Designing an Executive Protection Program in a Corporate Environment

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Main Points

Basic concepts: This is a starting point.
   – Assuming little or no experience in the EP field

Four Sections:
• Assessing the Current Situation
• Creating the Plan
• Making the Pitch
• Building, Nurturing and Maintaining the Program
Assessing the Current Situation

How and why did we get to this point?
- Did something happen?
- Have you done research or studied trends?
- Has your company undergone major changes?
  - Changes in leadership?
  - Sweeping personnel changes: reorganization or downsizing?
    - Concerns inside or outside of the company
  - Financial profile: better or worse?
    - Stock value
    - Benefits
    - Retirement
  - Changes in lines of business or products?
  - Relocated or opened new facilities?
  - Received specific threats?
Assessing the Current Situation

Conducting a Risk Assessment
• What are the real threats and risks to your executives?

Conduct Physical Security Assessment & Threat Profile
  – Type of Industry
  – Level of publicity and notoriety
  – Public perception
  – Crime statistics for your location
  – Safety and security of current facilities
    ▪ Physical location and level of visibility
    ▪ Current security processes
    ▪ Security Officers? Armed or unarmed? Visitor screening?
Assessing the Current Situation

Executive Profile

• Open source searches: What information is out there regarding your execs?
  – Costs nothing and offers a snapshot of what information is readily available

• Travel: How frequently and where?
  – Daily commutes? Chauffeur?

• Is residential security a consideration?
  – Company regulations
  – Laws
  – Image
  – What level of security?
  – Crime stats
Assessing the Current Situation

Considering outside consultants

- Does your current security team have the expertise, or do you need outside assistance?
- Do you have money to pay outside consultants?
- Credibility: Does management tend to be more open to recommendations from outside sources?
- Are you ready to implement suggested changes?
  - Once a consultant is paid, and a report is submitted, management will expect to see action
Assessing the Current Situation

Assessment completed – internally or by consultants

• Mitigating factors identified
  – Decide how you will implement the plan to mitigate the threat

• Considerations
  – Cost
    ▪ What is the current security budget?
    ▪ How much additional funding will be needed?
    ▪ How will you show the value being added?
  – Effort
    ▪ How much work is required to get the program running?
    ▪ Do you have the personnel and resources to deliver?
  – Image
    ▪ Will your desired changes fit the culture and image of the company and execs?
Creating the Plan

• Prepare for numerous types of incidents, but the goal is to avoid them completely or mitigate the chances of them happening

• Your best friend = LEGAL DEPARTMENT: State and local laws, company regulations, board mandates, spending guidelines (what is permissible?)

• What is the appropriate level of protection?
  – Security detail for company meetings and events only?
  – Security extended to executive residences?
    ▪ Cameras, alarms, agents/guards

• Company employees or outside firm?
  – Is internal team qualified and capable or will an outside firm be necessary?
  – Hybrid EP concept? In-house for “normal” operations, and a firm on retainer for special events or during periods of elevated threat levels
    ▪ Licenses, permits, contracts and insurance requirements (Legal)
    ▪ Armed or unarmed
    ▪ Law enforcement background? (Federal or state)
    ▪ Will EP extend to transportation? Will existing chauffeurs report to Security department or will new drivers be hired?
Creating the Plan

• Training requirements and costs
  – First responder (First Aid, CPR)
  – Defensive driving
  – Firearms training and certification
    ▪ Every state is different
    ▪ There is no national concealed-carry permit for civilians
    ▪ Retired law enforcement may qualify to carry across state lines

• Insurance: Talk to Legal and Insurance groups to ensure proper coverage
  – What if something happens to a principal, employee or alleged assailant?
  – KR&E Plan and Insurance: more training + family profiles
Making the Pitch

• Background: “Why are we proposing this?”
  – It’s all about safety: people are the company’s most valuable assets
  – Provide Executive Summary and full risk assessment findings
  – Clearly define the current level of risk
    • Discuss credible threats, existing vulnerabilities and the impact on operations if something were to happen (criticality)
  – What did open source searches reveal?
    • How much information about them is available to the general public
    • Make strong recommendations
    • If residence is included, discuss crime statistics in their areas
Making the Pitch

• What local, national or worldwide events have occurred that support your assertion that increased security measures are warranted?
  – Timing is crucial: a crisis or tragic event of any kind is unfortunate, but it is a necessary and valuable part of a persuasive argument – it may be the deciding factor

• Budget
  – Be prepared for the questions; have accurate numbers

• In general, security departments do not earn the company money; they are viewed as an expense. The value added is in preventing personnel and property losses, and in showing the value of those preventative efforts over time. Documented, sustained prevention will be viewed as savings for the company over time.

• Minimizing reputational risk is a benefit of immeasurable value
Making the Pitch

• Multi-layered pitch: Be ready to hear NO
  – Most execs (especially men) do not want to admit to being afraid or vulnerable
    • Appealing to the safety and security of their families or assistants may help. Concern for their spouse or assistant may be what sways them

• Provide options with different levels of protection
  – Steer them toward your desired option
    • Option A – little or no change
    • Option B – noticeable, sensible and justifiable change, but not overkill
      – The sweet spot
    • Option C – Drastic, noticeable, costly and undesirable change

• What do they want?
  – Ultimately, most won’t want it at all, or won’t want it to be noticeable to them or others
Building, Nurturing and Maintaining the Program

• Provide your execs with a realistic timeline for implementing the changes
  – When can they expect to see changes?
  – Which things are immediate, and which will be implemented incrementally?

• Create an EP Policy
  – Run everything by the LEGAL DEPARTMENT!!!

• Write procedures and plans
  – Day-to-day procedures
  – Checklists
  – Emergency plans
  – Incident response
Building, Nurturing and Maintaining the Program

• Create executive profiles (if the residence and family are included in EP Program)
  – Critical information pertaining to principals
    ▪ Information on residence, security system and contacts, family members, pets, etc.
    ▪ Vehicles
    ▪ Likes and dislikes

• Build Relationships
  – Principals
    ▪ How well you get to know them will depend upon the individual, as well as your company’s culture
    ▪ Your relationship, however formal or personal, will be your most valuable tool
      • The more they trust you, the more comfortable they will be sharing with you and respecting your instincts
Building, Nurturing and Maintaining the Program

• Build Relationships cont’d
  – Executive Assistants & Chiefs of Staff
    ▪ Your day-to-day relationship with them will be crucial to your success
    ▪ Gateway: schedules, meetings, guests, etc.

• Conduct constant risk assessments
  – Risk factors may change at any time

• Continue Open Source searches
  – May consider subscriptions or paid services

• Travel: Local and out of region
  – Obtain as much information as possible regarding itinerary and accommodations
  – Risk assessments for trips as warranted; especially overseas travel
    • Travel bulletins: subscriptions, State Department
  – Provide travel briefings, and do not be afraid to make strong recommendations when appropriate

• Advance work (travel & local events)
  – Travel route and schedule
  – Accommodations and eating establishments
  – People and places being visited
  – Temporary work sites
Build a flexible program:

Long-term or short-term changes in requirements can occur at any time. Your program should be flexible, resilient and ready to adapt to changing personnel, preferences and threat levels.
Reference Materials

ASIS International Store Online

Advance: The Guide for Conducting a Protective Security Advance
David L. Johnson

Art of Executive Protection (The)
Robert L. Oatman

Corporate Kidnapping: Preparing Management for the Unthinkable (Webinar)
Christopher Falkenberg and Christopher Voss

Executive Protection Professional’s Manual
Philip T. Holder and Donna Lea Hawley

Executive Protection Specialist Handbook, 2nd Ed
Jerry Glazebrook and Larry Nicholson, Ph.D.

Executive Protection: New Solutions for a New Era
Robert L. Oatman

Executive Protection: Rising to the Challenge
Robert Oatman, CPP

Kidnap for Ransom: Resolving the Unthinkable
Richard P. Wright

New Executive Protection Bible (The), 2nd Ed
M.J. Braunig

Providing Protective Services: A Practical Guide for Police and Security
James A. King
Thank you!

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