The Role

You are the first point of contact - the face and voice of Olive Group. You will welcome visitors and take calls in a warm and professional manner. You will appreciate the

importance of reception and the significance of being at the forefront of a successful business. You will also act as the Office Manager in ensuring the smooth and efficient running of the office and all ancillary operations.

Key Responsibilities:

- ❖ Accommodate visitors, clients and job candidates
- ❖ Operate switchboard and direct potential clients to relevant departments
- ❖ Control distribution of conference call numbers
- ❖ Coordinate conference room bookings and appointments
- ❖ Record, file and track all outgoing and incoming courier and sort mail
- ❖ Manage all matters pertaining to reception/office appearance and utilities
- ❖ Cooperate with Office Manager on local facility
- ❖ Maintain database of suppliers and service providers
- ❖ Procure office furniture and supplies
- ❖ Maintain inventory of office stationery
- ❖ Assist Office Manager with office fit out requirements
- ❖ Record all incoming invoices in PDB register, gaining appropriate approval where necessary, and forward to Finance Department in a timely fashion
- ❖ Prepare expense claims for UK staff, gaining appropriate approval where necessary, and forward to Finance Department in a timely fashion
- ❖ Prepare petty cash records and cash count on a monthly basis, and send information to Finance Department by the end of the month
- ❖ Maintain updated list of UK staff names, contact information, birthdays and movement records
- ❖ Assist with administrative tasks and provide research and administrative support to all departments and individuals, where necessary
- ❖ Ad hoc duties as required and directed by your line manager

Requirements :

Essential Skills:

- ❖ Excellent communication and telephone skills (fluent, spoken and written English)
- ❖ Good computer skills - efficiency in MS Office (Outlook, Word, Excel, PowerPoint)
- ❖ Administration skills

Key Characteristics:

❖ Friendly personality - approachable, outgoing, assertive

❖ Good organisational skills: ability to prioritise, follow up and multi-task

❖ Flexible and resourceful at problem-solving

❖ Ability to work independently or as part of a team

About the Company

Olive Group is a global provider of integrated security and risk mitigation solutions that enable governments, non-governmental and international organisations, and commercial customers to assure high-value assets.

The company offers an array of security services and technology-enabled solutions to support critical infrastructure protection, post-conflict reconstruction, humanitarian work and emerging market requirements.

Olive Group operates in over thirty countries with principal offices in Dubai, London and Washington, D.C.

2.8.1 Operating Skills for Security of Office Premises

❖ Introduction

❖ Security of Office Premises is required for the safety of employees as weii as for the security of information, Office Equipment and all valuables that may be inside the Office.

❖ The extent of security shall depend on the type and nature of the operations being carried out from the concerned office.

❖ Extent of security may also depend on security situation of the area where the office is situated.

❖ Types of security.

❖ Security may initially cover the physical barrier and a dose screening of visitors at the reception area.

❖ There may be a Silent Trouble Alarm with a button with an officiaf to control it which if pressed may aiert the Security Guards or other employees or even the local police station who can then respond to such distress call.

❖ There must be a procedure in vogue for Badge issue and control of badges and for Escort of certain visitors and the details of security staff engaged at specified hours in such escort services

- ❖ In specific cases, visitor may be asked to establish their identities
- ❖ In high security zones, the Entry Door may be opened only to authorized visitors
- ❖ General Office Security
- ❖ Security personnel should not allow strangers to carry strange objects or ieave behind anything in the office where they enter
- ❖ Security personnel must check the office at the end of the day to see if any strange object is left behind or even to see if any file marked "Confidential" is left on the desk
- ❖ Security persons must check ir any valuables or money is left behind on the office table or elsewhere
- ❖ The Name of the Fire Safety !n-charge during specified hours must toe logged by the Security Department
- ❖ There must be fire drills conducted and the dates of such drills must be logged.
- ❖ The Security personnel must check every fire extinguisher and see that the refills are done on time and that those equipments are not tampered with
- ❖ Fire extinguishing "Sand Buckets" and "Water Buckets" must be maintained.
- ❖ Fire Safety Inspection must be done periodically and logged by the Security personnel
- ❖ Security personnel must be provided with Communication Equipments
- ❖ The list of High Frequency / Very High Frequency Radios, mobiles. Waikie - talkies, wireless phones etc. must be recorded along with the names of persons to whom those units are allotted.
- ❖ The Security personnel must have a list of all Office Vehicles and the names of all the drivers and helpers engaged on each day.
- ❖ The Security personnel must also have a list of ail equipments installed in specific vehicles viz. -Radios. Wireless sets etc.
- ❖ Special Security Aspects
- ❖ Visitors must not be allowed to loiter near the office
- ❖ It a threat is perceived, such as a bomb or extortion threat, the security person must stay calm and 'listen carefully and try to trace the calier or keep options open so that the caller can be traced later.
- ❖ Security persons must not fake any risks keeping in mind the overall personal safety or ail staff members

- In case intruders manage to penetrate and enter the office, the security persons should tactfully isolate those persons in an area where they do not get access to telephones and other communication equipments.
- Efforts must be made to alert the appropriate Authority about a threat
- After the threat is over, no security person other than the Authorized Spokesperson shouid issue a statement to the press or any other media
- A Threat analysis shouid be done and that should cover:
    - General threats
    - Threats based on Political factors
    - Threats based on economic factors
    - Threats depending on local factors
      involving criminals and hostile organizations.
- Security persons must keep track of all property removed by maintenance staff or outside service personnel or vendors.
- Security personnel must take into consideration Office Computer Security aspects such as - List of all Desktop and laptop Computers, location of the Servers and the number of Workstations.
- The Securitv personnel must know who controls the Keys of afi the iocfcs including the duplicate keys and their custody. Control and procedure for handling situation where keys might get iost must be taken care by the Securitv personnel.
- The Security Personnel Operating in the Office, must know the details of all Local Staff, Number of Direct Staff- employees, Number of Contract-employees , Number of Trainees and the Number of Labours and Workers engaged on a particular day with deiaiis of their time of entry and their departure.
- Conclusion
- From the above areas required to be dealt with by the skmed Security staff personnel deputed at the Office premises, we can sum up by saying that:
- Skilled Office Security Operations should cover areas such as:
    - Physical Security Control
    - Access Control
    - Communication Control Contingency planning under threat / crisis situations
    - Deployment of local guards
    - Assistance from the iocai community

Almost every company facility has security guards. Security guards are found at access control points, reception areas, around buildings and in industrial areas. They are in usually in uniform and they represent an image of the company to the outside world and to employees and contractors. Every guard is seen as a representative and a symbol of the security function of a company as a whole.

But in many parts of the world, guards are ill-trained, ill-disciplined, and generally disrespected. Why then do we employ security guards?

The overall objective of employing a guard force is to provide risk-based security services. They protect personnel and assets and to deter, delay and detect unauthorized intruders and to respond to incidents. They provide reassurance to the workforce and support other functions concerned with safety and emergency response.

A guard force is ideally motivated, competent, trained, engaged and responsive. If achieved, respect for the guard force follows and it wilt be easier to have a reliable and effective security function in place. If not, there is a serious risk that a guard force will be seen as a costly burden that serves no useful purpose and this will reflect generally on the security function at any given location, and on the company operation as a whole.

This report provides advice, and sets out the principles and guidelines to develop an effective guard force, as well as discussing administrative and contractual elements of guard force engagement. The principles and guidelines set out are based on the collective knowledge and experience of members of the IOGP Security Committee. Interested readers may wish to refer to numerous publications and websites for more detailed guidance. One example is the UK's Centre for the Protection of National Infrastructure (CPNI) paper on guard force motivation, which can be found at http://www.cpni.gov.uk/documents/ publications/ 2011/2011024-personnel security-guard force motivation. pdf?epslanouaoe=en-ob . The American Society for Industrial Security (ASIS) recommends 'Guard Force Management' (Lucien G Canton, 2003, ISBN 978-0750677417) as a reference document for this subject.

2.9 Procurement and contracting

The procurement process or engaging a guard force can be time-consuming and requires careful planning.

Sufficient time should be allowed to:

❖ construct a scope of work

- ❖ establish technical criteria on which to assess potential contractors
- ❖ carry out appropriate due diligence enquiries on prospective contractors
- ❖ conduct a tender and bidding process
- ❖ carry out technical and commercial evaluations, including inspections of sites already served by the candidate contractors
- ❖ execute the contract.

A comprehensive risk assessment should be undertaken to identify what security services are required from a guard force.

This can vary enormously depending on a very wide range of factors. At one end of the scale, a company could be looking for a static reception and access control service and, at the other, a well-trained, disciplined force capable of dealing with hostile incidents.

Specific regulatory requirements should be taken into consideration that could dictate the nature of the security response available and impose some procedural commitments on the company, such as additional clearances for firearms and/or payments to government for security services.

2.10. Guard Forces

International law and custom hold the host government responsible for the protection of diplomatic missions. However, the United States and other nations often supplement security forces provided by the host government. The United States uses Marine Security Guards and local contract guards for this purpose. This program is particularly important in those numerous cases where the host is unable, or unwilling, to provide our overseas posts with adequate security. In this section of the report, the Panel provides comments and recommendations concerning local guard forces and Marine Security Guard Detachments.

The Panel studied individual post assessments of the foreign contract guard forces that are assigned to perimeter security duties at missions overseas. The picture that emerged from the post assessments is that the Department of State's guard force program is lacking in several areas. There is no consistency in the quality of the local guard force programs from post to post, even within the same country. The Panel found no correlation between the quality, training and preparedness of the guard force at a post and the level of threat.

The Department of State's Regional Bureaus allocate varying sums for contract guard

forces to the posts. Also, widely varying pay scales for contract guards exist. Regional or post security officers are responsible for supervising the contract guard force. However, the level of training they receive does not appear to be adequate. Many of the problems cited by the posts, including illiteracy, lack of standardized equipment, and inadequate training, can be attributed in part to the fact that the Department of State has not published a guard force manual establishing minimum but precise standards. It is increasingly important, considering some of our posts in highly threatened environs, that the Department explore new and aggressive means of upgrading and standardizing the guard force program. In summary, the Panel believes that broad reforms are necessary in the guard force program.

Almost every company facility has security guards. Security guards are found at access control points, reception areas, around buildings and in industrial areas. They are in usually in uniform and they represent an image of the company to the outside world and to employees and contractors. Every guard is seen as a representative and a symbol of the security function of a company as a whole. But in many parts of the world, guards are ill-trained, ill-disciplined, and generally disrespected. Why then do we employ security guards? The overall objective of employing a guard force is to provide risk- based security services. They protect personnel and assets and to deter, delay and detect unauthorized intruders and to respond to incidents. They provide reassurance to the workforce and support other functions concerned with safety and emergency response. A guard force is ideally motivated, competent, trained, engaged and responsive. If achieved, respect for the guard force follows and it will be easier to have a reliable and effective security function in place. If not, there is a serious risk that a guard force will be seen as a costly burden that serves no useful purpose and this will reflect generally on the security function at any given location, and on the company operation as a whole. This report provides advice, and sets out the principles and guidelines to develop an effective guard force, as well as discussing administrative and contractual elements of guard force engagement. The principles and guidelines set out are based on the collective knowledge and experience of members of the IOGP Security Committee. Interested readers may wish to refer to numerous publications and websites for more detailed guidance. One example is the UK's Centre for the Protection of National Infrastructure (CPNI) paper on guard force motivation, which can be found at http:// www.cpni.gov.uk/documents/publications/2011/2011024- personnel security-guard force motivation. pdf?epslanguage=en-gb . The American Society for Industrial Security (ASIS) recommends 'Guard Force Management' (Lucien G Canton, 2003, ISBN 978-0750677417) as a reference document for this subject.