

Security Forces



The security force of an installation or facility provides the enforcement medium in the physical security program. This force consists of persons specifically organized, trained, and equipped to protect the physical security interests of the command. It is a commander's most effective and useful tool in a comprehensive integrated physical security program.

9-1 Types of Security Forces

a. Military.

(1) On an installation or facility, military security forces may be military police or they may be from other branches.

(2) The interior guard type of security duties are performed by installation or facility unit troops on a roster basis. Military police normally perform security duties that require higher degrees of training and experience, such as:

- Security of restricted areas.
- Security of specific sensitive gate(s).
- Supervisory or coordinated role with other military or DOD Civil Service Security Guards.

(3) Depending on the mission, area, facilities and/or functions to be secured; enemy situation; and similar factors, a military police unit may perform the entire physical security function. When it cannot assume responsibilities for all of the physical security requirements in the command, other physical security forces must be required.

(a) These additional forces may consist of personnel furnished by other units of the command on a daily, weekly, or other periodic basis. While this method has the single advantage of providing additional manpower, it has the disadvantages of rapid turnover and lack of training of such personnel in security requirements and procedures. If used,

such personnel should be assigned the least sensitive posts or patrols.

(b) The military police unit may be augmented either by over-staffing if qualified personnel are available, or by activation of a provisional unit(s) under the provisions of AR 220-5. Such a unit may be of any size (such as platoon or company).

■ This type of action must be approved by the senior commander from whose resources the personnel will be drawn.

■ This method has the advantage of providing a more stable force than described in paragraph 9-1a(3)(a) above and an organizational framework in which training and operations can be more realistically blended.

■ The disadvantages of this type unit are that it is considered only a temporary measure, and the personnel are obtained only on a temporary duty or detail basis from their parent units. It is intended for use only in unforeseen circumstances and for temporary periods. Should a continuing need be anticipated, action should be initiated for activation or assignment of additional military police TOE/TD units or other security guard type units.

(4) Another source of physical security forces is the combat arms branches, especially the infantry. Units of such branches may be attached to military police units, and as such, may be designated as security guards and assist in all required and appropriate operations.

(5) A final source of military forces maybe the host country in an oversea area.

Military or paramilitary units of the host country may also be attached to, or operate in coordination with, military police. They may also be supplemented with national police of their own country.

b. Civil Service. These security personnel are uniformed civilian employees of an agency of the government. They are customarily trained and organized along semimilitary lines. The organization may be completely civil service or may be composed of civil service personnel under military supervision. In either case, it is under operational control of the provost marshal or security officer.

c. Labor Service Personnel. In addition to military and civil service forces, labor service type units composed of local civilian personnel have been organized and used successfully in a theater of operations. These types of units were organized after World War II and since that time have established enviable records in the physical security field. These personnel, men of many nationalities, are distinctively uniformed, organized, and equipped. They have set and maintained the highest security standards, resulting in a very minimum loss of property. While not military organizations as such, these units have successfully developed a high sense of duty and esprit de corps, which has been reflected in their outstanding contributions to the physical security of installations in oversea commands.

d. Auxiliary Force. It maybe advisable to have an auxiliary force to supplement the regular force and to relieve the regular force for additional duties which may be required during a disaster or national emergency. Auxiliary force personnel should be drawn from installation or facility personnel.

(1) Retired military personnel may be used if they are physically capable.

(2) The auxiliary force should be organized in the same manner as the regular security force.

(3) It maybe necessary to train certain of the regular force in supervisory positions so a nucleus of supervisory personnel is available to staff the auxiliary force in case the need for their service arises.

(4) Auxiliary forces should be adequately trained and equipped to be able to function effectively. A uniform, or at least a distinctive arm band, should be provided. Arms and other necessary equipment can be issued as needed from regular supply channels. An intensive training program should be set up whereby each auxiliary receives at least the basic training of a member of the security force and periodic refresher training.

(5) If auxiliaries are employees, this training should be accomplished during normal working hours so as to interfere with their normal working schedule as little as possible.

(6) Such use of nonmilitary personnel must be closely coordinated with the personnel officer and the G1, as to employment aspects; and with the staff judge advocate as to legal aspects (such as liabilities, responsibilities, etc.).

9-2 Authority and Jurisdiction

It is most important that the provost marshal or security officer determine (and instruct his security force in) the extent and limitations of the commander's jurisdiction in the field of law enforcement and investigations.

a. Jurisdiction of Place.

(1) Military installations and facilities. Whether state or Federal law or both are applicable on a particular portion of a military installation or facility depends largely on the nature of jurisdiction over the land involved. The amount of Federal jurisdiction will vary between different areas of the same installation or facility.

The legal formalities of acquiring jurisdiction over land under the control of the Secretary of the Army are accomplished at Department of the Army level and in accordance with the provisions of AR 405-20. Information and advice relating to jurisdictional questions should be obtained through the office of the local staff judge advocate. If the required information is not available in that office, it will be furnished to the staff judge advocate by Lands Division, Office of the Judge Advocate General.

(2) Areas outside military installations. Areas outside military installations are generally subject to state and local law. However, there are exceptions. Information and advice in this regard should be obtained through the local staff judge advocate.

(3) Oversea areas. In oversea areas, jurisdiction of place varies according to the military situation, and existing international treaties, contracts, and agreements. Guidance should be obtained in each instance and area from the commander and the staff judge advocate, and set forth in appropriate command directives.

b. Jurisdiction of Persons.

(1) Jurisdiction of persons follows, in general, the limitations of jurisdiction of place.

(2) Military police have jurisdiction and authority over persons as described in FM 19-5 and related publications.

(3) The source of authority for Federal civilian employees assigned to security, police and guard duties is derived from the commanding officer of the installation. These personnel can have no more authority than he possesses and are subject to any limitations imposed thereon.

(a) Security force personnel may enforce all offenses under the UCMJ, military regulations, Federal law and

regulations, and state law where applicable.

(b) Security force personnel may be given the same authority as MPs over all personnel subject to military jurisdiction, including apprehension, detention, search, and interrogation.

(c) Security force personnel have no specific grant of authority over civilians other than the right of citizen's arrest, which every citizen enjoys.

□ They maybe deputized in accordance with state authority where applicable, but only upon prior permission from DA and must serve in that capacity without extra compensation. (See Federal Personnel Manual § 734.101.)

□ Department of Justice policy is against deputizing such personnel as US Marshals. (See Op JAGN 1952/82, 2 Dig Ops Posts, § 23.1.)

(4) The commander is the source of jurisdiction and authority for all other personnel assigned to security force duties.

9-3 Personnel Selection

Regardless of the use of structural, mechanical, electronic, and other supplements, the human element in security operations makes the difference between success and failure. Commanders and supervisors have a definite responsibility, under the provisions of AR 604-5, to insure that security personnel who control access to restricted areas and classified activities are screened, selected, cleared, retained, or disqualified, based on criteria contained in that regulation.

a. Desirable Qualities of Security Force Personnel. Most of the qualities desired in security personnel are developed through training and become instinctive through experience. Every person assigned to security duties must recognize the part he plays in this development; he must have an

Security Force Qualities

Alertness

Tactfulness

Trustworthiness

◦ Sound Judgment

Self-Control

Reliability

Confidence

Loyalty To Job

Security Clearance

Physical Fitness

Responsibility

Good Mental Attitude

awareness of his need to acquire this instinctiveness and a willingness to learn principles of self-improvement. Many qualities are desirable for security personnel; however, only those considered essential for key performance of security duty are outlined below:

(1) Alertness. This quality, more than any other, will determine the effectiveness of a person assigned to security force duties. It must be cultivated by all security force personnel. Even though hundreds of contacts are made with individuals who show proof of the right and need to enter a restricted area, for example, one contact could be with a person who should not enter. To be able to detect this one exception, the security guard must be constantly alert.

(a) He must watch for deviations from the normal, such as a strange car near his post, a person approaching from an area which is not normally used, or nervousness in an approaching individual.

(b) Little things that seem to have no significance may add up to something important. Alertness can be achieved only by keen watchfulness and by diligent application to the requirements of the patrol or post.

(c) Technological advancements in

communications equipment and protective alarm systems enhance the effectiveness of security forces; but nothing can be substituted for the alertness of security force personnel. Alertness makes the difference between effective security and a lack of security.

(2) Judgment. Sound judgment is more than the application of common sense—it is the power of arriving at a wise decision. The process involves mental comparison of an unfamiliar situation with a similar situation of known values and relationships. With careful discrimination during the process of elimination, the formulated decision will be sound. It follows that knowledge precedes judgment, and experience provides knowledge. Both are necessary. Security instructions cannot cover each situation. They can provide only fundamental guidelines, because each situation is unique and requires individual consideration. Each guard must develop the ability to observe, compare, and discriminate similarities and differences. However, a word of caution is in order: **security personnel should be trained to call security headquarters for instructions when in doubt as to a situation or experience.**

(3) Confidence. This quality is not

inborn-it is learned. Confidence is a state of feeling sure, a state of mind free from doubt or misgivings. Confidence includes faith in oneself and in one's abilities, and nothing can bring out self-confidence like job knowledge. Each man must have confidence in himself, his weapons, his leaders and other members of the security team. Confidence is thus best achieved through thorough and proper training and competent supervision.

(4) Physical fitness. Security duty is difficult and demanding. The security of an installation or facility-and even the life of the person assigned to security duties-may depend upon his physical fitness. Training in the techniques of unarmed defense and in physical conditioning is essential for developing this quality.

(5) Tactfulness. The ability to deal with others without giving offense is a quality desired in security personnel. It is difficult to assume the authority and responsibilities of security duty without consciously or subconsciously displaying a sense of superiority and an overbearing manner. Security personnel must be able to give instructions clearly and concisely, firmly, and authoritatively, but without arrogance.

(6) Self-control. Security duty presents situations which require not only sound judgment and tact, but also self-control. When an individual is offensive, the security guard must be impersonal in his response, or he will likely lose control of his temper and of the situation. The security guard, after he has given his instructions, should keep his conversation to a minimum. A person who is trying to beat the system will attempt to make the security guard angry. A person on the defensive does not have the situation under control. This situation will occur most frequently in making apprehensions, issuing traffic citations, and during civil disturbances.

b. Other Requirements.

(1) In selecting personnel for security force assignment and in their continuing performance, each man's general mental attitude toward life and his job is most important. Uncompromising interest and loyalty to the job are particularly applicable to security personnel. Supervisors must be alert for any change in this attitude that might adversely affect the performance of security personnel.

(2) Only personnel of known responsibility and trustworthiness should be assigned to security duties. Security clearance criteria for security positions must be based principally on the security classifications of the information to which access will be granted. Security positions are normally designated as sensitive, and require a security clearance of SECRET. Army Regulations 381-130 and 604-5 describe criteria and procedures governing security clearances for military personnel and affiliated civilians. Appropriate civilian personnel regulations should also be consulted where civilians are involved.

(3) Requests for security clearance must be processed in accordance with the above cited regulations.

(4) Positive evaluation of the reliability of all personnel must be made before they are entrusted with access to classified or sensitive information and followup action must be made on all personnel who are granted security clearance to insure that their actions are above reproach. Those personnel not meeting or adhering to the prescribed standards must have their security clearances revoked, and thereby lose their access to areas containing classified information or material (AR 604-5).

c. Women. Security positions maybe efficiently filled by women. Women are required where search of females is necessary.

9-4 Organization and Employment of Forces

The discussion in this section is directed primarily toward physical security in a static situation, such as a CONUS installation or facility. Some of the factors discussed are applicable in other situations, such as in an active theater of operations; others are not.

a. Organization. The organization of a security force will vary depending on circumstances and forces available. Forces may be organized by:

- (1) Fixed post deployment.
- (2) Patrol deployment.
- (3) Reserves.
- (4) Any combination of these three.

b. Manpower Requirements. These requirements for a security force will vary according to the types of operations being

performed. A method for computing requirements is shown in the following example (see also ARs 310-31, 570-2, and 570-4):

- (1) **Function:** physical security.
- (2) **Work activity:** fixed security post.
- (3) **Work unit:** fixed security post. Post is operated on a continuing basis, 24 hours a day, 365 days a year, with 2 men on duty at the post at all times.
- (4) **Performance standard:** 52.8 man-hours per fixed post per day.
- (5) **Productive hours per man per year:** 2,753 man-hours. Based on 12-hour shifts, 4,380 man-hours are available per man per year. Of this total, 1,627 man-hours are nonproductive by reason of preparation for duty, maintenance of equipment, briefing, travel to and from posts, and similar requirements.
- (6) **Formula for determining authorization criteria** (also see chapter 2):

$$\frac{\text{Man-hours required per post per day}}{\text{Productive man-hours per man per year}} \times \text{Operational days per post per year} = \text{Number of direct workers required to man one post}$$

(7) Computation:

$$\frac{52.8 \times 365}{2,753} = 7 \text{ direct workers per post}$$

(8) Authorization criteria: Seven direct workers for each two-man post.

c. Shifts. Security forces are normally organized into three or four shifts, usually on duty for eight-hour periods. Normally, one individual is placed in charge of each shift of the force. Clear and definite understanding should exist as to seniority and who is in charge of the shift. Changes of shifts should occur before peak periods of activity in the normal operation of the installation or facility. The minimum requirement of security personnel for each shift should be established by dividing the total number of man-hours needed by hours in the shift. To this number must be added sufficient manpower to provide relief, which is usually based on one-half hour per man needed for each shift. If there is a post or patrol requiring less than 8 hours duty occurring during a shift, this security may be provided by drawing a man or men from a less essential mission, or by adding personnel to the shift and using their services in some other post on patrol, or as relief during extra time.

9-5 Security Force

a. Instructions to the security force should be issued in writing. These instructions are normally in the form of General, Special, or Temporary Orders, and should be carefully and clearly worded to include all necessary phases of each assignment. They should be reviewed at least monthly to be certain they are current. Categories of instructions and the scope of each are as follows:

(1) General Orders are those which concern the security force as a whole and

are applicable at all posts and patrols. They must cover such items as wearing of the uniform, reporting for duty, report writing, etc.

(2) Special Orders pertain to the conduct of a permanent post or patrol. Each permanent post or patrol should have Special Orders issued concerning the location, duties, hours manned, arms, ammunition and other equipment required, and instructions on the use of force in enforcement and apprehension activities.

(3) Temporary Orders are issued for a short period covering a special or temporary situation and having no permanency at the time issued. If it can be predetermined, such orders should indicate the period of time for which they are valid.

b. A security force manual or handbook covering standing operating procedures, and setting forth policies, organization, authority, functions, and other required operating information, should be prepared and distributed to each member of the security force for required reading. Each man should be held responsible for full knowledge and understanding of its contents. Each installation provost marshal, physical security officer, or chief of guard force, should conduct periodic inspections and examinations to determine each individual's degree of understanding of and compliance with all security force instructions.

9-6 Headquarters And Shelters

a. Location of the security force headquarters will depend on the size and layout of the installation or activity. The objective is efficient control of the security force, and adequate security of vital activities. On a small installation there is frequently only one full-time entrance, which may be supplemented by several part-time

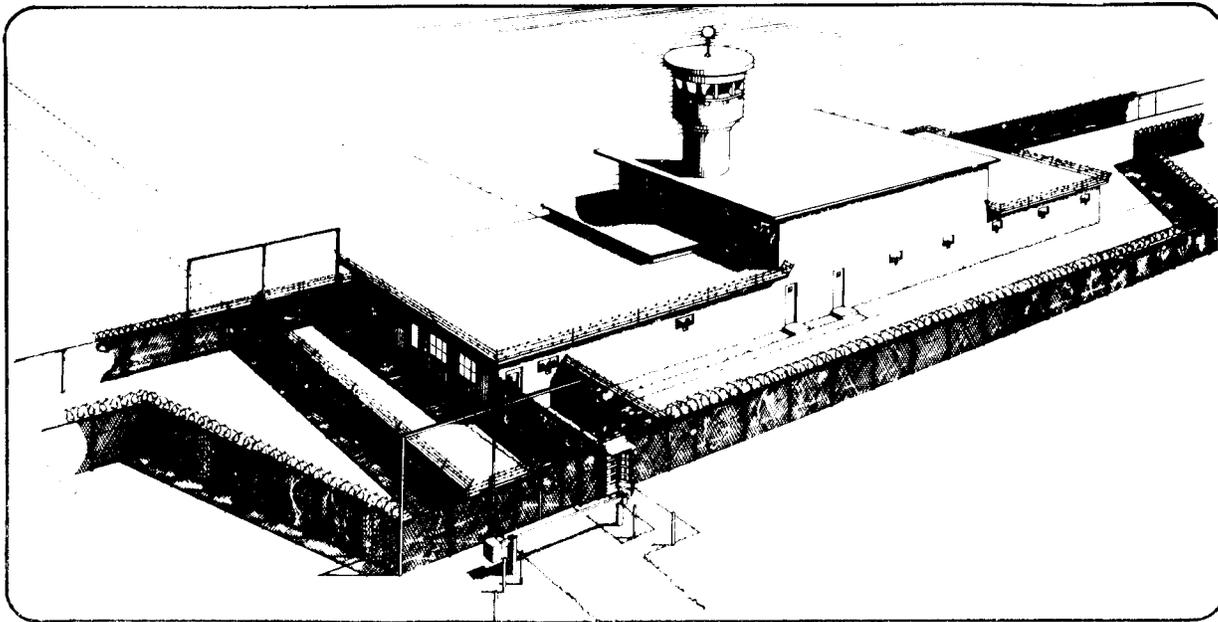


Figure 67—Location of security forces and headquarters.

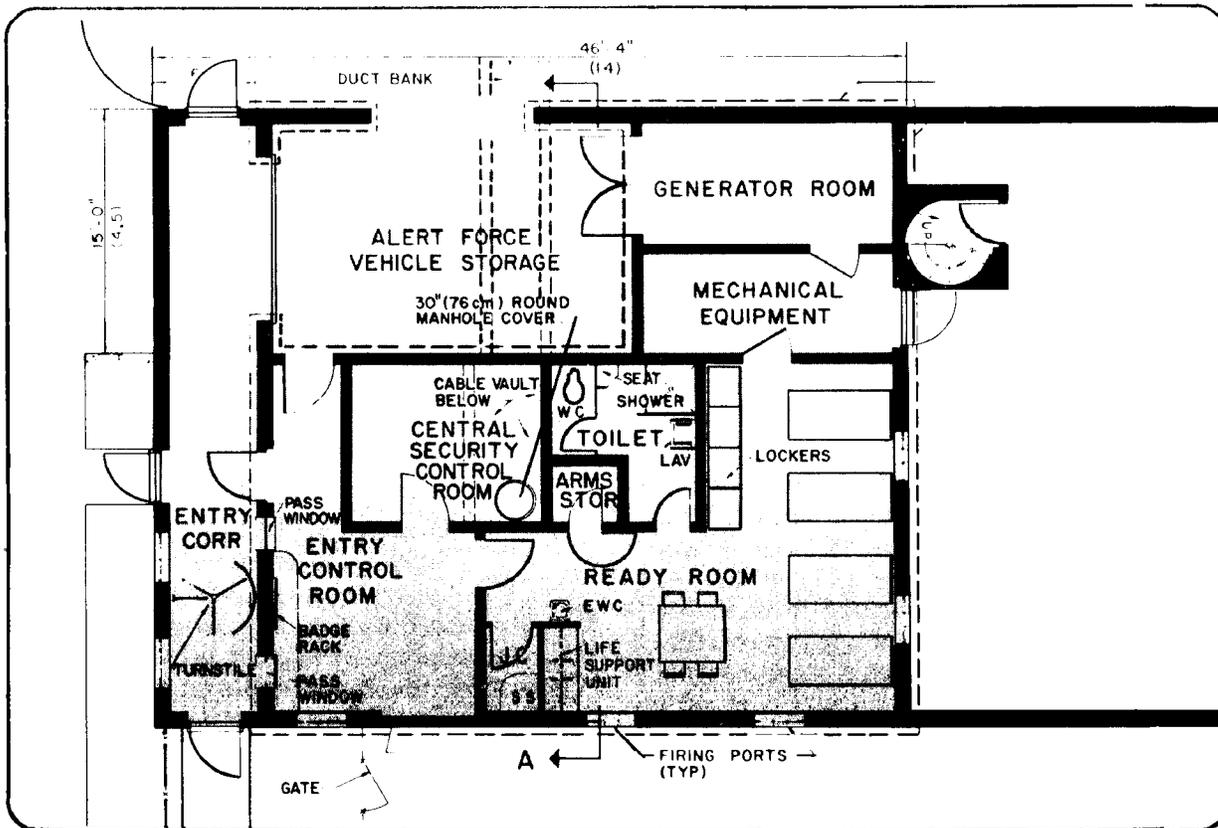


Figure 68—Floor plan for security force headquarters.

entrances. At such an installation the logical location of the headquarters would be at or near the main entrance. On the other hand, at an installation of large acreage it might be much better located near the center of the main group of buildings.

b. The security force headquarters should be the control point for all matters pertaining to physical security of the installation and the terminal or monitoring point for protective alarm and communication system (see figures 67 and 68, page 162).

c. A list of key telephone numbers should also be available for use in emergency operations. It is frequently the office of record on security matters, and usually houses the pass and badge office with its identification and visitor control files. It should have a reliable and independent means of contact with nearby civil authorities.

d. Personnel shelters should be designed to provide occasional temporary protection from severe weather. The design should include space for one person only; facilities such as heat, ventilation, storage space for essential accessories, and lighting that will not expose the occupant; and good visibility in all directions (see figure 68). (For towers, fence, and protective lighting, see chapters 5 and 6.)

9-7 Execution Of Security Activities

a. Security personnel should definitely and clearly understand their **relationship to employees**. They have certain duties to carry out in respect to employees, but bad employee relationships can result if security personnel become impertinent and assume powers not rightfully theirs.

b. Security personnel must understand the methods and techniques that will detect

security hazards and assist in identifying violators and intruders.

c. Written reports should be required for all security activities. These should be prepared by each man and turned in to the supervisor for necessary action.

d. Personnel who are assigned to fixed posts should have some **designated method of securing relief** when necessary. Where fixed posts do not permit the person to move at all, such as posts on watch towers, arrangements should be made so they may leave their posts at least every two hours.

e. A simple but effective **plan of operation** should be worked out for the security force to meet every foreseeable emergency. Practice alarms should be conducted frequently to test the effectiveness of this plan and the understanding of it by the security force. Such plans should be designed to prevent a diversion at one point in the installation, drawing off the guards and distracting their attention from another section of the installation where unauthorized entry may be made.

f. Routes for security patrols should be varied at frequent intervals to preclude establishing a routine which maybe observed by potential intruders and used to gain entrance.

g. Records of tours and reports to headquarters should be carefully checked. Failure to record a visit at a designated station, to report to headquarters as required, or any other deviation from established reporting procedures should be investigated immediately. (1) Security personnel should have no firefighting or other similar duties regularly assigned. Such emergencies offer an excellent diversion to cover the entrance of a saboteur or pilferer. Consequently, during such times security personnel should be exceptionally alert in the performance of their duties. (2) It must be strongly emphasized that security personnel will be used for

security duties and should not be given other routine functions except as directed by the commander or his representative. (3) They may and should, however, be given cross-

training in other areas such as firefighting, so they maybe used when required and when circumstances permit (such as when off duty).

Training

Section III

9-8 Training Requirements

The extent and type of training required for security forces will vary according to the importance, vulnerability, size, and other factors affecting a particular installation or facility. The objective of the training program is to insure that all personnel are able to perform routine duties competently and to meet emergencies quickly and efficiently.

9-9 Benefits Of Proper Training

a. Efficient and continuing training is the most effective means of obtaining and maintaining maximum proficiency of security force personnel. Regardless of how carefully a supervisor selects personnel for his force, seldom do they initially have all the qualifications and experience necessary to do the job well. In addition, new and revised job requirements frequently mean that personnel must be retrained for different jobs and skills. The gulf between ability and job requirement can be bridged by training.

b. It is also well for supervisors to remember that all people do not have the same training needs. It is a waste of valuable time to train an individual in subject matter which he has already mastered, and it is a source of dissatisfaction to the man when he is subjected to instruction that he knows is not

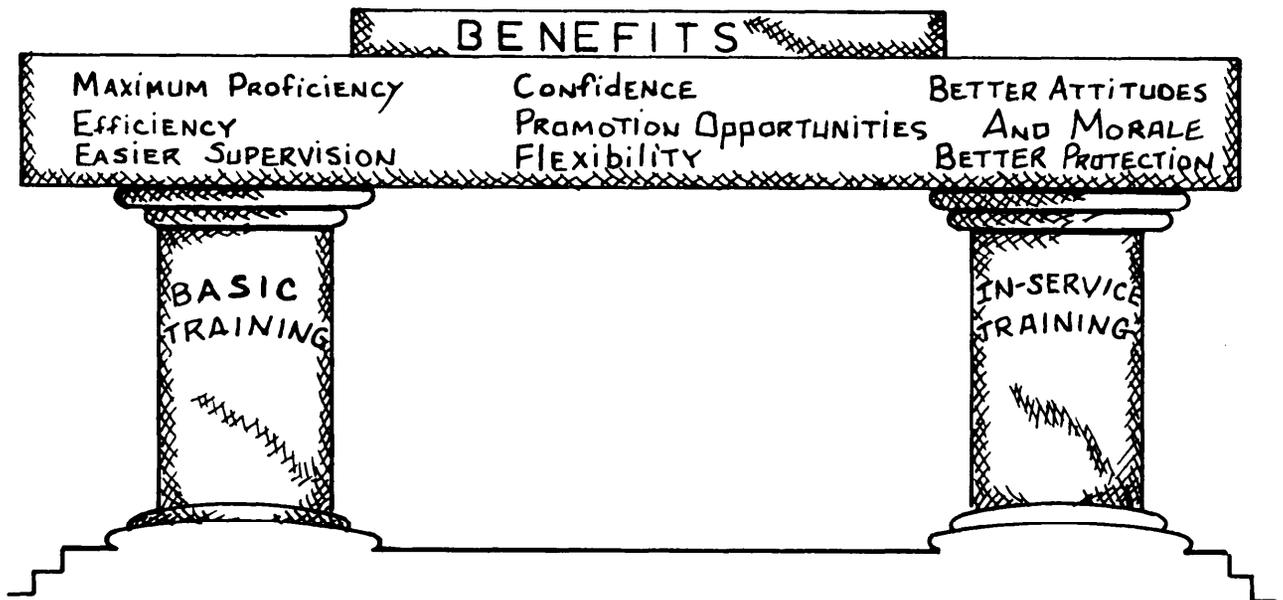
appropriate to his skill level. Past experience, training, acquired skills, and duty assignments should be evaluated for each person as an aid in planning an effective training program.

c. A good training program has benefits for both the installation and the security force. Some of the benefits are:

(1) For supervisors. The task of supervising the security force is made easier. There is much less wasted time. Fewer mistakes are made. The resulting economies of motion or action are of benefit to the installation. There is also less fiction with other agencies. A good program also helps to instill confidence, which is most valuable to a security force.

(2) For security personnel. Training benefits personnel because their skills are increased; it provides increased opportunities for promotion; and it provides for better understanding of their relationships to the command or management.

(3) For the security organization. Good training helps to provide for more flexibility and better physical protection, fewer required personnel, and less time required to learn duties and requirements. Training also helps to establish systematic and uniform work habits. An effective program helps to create better attitudes and morale.



9-10 Basic Training

a. Military police personnel assigned to physical security assignments, as a minimum, have completed basic training and advanced individual training. Dependent on their experience, they may need special training in physical security or only such additional training as required by the peculiarities of the installation.

b. As a minimum, personnel (including civil service security personnel) who have not had security police training should receive training at their assigned units or agencies in their security duties, to include:

(1) **Care and use of weapons.** No man should be placed on security duty unless he has completed at least familiarization firing within the past 12 months with the weapon with which he is armed. Weapons training must also include thorough indoctrination and understanding of the provisions of AR 190-28, concerning the use of force by law enforcement and security personnel.

(2) Area of **responsibility and authority** of security personnel, particularly on

apprehension, search and seizure, and the use of force.

(3) Location and use of **first aid and fire control** equipment and electrical switches.

(4) Duties in event of **emergencies**, such as alerts, fire, explosion, civil disturbance, etc.

(5) Common forms of **sabotage and espionage** activity.

(6) Location of **hazardous and vulnerable equipment** and materiel.

c. Army Training and Evaluation Program (ARTEP 19-97).

d. Special training to fit individual situations may be required at installations where security duties are unusually varied or complex. Key personnel should be chosen to attend specialized security courses available at the US Army Military Police School/ Training Center, Fort McClellan, Alabama; or specialized oversea command courses. Extension courses covering physical security subject matter are also available for all personnel on a self-study basis from

9-11 In-service Training

a. When a new individual is assigned, he must be given instruction in conditions peculiar to his post. Whenever possible, his first assignment should be with an experienced man. Additional in-service training and periodic retraining to review basic material and such other subjects as may be applicable to the specific installation is a continuous requirement for training supervisors.

b. Scheduling classes for nonmilitary-type security forces is often difficult. It is often impossible to assemble an entire security force or even a complete shift at any one time to participate. As a result, the supervisor of training must take care to provide an opportunity for each man to receive the training he needs.

9-12 Evaluation of Training

a. Using tests or examinations (FM 21-6) to evaluate performance is a necessary step in the training program. These tests, which may be oral, written, or a type of performance test, should be given at least once a year to determine that high standards of proficiency are achieved and maintained by the entire force. A testing program also aids in improving training by:

- (1) Discovering gaps in learning.
- (2) Emphasizing main points.
- (3) Evaluating instructional methods.

b. Security training received by personnel at their units should be entered in unit training charts or records. This record helps to:

- (1) Indicate individual degrees of skill.
- (2) Establish priorities of instruction.

(3) Present a consolidated picture of the security force training status.

(4) Helps certify guard personnel.

9-13 Security Force Duties— MOS 95B10

Duties vary with the requirements of an installation, facility, or activity. Security forces achieve their purpose by a combination of actions consisting principally of those outlined here:

(1) Performs security foot, static, and motorized patrol.

(2) Detects violations of laws, regulations, and orders.

(3) Applies crime prevention measures.

(4) Searches suspects.

(5) Employs unarmed self-defense measures.

(6) Prepares military police security reports.

(7) Provides security for designated individuals, installation, and equipment.

(8) Employs intrusion detection sensors and devices.

(9) Controls entry and exits to facilities and vital areas.

(10) Deters pilferage, damage, and loss of supplies and equipment.

(11) Performs as a security guard during air movement operations and ground convoys .

(12) Participates in civil disturbance operations as a member of

- (a) Crowd control formation
- (b) Patrol of disturbed area
- (c) Special reaction team(s).

(13) Employs civil disturbance munitions and equipment.

(14) Collects security police intelligence.

- (15)** Administers first aid.
- (16)** Employs individual and crew-served weapons.
- (17)** Operates radio equipment.
- (18)** Operates wheeled and tracked vehicles.
- (19)** Conducts rear area security operations and activities, as appropriate.
- (20)** Operates and enforces the system of personnel identification and movement control.
- (21)** Observes and patrols designated perimeters, areas, structures, and activities of security interest.
- (22)** Observes and patrols areas outside the perimeter, to include operation of listening posts, as necessary to provide security in depth against enemy attacks or terrorist/guerrilla acts
- (23)** Apprehends persons attempting or gaining unauthorized access to any portion of the installation or facility.
- (24)** Checks depositories, rooms, or buildings of security interest during other than normal working hours to determine that they are properly locked and are otherwise in order.
- (25)** Performs escort duties for materiel or designated persons when required.
- (26)** Enforces the established system of control over removal of property and documents or material of security interest from the installation or facility. It maybe necessary for security force personnel to establish the system and monitor its operation.
- (27)** Responds to protective alarm signals or other indications of suspicious activities.
- (28)** Acts as necessary in situations affecting the security of the installation or facility (including fires, accidents, internal disorders, and attempts to commit espionage, sabotage, or other criminal acts).

nage, sabotage, or other criminal acts).

- (29)** Generally safeguards information, materials, or equipment against espionage, sabotage, unauthorized access, loss, theft, and damage.
- (30)** Operates and enforces regulatory traffic controls and procedures to aid in the smooth flow of traffic and to prevent or reduce the number of accidents.
- (31)** Performs such other security duties outside the installation or facility as may be required, such as port and harbor security, loading/unloading operations aboard ships, security escort on lines of communication, ambush/counterambush operations, and other duties required by the local situation.
- (32)** Reports periodically, as a matter of prescribed routine under normal conditions, and as necessary in unusual or emergency circumstances.

9-14 Security Force Duties— MOS 95B20

a. Leads security troops involving:

- (1)** Military police security patrol.
- (2)** Squad activities.
- (3)** Small security detachment/section operations and actions, plus rear area security operations and activities.

b. Assists in coordinating security activities with civil police organizations.

c. Assists in supervising the following:

- (1)** The crime prevention program.
- (2)** Security training.
- (3)** Participation in unit employment.
- (4)** Riot and crowd control operations on security installations.

d. Supervises military and civilian guards.

e. Helps conduct physical security surveys.

f. Inspects and posts military police security static post guards and motorized patrols.

g. Prepares reports, forms, and records on MP security operations and activities.

9-15 Security Force Duties— MOS 95B30

Leads military police security section or large squad and supervises a platoon with less than 40 positions.

a. Assists in:

- (1) Planning
- (2) Organizing
- (3) Directing
- (4) Supervising
- (5) Training
- (6) Coordinating
- (7) Reporting activities of subordinate elements.

b. Supervises and directs receipt, storage, and distribution of:

- (1) Weapons
- (2) Ammunition
- (3) Supplies
- (4) Equipment, and
- (5) Food to subordinate elements.

c. Directs execution of the unit's crime prevention program.

9-16 Security Force Duties— MOS 95B40

a. Leads military police security detachment or section of 40 or more positions or supervises and directs a platoon of 40 or more positions, and processes security operations and intelligence information.

b. Collects offensive and defensive security intelligence information for development of military police security operations.

c. Supervises and trains personnel in military police security operations and intelligence activities.

d. Monitors the unit's crime prevention program.

e. Assists in coordination and implementation of military police.

- Security operations
- Training programs
- Administrative matters, and
- Communication activities.

f. Assists in production and administration of

- Security staff journals
- Files, records, and security reports.

g. Assists in planning rear area security operations, as appropriate.

9-17 Security Force Duties— MOS 95B50

a. Supervises physical security duties of 95B50 security personnel.

b. Serves as principal noncommissioned officer in a military police physical security company.

c. Supervises the progress of security operations and intelligence information at battalion or higher level.

d. Interprets, supervises, and monitors execution of company administrative, logistical, maintenance, training, limited rear area security, and tactical policy and SOP.

e. Monitors and inspects duties performed by subordinate enlisted personnel.

f. Prepares security charts, reports, and related documents and material.

g. Plans the unit's crime prevention program.

9-18 Security Duties—Officer

a. Law Enforcement Officer (Security Platoon Leader) duties:

(1) Leads, supervises, directs, and monitors enlisted military police security guards and supervisors in the execution of assigned security duties.

(2) Helps insure that adequate security is provided to critical equipment, facilities, items, lines of communication, and government officials.

(3) Assists in planning and coordinating physical security surveys and inspections involving the unit's physical security mission.

(4) Assists in planning and implementing the unit's physical security operations and activities.

(5) Helps develop the unit's crime prevention program.

(6) Performs the duties of convoy security officer and participates in limited rear area security operations.

(7) Performs other logistical, administrative, maintenance, and training duties as assigned.

b. Law Enforcement Officer (Security Unit Commander) duties:

(1) Commands, directs, controls, and monitors unit military police physical security operations and functions.

(2) Directly insures that a safe and secure physical security environment is provided for sensitive and critical equipment, facilities, items, lines of communication, and government officials.

(3) Plans and monitors implementation of physical security surveys and inspections involving the unit's mission.

(4) Coordinates with supporting investigative units concerning illegal activities.

(5) Coordinates with local, US, and allied law enforcement agencies, as appropriate, to insure a total integrated security effort during routine and emergency operations.

(6) Coordinates with the local provost marshal to insure that local military police law enforcement support is performed in nonrestricted depot and installation areas.

(7) Insures that a unit crime prevention program is designed and implemented.

(8) Assists the security officer, when applicable, in preparation of security plans, policies, and SOPs, and performs the necessary security inspection of guards, equipment, alert procedures, and sensitive areas and facilities.

(9) Insures all unit personnel are properly trained for daily security operations and physical security inspections and technical security inspections by higher headquarters.

(10) Insures the unit is prepared to participate in limited rear area security operations as appropriate.

Recommended Qualifications For Law Enforcement Officer

- Completion of the Military Police Officer Advanced Course, or
- Appropriate subcourse of the Army Correspondence Course Program Military Police Officer Advanced Course, or
- Completion of resident physical security training at the US Army Military Police School/Training Center, or
- Equivalent training or experience.

c. Physical Security Officer (Manager) duties. If a depot/installation or activity is so configured by TDA that a separate security officer is assigned in addition to a security unit commander, the security officer performs the following duties:

- (1) Responsible for continual review and update of the physical security plan.
- (2) Conducts inspections of on-duty guard personnel, IDS equipment, SOPs, alert procedures, safety equipment, and sensitive areas and facilities.
- (3) Coordinates continually with:
 - FBI
 - CID
 - Local PM
 - MI
 - DAFE
 - Local police
 - State/county police.

d. Depot Security Officer duties:

- (1) Performs liaison with:
 - CID
 - MI
 - Local police
 - Local PM
 - FBI
 - State/county police
- (2) Responsible for development, imple-

mentation and supervision of:

- (a) Depot access control.
- (b) Material/vehicle control.
- (c) ID/badge systems.
- (d) Vehicle registration.
- (e) Security clearance initiation on all depot employees.
- (f) Security information programs.
- (g) Accident/incident investigations.
- (h) Traffic control—routine and special.
- (i) Law enforcement and related functions.
- (j) Conduct of physical security inspections.
- (k) Security patrolling.
- (l) Conduct of a depot security awareness program.
- (m) Operational security.
- (n) Computer security.
- (o) Security guard/supervisor training.
- (p) Security guard/supervisor weapons security.
- (q) Guard communications equipment security.
- (r) Security of vital areas.
- (s) Screening employment applications.
- (t) Contingency plans.

(3) Directly responsible for logistical, maintenance and administrative support, operational education and training of:

- Three 50-man guard force branches
- Intelligence/investigation branches.

9-19 Security Force Instructions

a. Will be in writing and made available to each guard.

b. They are normally in one of the following forms:

- General instructions
- Special instructions
- Temporary instructions.

c. Reviewed at least monthly.

d. Security force manual must be made available for required reading by each member and cover the following:

- Operating procedures
- Policy establishment

- Organization
- Authority
- Functions.

e. Periodic inspection and examination of each individual's degree of security, skill and knowledge must be exercised by each appropriate supervisor.

Supervision and Management

Section IV

9-20 Supervision

a. A security supervisor has the task of overseeing and directing the work and behavior of other members of the security force. Effective supervision requires a complete understanding of the principles of leadership and how to apply them so as to obtain maximum performance from members of his force.

b. The supervisor is called upon to think and act in terms of many different jobs. He is often responsible for the selection, induction, training, productivity, safety, morale, and advancement of the members of the force. He must understand these and all other employment aspects of his force.

c. To maintain an alert, presentable, and efficient security force, there must be constant and constructive supervision. Supervisors must be in evidence, and they must conduct themselves as models of neatness, fair play, efficiency, and loyalty. The morale and efficiency of a security force is a direct reflection of the quality of its supervision.

d. The ratio of supervisory personnel to security personnel should be determined by the individual characteristics of each installation. In small compact installations, the

ratio may be higher than at very large installation.

(1) There must be sufficient supervision to enable the inspection of each post and patrol twice per shift, plus sufficient backup supervisory personnel to provide for sick and annual leave.

(2) It is also essential that supervisors be in contact with security headquarters to control emergencies that may arise.

(3) Specific duties of a supervisor include the inspection and briefing of the relief shift prior to its going on duty, and the inspection of posts, vehicles, and equipment during visits to posts and patrols.

9-21 Responsibilities To Management

a. The physical security supervisor is responsible to management for the development of a security-minded organization. This program is greatly enhanced by a well-organized security education program.

b. The role of the physical security supervisor puts him in a position of advising on the formulation of policies for the physical security of an installation. His goals should be the accomplishment of the assigned

mission at the lowest possible cost consistent with the commander's policy. It is well for all physical security planners to remember that anyone can provide adequate security with unlimited funds; however, this is not a realistic approach. There must be a constant endeavor to effect justifiable economy wherever possible without jeopardizing the physical security program.

9-22 Supervisor's Relationship To The Security Force

Supervisors should strive to create and maintain a loyal force with high morale. Following are some of the means by which this may be accomplished:

a. Proper training and supervision.

b. Direction of the security force in an objective business-like manner while exercising consideration for the personal welfare of security force members.

c. Application of basic principles of human relations. The effective supervisor must know that there will be individual differences among members of his security force. He should be guided by the principle that subordinates are motivated in different ways; ambition can be stirred or pride hurt by his regard, or lack of it, for their welfare and feelings. A good supervisor must understand the needs and desires of each member of his force. He is their representative and they should be made to feel that he is the one with whom they can talk and discuss their problems, on a personal basis.

d. A good supervisor develops depth in his security force so that continuity of operations is assured. He can develop depth by rotation of assignments, cross-training in varied duties, etc.

e. A good supervisor has the reputation of being honest, considerate, and willing to listen to both sides of a grievance. He must

have knowledge of his job and the principles involved, and the ability to teach these principles to his subordinates. All of these qualities help greatly in building confidence among his personnel and securing their cooperation. Specific techniques for securing cooperation include the following:

(1) Each person should be made to feel his job is an important one.

(2) Each person should be given an opportunity to express his thoughts, likes, and interests to the supervisor.

(3) Supervision should be based on individual needs.

(4) Supervisors should recognize achievement. For example, a security man of the month program may be implemented, with appropriate reward for outstanding effort or achievement.

(5) Personnel may be recommended for advancement for outstanding effort or achievement.

(6) The supervisor should maintain an attitude of impartiality in dealing with his subordinates.

f. An effective supervisor develops good discipline by establishing rules that are just, complete, easy to administer, and easy to understand. If a supervisor needs to take corrective action involving his security force, it may only call for "setting a man straight," which is a recommended technique for supervisors to consider. Types of situations in which verbal corrective action should be considered are:

(1) When the deficiency is due to lack of knowledge or training. (This must be followed by appropriate training.)

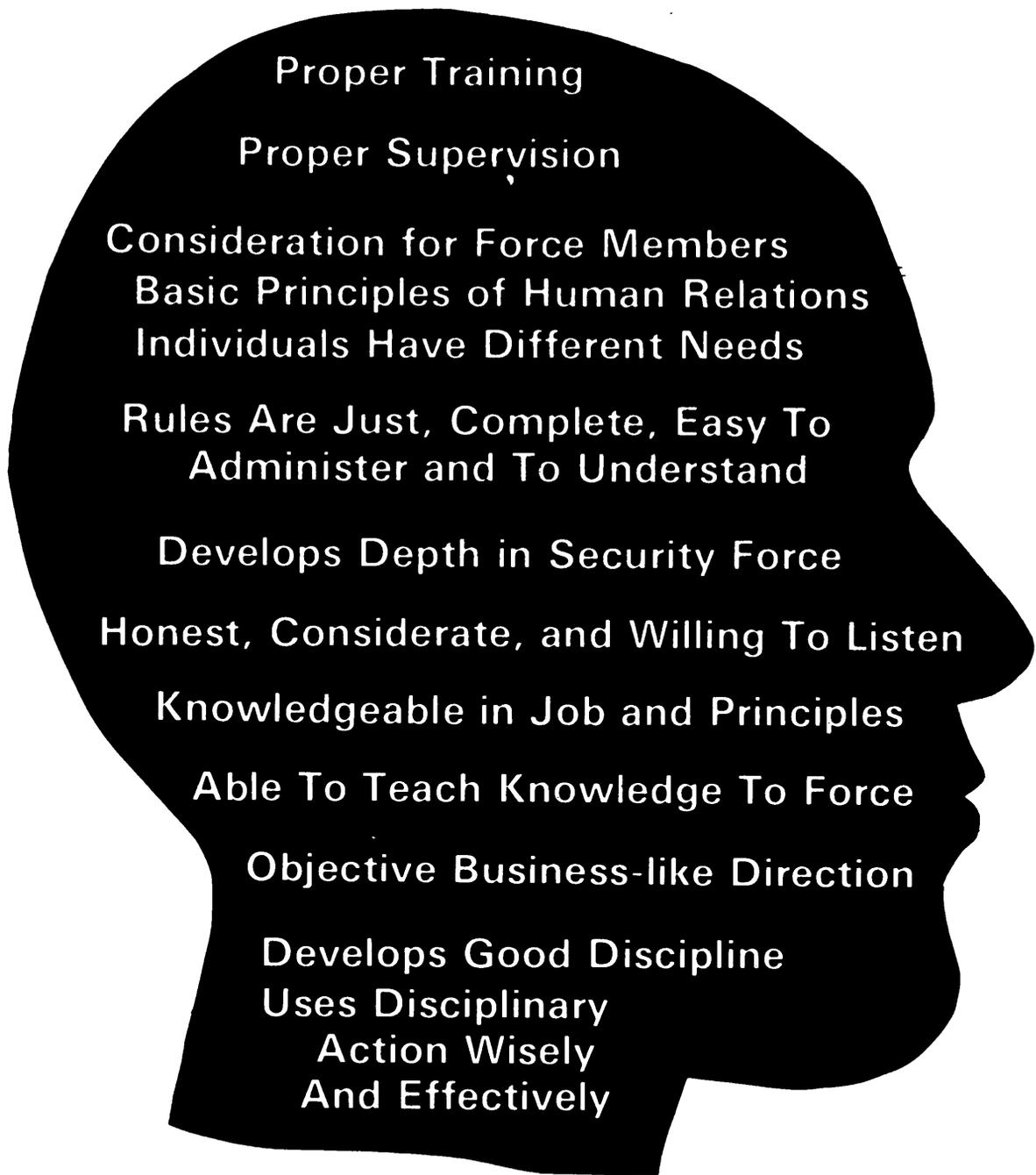
(2) When the error is trivial.

(3) When the action is a first offense.

(4) When it is due to old habits. (These must be corrected.)

g. Under some circumstances the supervi-

Profile of an Effective Supervisor



sor may need to take constructive disciplinary action. Occasions for this might be:

(1) When verbal corrective action has failed.

(2) In cases of flagrant or willful violation of installation or security rules.

(3) When loss, damage, or hazard is caused through negligence.

h. Disciplinary action should be handled calmly, in private surroundings, and the supervisor should have full knowledge of the facts. If punitive action is called for, the UCMJ, or pertinent civilian personnel regulations covering probation and discharge, should be consulted. It is well to remember that these are serious actions and should be taken only when all other measures have failed. The supervisor should bear in mind the requirements for documented proof of events and actions leading to the necessity for disciplinary action. When the decision has been reached as to the propriety of probation or reprimand, further action should be pursued vigorously and without fear of reprisal or seemingly excessive administrative burden. (For further discussion on military leadership principles, see FM 22-100.)

9-23 Supplements To Personal Supervision

Various means and devices may be successfully used as supplements to personal supervision or, in the case of small installations or remote areas, to supplant personal supervision as a means of assuring that necessary areas are patrolled and other functions performed. These include the following:

a. Recorded tour systems, under which personnel record their patrols or presence at strategic points throughout an installation by use of portable watch clocks, central watch clock stations, or other similar devices. These are effective means of insuring that such points are regularly covered, and have application at most installations and facilities. This system provides an after-the-fact type of supervision.

b. Supervisory tour systems by which a signal is transmitted to a manned central headquarters at the time the tour station is visited. These have application at a limited number of installations to supplement per-

sonal supervision, or to supplant personal supervision at installations with small security forces. These systems provide instantaneous supervision, plus a means of detecting interferences with normal security activities and initiating an investigation or other appropriate action.

c. All personnel on security duty should be required to report periodically to headquarters by the usual means of communication. The frequency of such reports will vary, depending on a number of factors, including the importance of the installation. Regularity should be avoided, to preclude setting a pattern by which an intruder can gauge an appropriate time for entrance.

9-24 Security Force Problems

a. Assignment to a unit with physical security functions is not always looked upon with favor by military police, many of whom prefer serving with a unit having broad general MP functions or requirements.

b. The nature of security force operations poses some morale problems that do not normally confront other personnel. The security force is required to be effective at all times, regardless of the weather, day, and hour. This necessitates duty hours on weekends, holidays, and night—hours usually considered nonduty time. These circumstances produce problems in living for both the individual and his family, problems that tend to lessen enthusiasm for the job. There is a direct relation between quality of performance and morale that forces consideration of these problems. The problem can be minimized by implementation of the following steps:

(1) Maintain high standards of discipline.

(2) Promote an aggressive security education program to insure that each man clearly understands the importance of his job. Each man must be made to understand the consequence of any breach of protective barriers. Each man should understand

that the human element in security operations makes the difference between success and failure.

(3) Arrange shifts so that personnel periodically have a 48-hour period free from shift requirements.

(4) Consider shift rotation as one solution to boredom. However, there are advantages and disadvantages to be considered on the question of rotation of individuals from shift to shift. An advantage of permanent shift assignment is that each shift presents its own problems in security, and if the man is permanently assigned he is able to learn these peculiarities and is able to cope with them more efficiently. Another advantage of regular assignment to the same shift is that the physical welfare of the man requires that he work regular hours and establish regular habits of eating and sleeping. The major disadvantage of being permanently assigned to one shift is that some shifts are considered very undesirable from the standpoint of hours of work, and if assignments are made permanent, the same personnel will be working the same undesirable hours.

(5) The transfer of a man from one shift to another could be considered a reward, since the working hours of some shifts are more desirable than others. For better operation, the integrity of the shift should be maintained as a unit. In this way, each man learns the abilities and limitations of the others, and is able to function much more efficiently as a member of a coordinated team.

(6) Establish good recreational facilities at appropriate locations along with an organized athletic program, as this helps considerably in the development of loyalty, pride, and enthusiasm for the unit or installation.

(7) When practicable, hot food should be provided to men going on post and those coming off, as this is a definite morale factor.

c. If both military and civilian security forces are used at an installation or activity, the provost marshal or physical security manager should insure equality of treatment for members of the entire force. Any instructions or corrective action should be passed to appropriate supervisors for dissemination to the security force.

d. At installations or facilities where security force personnel are posted at exits/entrances or at other internal posts to control the movement of traffic, they do not merely stand guard. Such personnel check transportation movement documentation against actual loads on trucks. They check for hidden contraband, pilfered property or goods, authorization for access onto or within the facility/installation, and safety violations. They conduct searches and seizures when authorized, and enforce regulations and assist visitors, as appropriate. People engaged in the performance of worthwhile duties do not become bored. When personnel are required to either stand or walk post merely as guards, especially in an overseas environment, they must be checked frequently for alertness. This requires aggressive and imaginative supervision, vulnerability tests, greater frequency in change of shifts, and even the rotation of personnel from one post to another within shifts to combat boredom created by unchallenging duties.

e. Continuous endeavors should be made by physical security supervisors to provide the best conditions possible and to maintain an aggressive program to develop a high state of morale and esprit de corps among security force members.

9-25 Uniforms

a. All security force personnel should be required to wear the complete prescribed uniform as outlined in AR 670-10

(for civilian personnel), AR 670-5, and FM 19-5 for military police and other security personnel. Deviations from the prescribed uniform requirements should not be made except for such additional items of wear as are necessary to protect the health, comfort, and safety of the individual.

b. The duty uniform should be worn during all tours of duty. Normally, it may be worn during off-duty hours only between the place of residence and place of duty.

c. Each member of the security force should maintain high standards of personal and uniform appearance, and should wear a neat, clean, and well-pressed uniform.

9-26 Vehicles

The security force should be furnished with sufficient vehicles to maintain patrol standards established by the installation commander. Vehicles assigned to the force should be equipped with two-way radios to obtain the greatest possible use of all personnel and vehicles. Vehicles should be marked as prescribed in AR 746-1.

9-27 Firearms

a. Weapons. Security force personnel should be appropriately armed at all times while on duty. Normally, the weapon of issue to civilians will be either the revolver, cal. 38, or pistol, cal. 45. However, the commander may prescribe other weapons for the security force, based on need and requirements. Weapons normally are loaded with live ammunition, except where prohibited for safety reasons. The use of privately owned weapons while on duty should not be authorized. Weapons and ammunition issued to security force personnel should not be removed from the installation except in the

course of official duty (and then only when authorized by proper authority). When not in use, weapons must be secured in arms racks or storage rooms as prescribed by AR 190-11.

b. Control of weapons used by security force personnel on duty must comply with AR 190-11. Procedures should be established for the control and accountability of weapons at all times.

c. Inspection of weapons should be conducted at the beginning and end of each tour of duty, and at such other times as necessary to insure proper maintenance and to determine if the weapon has been discharged. A written report should be prepared and filed on the discharge of any weapon except for authorized and supervised training. Such report should be prepared by the individual to whom the weapon was issued at the time it was discharged. Appropriate action should be taken in those instances when it is determined that the discharge of a weapon was not in the performance of assigned duties, or when it was the result of negligence.

d. Weapons for emergency use. In addition to the use of individual weapons, security force personnel should be furnished weapons as needed to sustain the security force in the event of an emergency, riot, or other disturbance. Weapons in this category should be properly secured as indicated above, maintained at strategic points, and kept in readiness for issue when appropriate.

e. Ammunition supplies for security force use must be maintained in secured storage containers, as outlined for weapons, to prevent unauthorized access. Ammunition must be issued only under proper supervision for authorized purposes. Ammunition issued to members of the security force for any purpose must be accounted for by individual members immediately upon completion of the period or purpose for which issued. Any ammunition unaccounted for will be the subject of a report of its disposition by the

individual in the same manner as for weapons (a, preceding page).

9-28 Signal Items

The security force should be equipped with radio transmitters/receivers, both vehicle-mounted and portable, and telephones for expeditious transmission of reports and instructions between security headquarters, posts, and patrols. This equipment is considered essential for the efficient operation of the security force and the accomplishment of its assigned mission. Proper use and care by security personnel will enhance equipment usefulness and capability.

9-29 Miscellaneous Equipment

Security managers or supervisors should obtain such other equipment as may be necessary to implement their security program. Items in this category may include, but are not limited to, warning lights, sirens, and spotlights for vehicles, portable lights, flashlights, first aid kits; traffic control devices; and items of wear for the health, comfort, or safety of security personnel.

9-30 Vulnerability Tests

a. Because of the routine, repetitious nature and solitude of many security requirements, personnel must make special efforts to overcome a tendency to relax in their performance of duties. To check on this weakness and keep personnel aware of their responsibilities, and as a means of pointing out other weaknesses in the security system, vulnerability tests may be used. These tests are normally designed by the provost marshal or the physical security manager, and consists of attempts to breach security in one way or another, such as entering or attempting to enter a restricted area through decep-

tion. The types of deception which may be used are almost unlimited.

b. Test Objectives:

(1) A vulnerability test provides the commander an estimate of the vulnerability of his installation or facility; tests the effectiveness of the security force and other personnel; alerts personnel to the techniques that could be used by an intruder; and provides material for corrective instruction.

(2) Specifically the test should examine:

(a) Improper enforcement of identification and control procedures by security personnel, such as failure to:

- Determine authority for entry.
- Scrutinize identification media. The ways of using fake credentials to deceive security forces are numerous. The only way to detect such trickery is to know the details of each type of access credentials and to examine them thoroughly. Security tests and inspections have indicated that unauthorized persons have been granted access to restricted areas by altering or forging passes, by faking identification by telephone, and by playing upon the sympathy of security personnel with excuses.
- Ascertain identity.
- Detain unauthorized persons.
- Conduct immediate preliminary search of suspects.
- Enforce security procedures.
- Report security violations.

(b) Susceptibility or gullibility of security personnel to plausible stories by intruders or members of the security force and other personnel of the installation. This inclination to believe, on slight evidence, an individual who may be attempting to gain unauthorized access to a restricted area is the product of two factors: monotony, and a desire to save time. In the busy activity of individuals who are authorized access to

a restricted area, it is easy for security personnel to be deceived by slight evidence. The monotony of verifying hundreds of access credentials which are valid can dull the sensitivity to detect one which is invalid. Many attempts to deceive security personnel involve false credentials, assumed rank, or falsely marked vehicles.

(c) Unauthorized disclosure of information by members of the security force and other personnel of the installation.

c. Test Planning and Preparation. Detailed planning and preparation is a requirement for effective testing of security. Planning should include the following:

(1) Plan in secrecy to avoid alerting installation personnel. Prior knowledge by the security forces or other people produces invalid test results and thus defeats the purpose of the test.

(2) Establish a priority of targets that seem more vulnerable than others. Do not test the same target on a continuous basis. Attempt to test all eligible targets over a time. This will keep all personnel alert, rather than those of only one area.

(3) Select qualified people to conduct vulnerability tests. Criteria for personnel should include:

(a) Appropriate security clearances for all members of the team at the same or higher classification level of the area or installation that might be entered. Such clearances preclude any compromise of security interests if a safe is found open or an area containing classified matter is entered.

(b) Members of the test team should be unknown to members of the security force or other personnel of the installation or facility.

(c) Team members should be capable of quick thinking to adapt to their cover stories.

(d) Members should be able to bluff in a convincing manner.

(e) The cover story should originate with the provost marshal or physical security manager. A well-contrived cover story is necessary. It should sound convincing to provide an adequate test of the security force.

(4) Obtain appropriate material for testing. This may include:

(a) Clothing appropriate to assumed identity.

(b) Props necessary to support cover story.

(c) Tools appropriate to assumed identity, such as repairman or plumber.

(d) Transportation.

(e) False or altered credentials.

(f) Simulated sabotage devices (explosives, incendiaries, abrasives, corrosive acids, etc.) to provide realism. These should meet the following criteria:

- The device should be suitable for the target.

- Device should be the same size and weight as the genuine article.

- The device should be properly labeled as the device which it is simulating.

- Simulated time of detonation should be indicated on the device to simulate realism. There is always the possibility that the device will be discovered before the simulated time of detonation.

- Planting of the device should be related to the type of device used. It should be placed to simulate the greatest amount of destruction or to achieve the desired results.

d. Test Instructions.

(1) The officer in charge of the test should select the method or techniques to be used based on the ability of testing personnel and supporting materials available.

(2) This officer should provide for flexibility in selection of targets. His orientation to team members should include the following instruction:

- Exploit any security weakness that becomes evident during the test.

Remember the Test Objectives:

- Estimate vulnerability for commander
- Determine effectiveness of security force and other personnel
- Alert guard force and commander to techniques that could be used to attempt a security breach
- Provide information for corrective action

- Change tactics or take evasive action as necessary.

- Strike targets of opportunity.

(3) Personnel assigned to conduct vulnerability tests should be given only such information concerning the installation or facility that an outsider would normally have or could obtain through reasonable efforts.

e. Test Safety. Instructions to test team members should also include safety precautions. **Test personnel should not:**

(1) Scale barriers of any kind, because the guards may have instructions to fire.

(2) Forcibly resist apprehension, because of the danger involved. By resisting apprehension, personnel will nullify benefits to be achieved.

(3) Use dangerous materials that might cause harm to any person involved directly or indirectly.

(4) Use any action that might influence normal operations or safety or equipment of the installation.

f. Techniques for Infiltration of Security Areas. Personnel conducting vulnera-

bility tests should consider the following techniques for infiltration of security areas:

(1) Entry through unguarded gates or open areas not under observation by security forces or other personnel.

(2) Use of false or altered passes or badges through active gates manned by security personnel who give only a cursory glance at these credentials.

(3) Entry through areas without presentation of identification media.

(a) One method is to bypass security forces by mingling with a work group entering the area.

(b) Another method is to obtain permission to enter the area, claiming loss of identification media and using a plausible story.

(c) A third method involves deception by false representation, whereby a member of the vulnerability test team poses as a high-ranking officer or civilian dignitary, or as a repairman, installer of equipment, inspector, etc., who would have legitimate business in the area.

g. Neutralization of Escorts. After making successful entrance to a security

area, testers must in many cases, neutralize an assigned escort to accomplish the test mission. Procedures for this include the following:

- (1) When operating as a team, use ruses to divert the escort's attention.
- (2) Request use of latrine and leave if not accompanied by escorts.
- (3) Devise any other means as opportunities present themselves. However, no force should be used to overpower the escort.

h. Planting Simulated Sabotage Devices. Procedures to follow for planting simulated devices include the following:

- (1) The device should be planted as appropriate if access can be gained, in the location where it would do the most damage.
- (2) Place on any vehicle entering the area.
- (3) The device can be given to authorized personnel entering the area by using bribery or coercion, or by secreting it in their clothing or accessories such as purses or briefcases.
- (4) Mail the device to a person or activity in the security area. Estimated time of delivery can be obtained by surveillance of delivery personnel.

i. Review and Analysis of Vulnerability Tests.

- (1) Upon completion of vulnerability tests, results should be reported, preferably in writing. The report should be carefully reviewed and analyzed by the provost marshal, physical security manager, and others responsible for physical security planning. The review and analysis should provide an evaluation of the physical security program and serve as a basis or guide for effecting necessary changes.
- (2) Review and analysis of the method and procedures used for vulnerability tests provide guidance for future tests.

- (3) Test results should be given appropriate security classification (should be the same as or higher than the security classification of the area). Dissemination of test results should be rigidly controlled and limited to those who have the required security clearance and a need to know.

9-31 Sentry Dogs

The requirements for physical protection of installations or facilities within the United States and oversea theaters of operations continue to increase, yet the manpower available for this purpose has always been, and probably will continue to be, limited. The sentry dog, properly trained and properly used, can be a great asset to the physical security program of some installations or facilities and should be considered in developing an effective crime prevention program. Use of the dog and posting of conspicuous signs has been found to be a strong psychological deterrent to attempted intrusion.

a. Mission of the sentry dog is to detect intruders; alert his handler; and when necessary, pursue, attack, and hold any intruder who tries to escape. Normally, the dog has done his job when he detects the intruder and alerts his handler. The handler is then responsible for taking appropriate action.

b. The sentry dog and handler work as a team. Since the outstanding qualifications of the sentry dog for security type duties are his keen sense of hearing and smell, he is used to most advantage in darkness or poor visibility when human vision is restricted. Because of the added perception of the handler-dog patrol, patrol routes can often be lengthened without sacrificing coverage. (FM 19-35 presents detailed discussion on types of dogs; their desirable characteristics; traits and care of military dogs; basic training; and specialized training.)

c. For this manual, only the sentry dog will be considered. There are, however, situations in which the use of sentry dogs is undesirable or impractical due to their limitations (paragraph i, below). In such situations the use of other types of dogs (FM 19-35) should be considered.

d. The sentry dog is used on exterior or interior security duty as a watchdog. This type of dog is trained to give warning to his handler by growling or barking, or by silent alert. He is always worked on a leash. The handler can depend on the dog to alert him to the approach or presence of strangers in or about the area being protected. When the dog alerts, the handler must be prepared to cope with the situation as circumstances dictate. That is, he must challenge, investigate, remain concealed, or make an apprehension. The dog, being kept on leash and close to the handler, also helps as a psychological factor in such circumstances. He will attack upon being released from the leash.

e. Sentry dog posts and patrols can be broken down into three types for reference and use. These are:

(1) **Perimeter.** This type patrol is along a portion of, or the entire fence line, inside or outside, which may enclose security areas such as tactical aircraft parking areas, POL storage areas, POL pipeline, and pumping stations, remote transmitter sites, guided missile sites, radar sites, special weapons and ammunition storage areas, and depot storage areas.

(2) **Area.** This type post is located around a group of buildings, or at such places as launching pads that may be considered critical, but do not justify perimeter posts. These posts are used for security in depth.

(3) **Specific.** Buildings such as warehouses or offices which contain valuable or highly classified materials.

f. The sentry dog patrol is especially effective in areas of little activity such as isolated perimeters, remote storage areas,

pipelines, and open storage areas. The dog also tends to keep the man on post more alert, give him added self-assurance, and to relieve the ever-present monotony and loneliness of security duty.

g. In addition to a man and dog walking post, which is the most common and desired method, there are other methods of employment of dogs. Some of these are:

(1) Sentry dogs may be used as warehouse dogs. Dogs may be placed in warehouses at the close of the day, remain throughout the night, and then be taken out of the warehouse the next morning. This eliminates the necessity of having a guard stay with the dog all through the night, only requiring a roving patrol to check on the presence of the dog. The dog will alert the security force by barking at any attempt by intruders to enter his patrol area.

(2) These dogs also may be used on cables which may be extended between two buildings or areas. The dog is hooked to this cable and permitted to run its length.

(3) Sentry dogs also may be used between double fenced areas used primarily around exclusion areas. In this situation the dog is allowed to run between a double fenced area that is blocked off every 400 to 500 yards. The sentry dog will alert his handler if anyone comes near the fence, inside or outside.

(4) Such dogs also may be posted in front of entrances to a security area and will bark when anyone comes close.

(5) Sentry dogs also may be used in vehicles. While this method has not been used to any great extent, it has possibilities for security force applications.

h. Proper use of the sentry dog depends upon the existing situation and results desired; but normally the handler/dog patrol is the most effective method of employment. Regardless of how the sentry dog is used, the mere knowledge by potential intruders that dogs are on duty in the area has a

great psychological effect and often is a deterrent in itself. A vicious dog is often more feared by intruders than an armed guard.

i. The sentry dog is a very versatile animal; however, he does have some limitations with respect to type of assignment. The odor of petroleum products decreases the effectiveness of his sense of smell. Noise is a definite limitation, as it decreases his sense of hearing. Activity near a sentry dog post is also another limitation, as it tends to distract the dog.

j. Advantages of Sentry Dogs:

(1) Presence of sentry dogs provide a very strong psychological deterrent to intruders.

(2) Use of dogs is beneficial where security forces have been reduced.

(3) The dog's keen sense of smell and hearing enable him to detect the presence of danger and to alert his handler.

(4) Safety is a consideration. There is less chance of a fatality through the release of a dog than through firing a weapon at an intruder.

(5) The dog's ability to detect/apprehend intruders during hours of darkness is a definite advantage.

(6) A dog is more effective than a man during inclement weather. This type of weather offers ideal conditions for illegal entry.

k. Disadvantages of Sentry Dogs:

(1) Attrition and turnover of personnel trained as handlers reduces the efficiency of the dog program.

(2) A break-in period is necessary to facilitate man and dog working as a team. This results in many nonproductive hours.

(3) The type of dog best suited for security work is naturally dangerous. Care must be taken that innocent persons are not hurt by the dogs.

(4) Kennels and training areas must be isolated and kept off limits to unauthorized persons. Signs should be posted warning of the presence of sentry dogs. In oversea areas, these signs should be bilingual.

(5) Care and maintenance of sentry dogs must be considered in manpower requirements. To maintain the physical fitness required of sentry dogs, periodic services of a veterinarian are necessary. This often poses a problem at small or isolated installations or facilities. Special facilities are required for care and training of sentry dogs, which adds to the initial expense of adding dogs to the security program.

(6) The selection and training of handler personnel must be carefully accomplished. The qualities of a handler dictate, to a great extent, the effectiveness of the sentry dog. Volunteers and persons who like and understand dogs are not always available as handlers. There will be some morale problem among the handlers as most of the work is at night and, in addition to security duty, they are normally required to care for and train their assigned dogs.

(7) Public relations must be considered when planning for the use of dogs. There is strong feeling on the part of many persons that using dogs for security or police purposes is uncivilized.

(8) Although these problem areas must be considered, care should be exercised that the value of the sentry dog, especially in a theater of operations, is not underestimated. Any method of reinforcing available manpower, whether it be weapon, machine, or animal should be carefully appraised. Certainly the capabilities of a man will increase in scope when augmented by a properly trained sentry dog. The sentry dog, used with other physical safeguards, can be invaluable to the commander's physical security program.

(9) AR 190-12 provides additional detailed guidance on all aspects of the sentry dog program.