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GERMAN SECURITY SOLUTIONS

Expose on Establishing a Security Organization

for the Task of Protecting Person

GOVERNMENTAL SECURITY SOLUTIONS

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1 Introduction

Experience in recent years has shown that international terrorism is presenting an ever increasing danger for individual persons who are engaged in politics at high levels. In addition, this danger is exerting a negative effect upon the activities of governments. This reality can only be countered by increasing the defensive measures. In the immediate case, this can be achieved by the establishment of a highly-qualified security organization for the protection of the VIP, members of his family, and other important decision makers of the government.

Protection for members of the government should be organized centrally from an organization to whom the government assign this task.

This centralization is necessary in order to concentrate both the operational know-how and tactical know-how for such tasks. In particular, it is necessary to concentrate the intelligence information concerning terrorist and violent criminals -- since this information is often relevant for the protection of all members of the government who require protection.

2 Establishing a Security Organisation

The security organization should have the following structure:

1 Command Level

2 Manager of Operations

3 Commander Centre

4 Platoon for Direct protection of persons

5 Platoon for Comouflaged protection of persons

6 Technical Department

7 Training

8 Administration

9 School

Each of these levels, components, or aspects are defined in more detail in the following sections. A diagram of the organizational structure is presented in Figure 1 below.

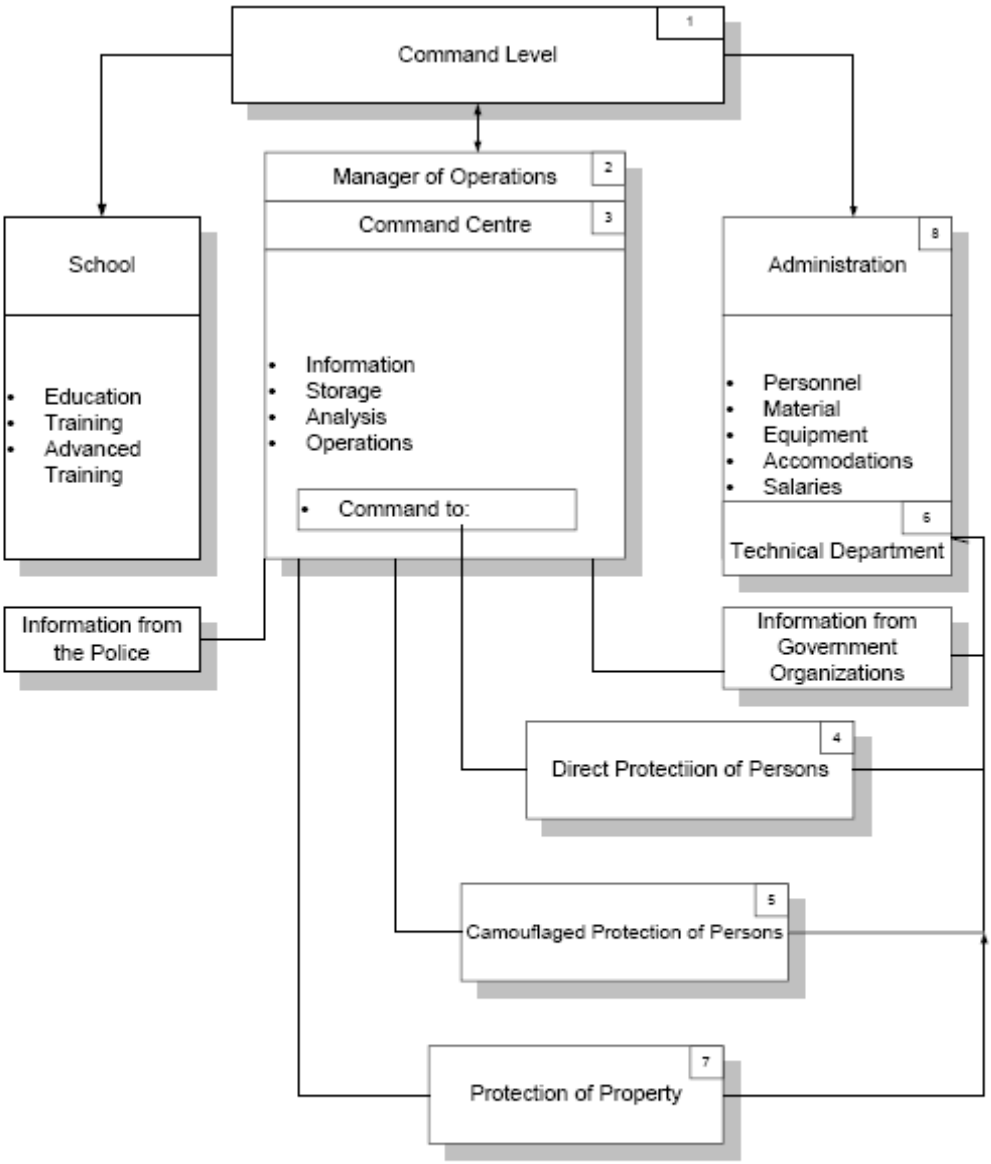

Figure 1: Organziation of the whole Organization

2.1 Command Level

Tasks

The commander is the highest officer for the complete area of security, including:

- protection of VIP' s (Very Important Persons)
- protection of equipment and articles
- protection of objects

At the same time, he is in charge of all personnel for security and surveillance.

Personnel

2 officers with a high rank:

- the commander and
- the deputy commander

Facilities

The rooms for the commander and deputy commander, as well as the conference room, must secured from wiretapping and eavesdropping.

The commander must have a telephone that is absolutely secured and has an appropriate cryptographic device attached to it.

The commander must have an automobile that is armoured, has a secure telephone, and has a digital radio (ciphered) device. This automobile should also have a protective device (system for generating fog).

The personnel who are directly assigned to the commander must have been subjected to the highest security investigations and must be completely reliable in their attitude to their responsibilities.

The private areas of these individuals must also be considered.

Systems for the protection of objects must be available for use as needed.

Organzation

The diagram in Figure 2 below illustrates the organizational structure at this command level:

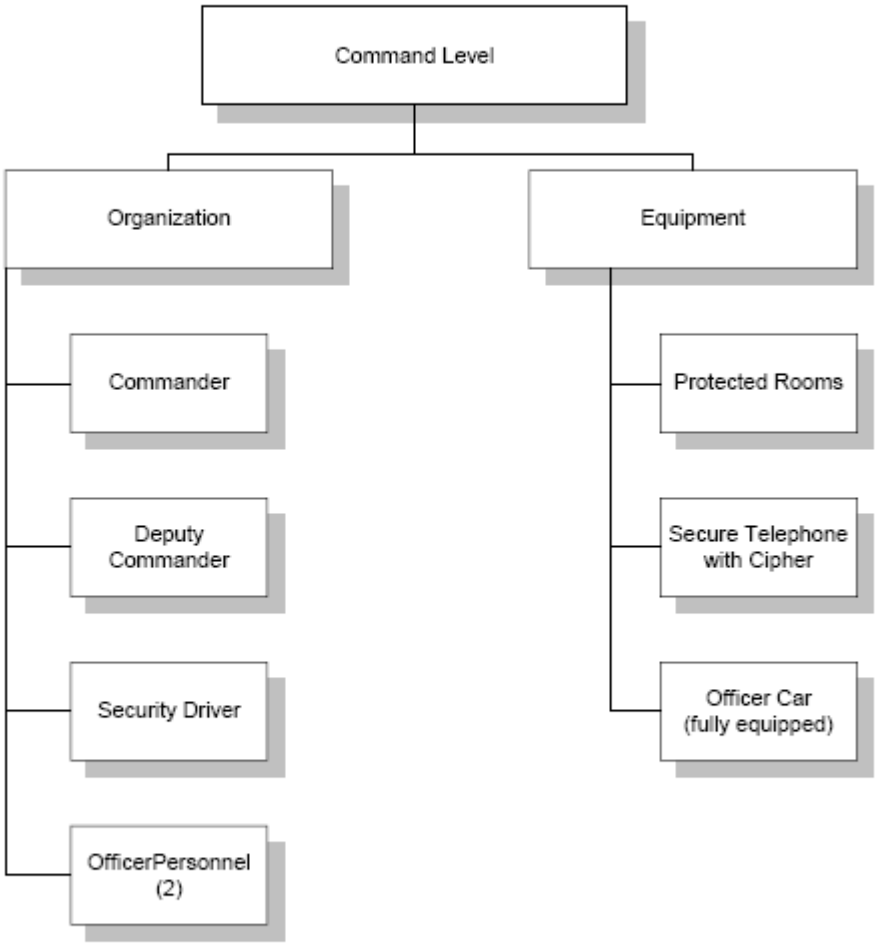

Figure 2: Organization at the Command Level

2.2 Manager of Operations

Tasks

The manager of operations is responsible for the daily operation of the command centre.

He is responsible for organizing all of the protective measures through
- surveillance,
- evaluation of known potential dangers, and
- analysis of background intelligence information

that can have an influence upon the safety of VIPs (Very Important Persons) who need to be protected.

He manages the daily operations of the command centre.

He prepares the daily report on the security situation for the commander and he is responsible for relaying security information to subordinate personnel. .

He gives commands to the subordinate personnel for performing security tasks.

Personnel

2 officers with a high rank:
- the manager of operations and
- the deputy manager of operations

4 officers as responsible supervisors of squads
4 non-commissioned officers -- information, telephone operator, and radio operator
2 secretarial assistants -- performing administrative services

The same security prerequisites are also required for these personnel as already specified above.

The same security prerequisites are also required for the facilities of these personnel, as explained in the following section in more detail.

Organization
The diagram in Figure 3 below illustrates the organizational structure at this operation level:

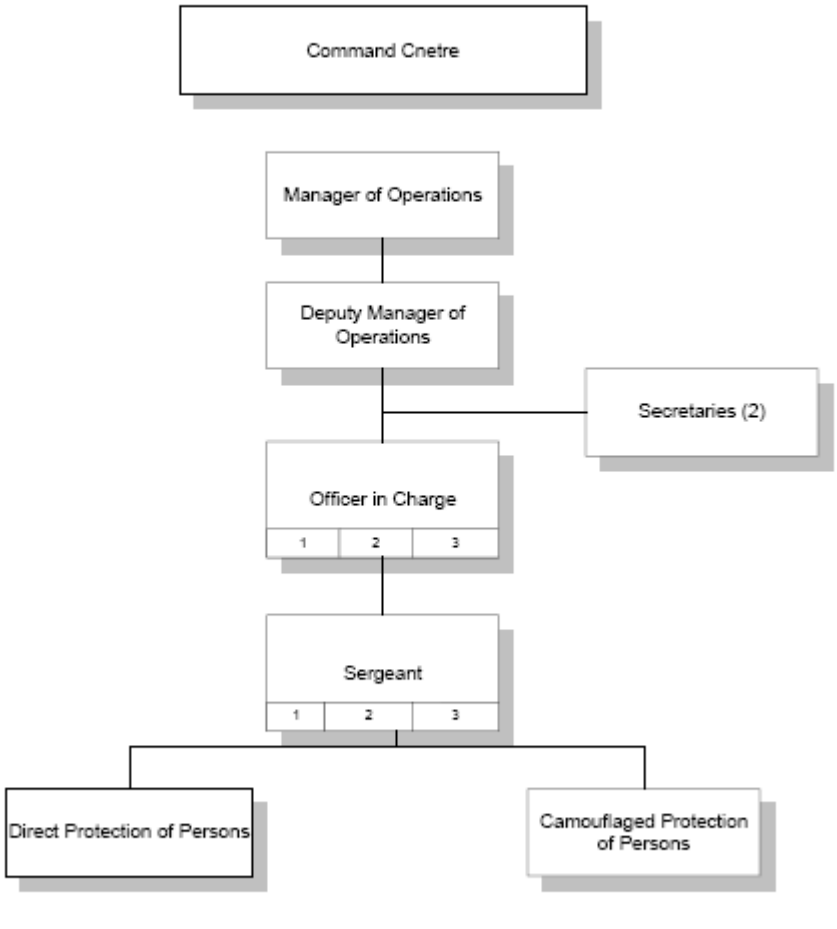

Figure 3: Organization at the Operational Level

2.3 Command Centre

Tasks

The command centre performs the following tasks or functions:

- information
- storage
- analysis
- operations
- issuing orders

Equipment

The command centre has the following categories of equipment:

- radio equipment
- telephone equipment
- television equipment
- other equipment

The radio equipment consists of:

- radio equipment:
  - 70 cm (400 MHz) (UHF)
  - 2 m (160 MHz) (VHF)
  - 4 m (80 MHz) (VHF)
  - 8 m (40 MHz) (VHF)
  - 11 m (27 MHz) (HF)
- HF equipment:
  - (3 to 30 MHz) (complete HF range)

- radio-teletype equipment
- radio-data terminals
- hand-held radios
- scrambling devices
- evaluation systems for receivers from sensors
- receivers from sensors with 5-tone sequences and vibrators
- evaluation centre for transmitters for person protection
- mobile telephone equipment for automobiles

The **telephone equipment** consists of telephones with:

- amplifiers for extra earphones
- possibilities for recording conversations
- memory for-numbers dialled
- automatic dialling capabilities
- automatic telephone-answering systems
- scramblers
- alarm initiators
- tele fax

The **television equipment** consists of:

- television sets, both black & white and with colour - video recorders
- date-time generators
- surveillance cameras
- personal computer for indexing pictures

The **other equipment** consists of:

- audio tape recorders
- audio cassette recorders
- typewriters
- magnetic blackboard
- projection equipment (for 35-mm slides, episcope, etc.)
- overhead projectors

Organization

The diagram in Figure 4 below illustrates the organizational structure of the Command Center:

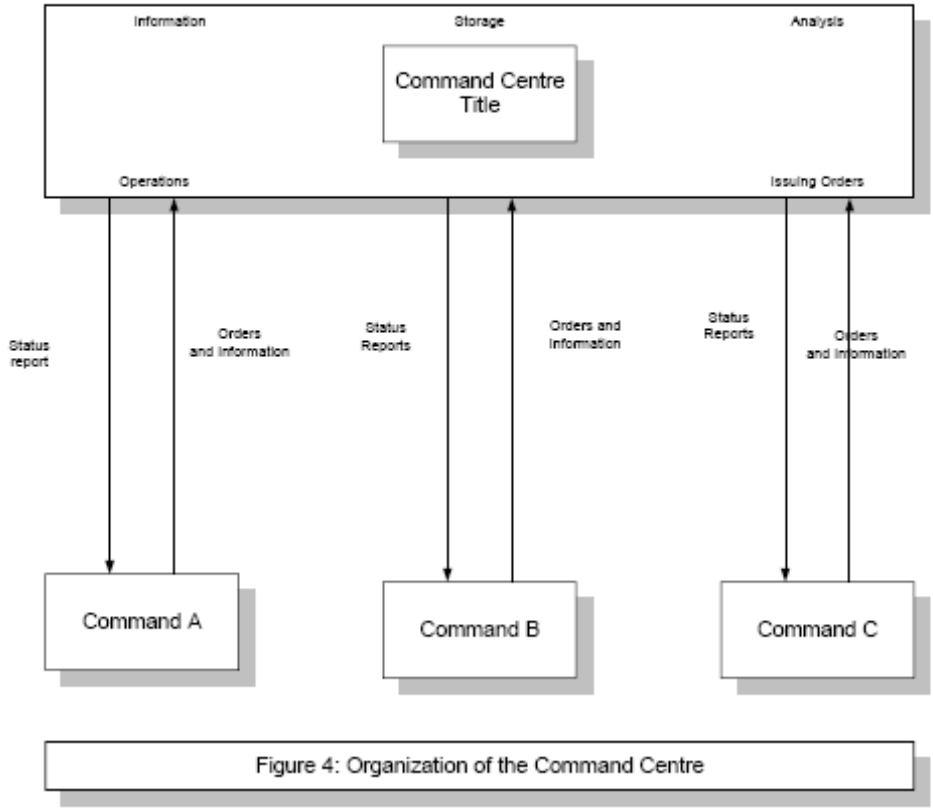

Figure 4: Organization of the Command Centre

2.4 Direct Protection of Persons

Tasks

This mode of operations provides security personnel who accompany and stay
in the vicinity of VIP's for all of their movements.

It provides security for VIP's while they stop in their working areas, private areas, or at other events.

The responsibility for the security of each VIP lays in the hands of the squad leader of the respective squad.. He must base his decisions regarding the activities of his squad and the protective measures to be taken upon his own evaluation of the local situation, consideration of the daily report on the overall security situation from the command centre; and information from other security units.

The squad leader" s personality, training, knowledge, forcefulness in making decisions, and attitude towards the protected person and task must all support the effectiveness of the protective measures.

The same basic principles apply for the selection of all members of each squad.

Personnel

The number of squads that are- required is determined by the number of VIP·s that must be protected direct1y. The strengths of the individual squads will be influenced by the security level of the individual persons that are protected.

Strength of each Squad

Each squad will consist of:

1 officer,

2 non-commissioned officer, and

2 enlisted men.

The actual number of personnel per squad will be increased by the number of shifts for which the squad must be available.

Equipment

Each squad will have a representative automobile, that is armoured if necessary , and containing radio equipment inc1uding capabilities for encryption.

Organization

The diagram in Figure 5 below illustrates the organizational structure of each squad for the direct protection of persons.

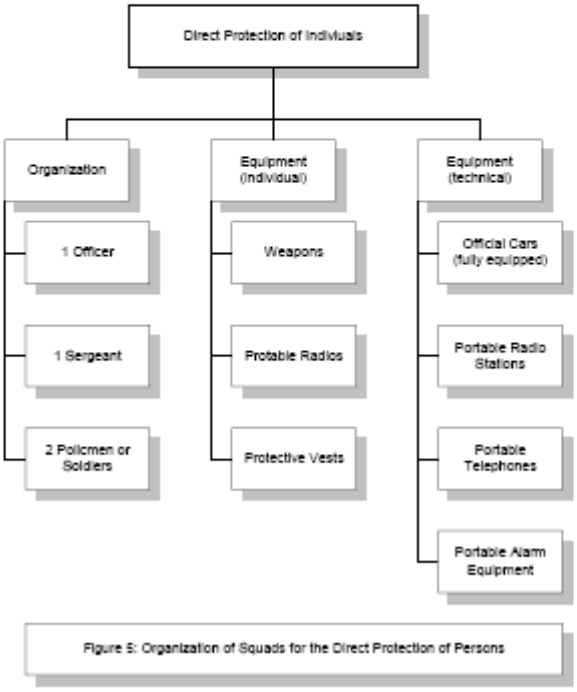

Figure 5: Organization of Squads for the Direct Protection of Persons

2.5 Camouflaged Protection of Persons

Definition

Recent experience from terrorist attacks in many countries has demonstrated that direct protection of persons is only partially effective as a protective measure.

The possibility must also be created for recognizing and countering terrorist attacks from camouflaged positions that are not recognized by the attackers as such.

Tasks

This mode of operations provides' preventive protective measures that are implemented in such a way that they are not recognizable as police actions by outsiders and casual observers.

The prerequisites are that defensive activities and equipment must be camouflaged as perfectly as necessary.

The automobiles of these squads must not be typical for police automobiles and they must contain camouflaged radio and telephone equipment. The licence numbers and other markings on these automobiles should not reveal their true identity.

The personnel of the squads. should wear typical clothing for the local area. The weapons and equipment that they carry must be concealed. They must have special training for these tasks. They will already be members of an existing anti terror group or will provide the basis for a future anti-terror group.

Personnel

The number of squads that are required is determined by the number of VIPs that must be protected indirectly. The strengths oft he individual squads will be influenced by the security level of the individual persons being protected.

Strength of each Squad

Each squad will consist of:

1 officer,

1 non-commissioned officer, and

4 enlisted men.

The actual number of personnel per squad will be increased by the number of shifts for which the squad must be available.

Equipment

Each squad will have 3 automobiles, that are fully equipped and are camouflaged to appear as ordinary civilian automobiles.

In addition, it will include:

- camouflaged installation of:
  - microphones
  - sound sensors (to detect movements)
  - pressure contacts (to detect footsteps)
- camouflaged installation of TV cameras in
  - cabinets
  - bookcases
  - standing ash trays
  - cages
  - telephone cabinets
  - loudspeaker cabinets
  - bird houses
  - roof openings
  - pipes
  - camouflaged installation of TV cameras in vehicles

Organization

The diagram in Figure 6 below illustrates the organizational structure of each squad for the direct protection of persons:

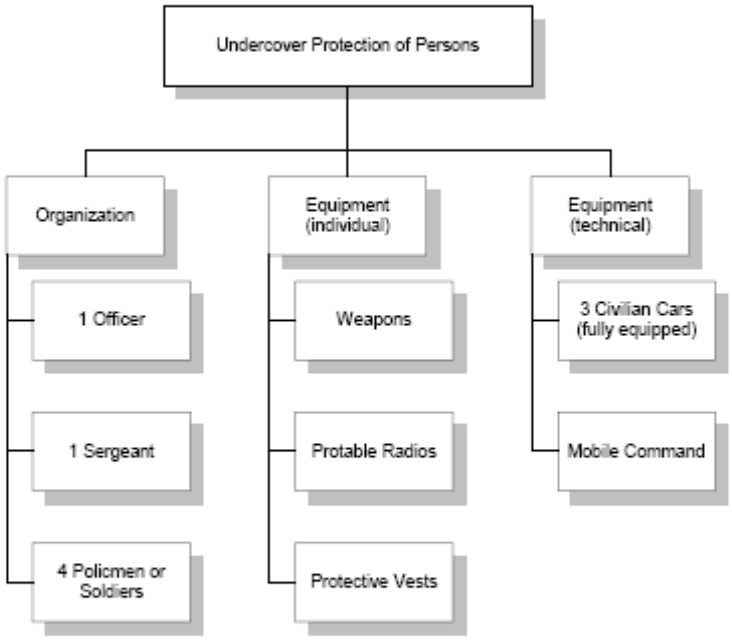

Figure 6: Organization of Squads for the camouflaged Protection of Persons

2.6 Technical Department

Tasks

The technical department stores and makes all technical possibilities available for protecting persons and objects, as wellas material for the surveillance locations.

Equipment

The technical department has, the -following categories of equipment:

- alarm equipment
- radio equipment
- audio equipment
- video equipment
- search equipment
- photographie equipment
- other equipment

The alarm equipment includes:

- mobile equipment
  - receivers for sensors
  - senders for protection of persons
  - tilt initiators
  - combination selector
  - belts with transmitters
  - watches with transmitters
  - direction beacons
  - movement sensors
  - alarm sirens
  - smoke cartridges
  - tear-gas spray
  - fixed equipment
  - equipment for evaluating transmissions from sensors and transmitters for the protection of persons
  - direction-finding receivers

- infra-red sensors
- radar sensors
- light contro- light conrol gates
- glass-breaking sensors
- sound sensors (to detect movements)
- pressure contacts (to detect footsteps)
- video surveillance with the evaluation of alarms

The **radio equipment** includes:

- hand-carried radio equipment (single-channel and multi-channel equipment)
- conspirative listening devices ("bugs")
- inductive audio devices
- RF amplifiers
- radio-telephone stations
- mobile relay stations
- telescopeing masts for antennas
- various receivers
- hand-held radio-data terminals
- power supplies and battery components

The **audio equipment** includes:

- audio tape recorders with various speeds
- pocket dictation machines
- micro audio-tape recorders
- loudspeakers with amplifiers
- megaphones
- wireless microphones

The video equipment includes:

- video recorders with various systems
- color monitors
- black and white monitors
- video amplifiers

- antenna amplifiers
- cameras with various objectives

The searsch equipment includes:

- cases with investigative equipment
- cases with equipment for collecting evidence, such as fingerprints – investigation mirror
- metal-detection devices
- pocket flashlights
- ultra-violet lamps
- flares
- colored ribbons to mark off an area

The photo graphie equipment includes:

- miniature cameras
- reflex cameras
- various objectives: 28,35,55,135, and 210mm
- focal-point doubler
- radio trigger for cameras - camera cases
- carrying cases
- night-vision devices
- infra-red pocket lamps

The other equipment inc1udes:

- emergency power generators
- cable drums
- spot lights
- ladders – for escaping and similar actions in case emergency
- climbing irons
- colored ribbons to mark off an area
- pneumatic lifting jacks
- small air compressors
- various hand tools
- mountain-climbing equipment

- x-ray equipment
- compasses
- devices for measuring nuclear radiation
- weapons

Organization

The diagram in Figure 7 below illustrates the organizational structure for the technical department:

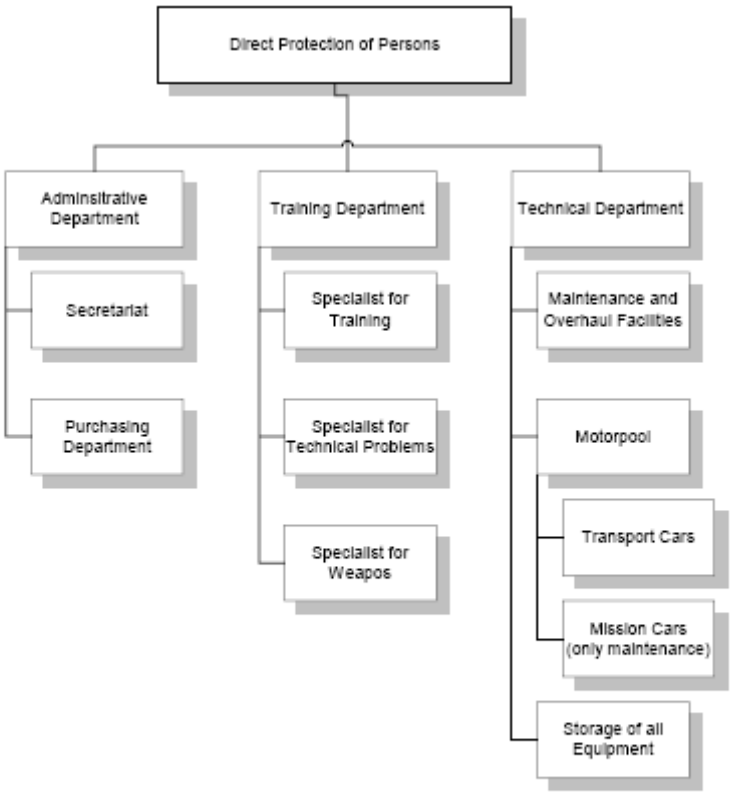

Figure 7: Organization of Squads for the Direct Protection of Persons

2.7 Training

General

As the first step, an experienced international team should train a small group of selected personnel. As the next step, this trained group of personnel should serve as "multipliers" to train the other security personnel that are needed.

The number of security personnel, that will need training, will depend upon the assigned tasks.

The requirements for training facilities and firing ranges will also depend upon the given circumstances.

Behavior

The security personnel must be trained for good manners in the areas of:

- punctuality
- cleanliness
- accuracy
- thoroughness
- responsiveness

Technical

The security personnel must be trained

- to optimize
  - their response and behavior under stress,
  - reaction times, and
  - spatial perception (judgement of distances)
- while using
  - technical equipment and

- test equipment
- under consideration of the aspects of
  - possibilities for installing equipment
  - possibilities for forced entry,
    - possibilities for concealing equipment,
    - searching,
    - pursuing, and
  - observing

Physical

The security personnel must be trained in special techniques for - driving,
- shooting,
- forced entry, and
- transporting equipment

through special exercises in
- running,
- walking,
- pursuit,
- climbing, and
- stopping

and through general exercises for their physical condition
such as
- body building,
- swimming, and
- running

Organization

The diagram in Figure 8 below illustrates the organizational structure for training:

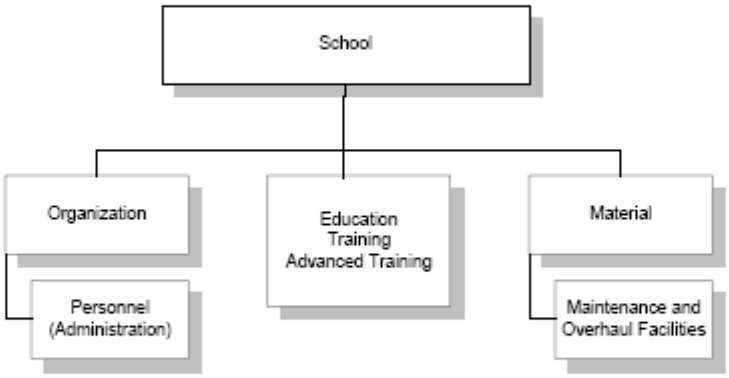

Figure 8: Organization of Training

2.8 Administration

Tasks

The administration has the tasks and functions of: - personnel,
- material,
- equipment,
- accommodations, and
- saleries.

Personnel

Personnel are required with the following professional capabilities:
- workmen
- carpenters
- locksmiths
- tool makers
- electricans
- plumbers
- auto mechanies
- technicians
- radio & TV technicians
- telephone technicians
- air-conditioning technicians
- radio technicians
- construction technicians
- gunsmiths
- engmeers
- radio engineer
- electronic-engineer
- computer engineer

Equipment

Following is a sample listing of the types of equipment that will be required:

- overalls
- helmets
- shoes and boots
- gloves (normal and acid resistant)
- pocket lamps
- tool cases
- tents
- protective umbrellas
- protective masks
- compressed-air breathing devices (diving tanks)
- bags and suitcases
- transport containers
- automobiles and station wagons
- pickup trucks
- trailers
- car-rooftop racks
- covenng canvas
- motorcycles
- motor scooters - bicycles
- hand carts
- wheel barrows

Organization

The diagram in figure 7 above includes the organizational structure for the adminstration

3 Surveillance Operations

Surveillance is the most important tool of the squad leader for determining the given security situation and thereby the basis for making decisions.

The scope oft he surveillance, as well as the strengths, compositions, equipment, and security of the surveillance forces depends upon the given situation and the assigned tasks.

Surveillance can be divided into the following components:

- correllation of background intelligence
- camouflaged surveillance
- observation

They are explained in more detail as follows:

3.1 Correlation of background intelligence

A commander who is responsib1e for protecting persons must be in a position to make sound decisions and commands based upon a clear understanding of

- the general security situation, ie. the current political situation in relation to the relevant security area (evaluated from the media and security information from the given security area) and
- the immediate security situation, i.e. in relation to planned events, travels, business or private trips, presence in working areas, living areas, and movement areas.

Past experience shows that changes in the plans for deployment can become necessary due to conclusions concerning a trend for a change in the security area from: seemingly harmless events, reports concerning planned events, etc.

This implies that it is necessary to evaluate very carfully all of the available information from all sources. In particular, the analysis and evaluation of the background information obtained from his own security forces is an important component of the security measures in the preventive area.
In addition to the measures mentioned above, it is necessary that all active governmental bodies and persons in the security area be required to report their plans to the commander of the particular security task force.

3.2 Camouflaged Surveillance

This refers, to the surveillance that is tactically controlled to determine the given security situation and to confirm-security information that was obtained from the correlation ofbackground intelligence. It is also called "undercover surveillance". This is explained in more detail in Chapter 5 below.

3.3 Provocative Surveillance

This refers to provoking the opponent to react, through existing contacts or contacts that must be created, in order to obtain the opportunity to prepare for the expected security situation based upon the intentions that the opponent reveals for disturbing or attacking.

Personnel, material, and tactical prerequisites for using the available security information:
The application and use of security information may occur only through the command center.

4 Observation Operations

4.1 Definition of Observation

Observation is an essential tool for surveillance.
It consists of the systematic and inconspicuous observation of individual persons and events.
Preventive observation consists of avoiding disturbances in security and the proteetion of persons and objects as well as locations (for meetings, events, etc.) while maintaining inconspicuousness.

4.2 Goals of Observation

The goals and objectives of observation are

- preventive observation in the framework of surveillance and
- provocative observation to obtain knowledge ofthe plans of the opponent.

4.3 Legal Basis for Observation

The legal basis and limitations for observation are determined by the laws ofthe respective country.

4.4 Prerequisites for Observation

The prerequisites for observation consist of: personnel, appropriate equipment, and intensive training of the personnel for surveillance tasks.

5 Observation as the Main Component of Surveillance

The following aspects of implementing observational capabilities in a security organization are described in more detail in this chapter:
1 selection of suitable observers
2 training of observers
3 organization of observational units
4 techniques for observations
5 preparation for observations
6 tactics for observations
7 securing evidence and preparing reports

5.1 Selection of suitable observers

The following physical, mental, and character prerequisites must be demanded:

- external appearance
- average size
- no distinguishing characteristics

The "ideal type" for an observer is the type of person that no one would automaically look at for a second time.

The age plays a less significant role; if the other prerequisites are met.

- health,
- physical fitness, endurance, and patience
- mental alertness, quickreaction times,;' decisiveness, associative and creative abilities
- talent for observing and a good memory
- teamwork and cooperation.

5.2 Training of observers

The subject of observation will be included in general training courses for security personnel.

Experienced teams will conduct specialized training courses on observation. They will present the subjects of tactics and techniques for observation. Practical exercises will show the possibilities for observation, how to conduct them, and their limitations.

Real training of observers in observation units will include:

- tactics for observation
- techniques for observation
- camouflage
- observation exercises
- map reading
- driver training

Special importance is placed upon training for the use of optical and acoustical aids for observation and communications.

Exercises in observation

These exercises should be organized in levels of increasing difficulty.
It is practical for the trainer to play the role of the observed person in the first exercises.

Observation exercises must be prepared thoroughly and should be as realistic as possible.

The trainee should be able to measure his own progress from the evaluations of the effectiveness and options that he uses.

The members of a observation unit should practice observation upon one another. This is possible through periodic training. The following points should be demonstrated and practiced in exercises:

- adaptation of the behavior and appearance (clothing) to the situation
- driving optimally for observation (driving must meet the requirements of the given task and also conform to the applicable

traffic laws)
- maintaining visual contact
- maintaining adequate distance (variable)
- field-of-view
- shaking off observers
- camouflage (basic. rule: camouflage that is overdone causes more harm than good)

5.3 Organization of observation units

- observation units in general

Observation units are organized at 3 hierarchical levels:

- observation command center
- observation platoon
- observation squad

Headquarters:

- Commander -- 1 car (2-liter motor)
- Deputy Commander -- (command car and mobile control center)
- Investigator -- 1 car for investigator
- Secretary
- Laboratory Assistant

Radio-relay squad:

- Squad leader -- 1 small bus or similar
- Technician -- (mobile control center)
- Assistant

Observation Platoon A:

- Platoon commander 1 car (2-liter motor) (simultaneously leader of squad A-1)

Obs. Squad A-1:

- Squad leader -- (1 car - same as above)
  (see above)
- 2 ob servers

Obs. Squad A-2:

- Squad leader 2 -- 1 car
- 2 ob servers

Obs. Squad A-3:

- Squad leader 3 -- 1 car
- 2 ob servers

Obs. Squad A-4:

- Squad leader 4 -- 1 car
- 2 ob servers

- Radio relay squad

This squad maintains the communications equipment, particulary the stationary and mobile radio systems. It establishes the communications links: between command center and the observation units, among the different observation units, and between the individual observers and their observation units.

This squad is also responsible for maintenance of the radio equipment.

- Field investigator

The field investigator performs the preliminary investigations but does not participate directly in the following observation activities.

5.4 Techniques for observation

Observation techniques include the technical aids for observation and the training of ob servers to use these aids. They are presented here in the following categories:

1 technical aids for observation
2 communications devices
3 observation vehicles
4 equipment for observers

5.4.1 Technical aids for observation

In this category, we distinguish between

- optical aids and
- acoustical aids

for observation.

Optical aids for observation include:

- binoculars
- cameras (for telescopic and camouflaged photography)
- film cameras
- TV systems (cameras, monitors, & video recorders)
- night-vision devices (infra-red night vision devices and devices that amplify existing light)
- infra-red cameras

Acoustical aids for observation include:

- audio-tape recorders in a variety of versions
- automatie on/off features

5.4.2 Communication devices

Communications devices include:

- radios
- telephone connections
- radio-telephone systems
- signaling systems (acoustical and optical)

The radio consist of stationary or mobile stations foruse at the locations of observations or carried concealed under the clothing of observers. They are also concealed in observation automobiles. In this case, the radio antenna is camouflaged as an ordinary antenna for a car radio (and a switch connects it to both radio systems). Micro radio equipment can be carried by observers on foot, concealed under the clothing or in a bag. The use of ear microphones is not advised.

Telephone connections are required at the control center and at the reporting points.

Radio-telephone systems are required in the command vehicles and basic vehicles of the observation units.

Signaling systems must be clearly understandable by the user and not be noticeable by others.

5.4.3 Observation vehicles

An observation vehicle should be made available for each deployment for observation, even when the basic task is a stationary task or to patrol on foot. Four types of observation vehicles are required:

- observation automobiles
- command vehicles
- basic vehicles
- stationary observation vehicles

The motor pool should contain a variety of different types of cars for use as observation automobiles. These cars should appear like normal civilian cars

and should have normal colors. Any kind of noticeable special features or attachments should be avoided. The most powerful version of the given type should be selected. All of these cars should have 4 doors. The special equipment for observation automobiles include:

- camouflaged antenna
- radio
- camera
- night-vision binoculars
- audio-cassette recorder with connector for the automobile battery

The command vehicles are used as mobile command centers when they are outside oft he radio range ofthe command center. In addition to the features and special equipment of an observation automobile, the command vehicles also have the following special equipment:

- audio-tape recorder with automatie on/off features
- auto telephone

The basic vehicles are used as mobile command centers or as radio relay stations. In addition to the special equipment of a observation automobile, they also have the following special equipment:

- audio-tape recorder with automatie features
- radio-telephone system
- radio system for the 2 meter and 4 meter bands
- extra batteries
- possibly an extra electrical generator
- tools and spare parts for repairing radio equipment
- crankable mast with radio antenna
- ventilation system
- silent heating system (gas burner)
- toilet facilities
- internal lighting
- table with drawers
- typewriter

These basic vehicles can also be used as stationary observation vehicles, if camouflaged observation facilities are available at both the front and the rear. They are usually camouflaged as a delivery vehicle of a private company.
Stationary observation vehicles have camouflaged facilities for observations at the front, back, and both sides. The also have facilities for camouflaged photography.

5.4.4 Equipment for observers

The equipment for observers depends upon the type of the task that is assigned, the duration of the task, and the weather conditions. A distinction is drawn between:

- standard equipment and
- special equipment.

Standard equipment for ob servers on foot includes:

- personal ID card and official ID card
- cash
- change
- blank travel tickets
- notebook and pencil
- directory of addresses and telephone numbers
- small pocket lamp

Special equipment (selected before the begin of the patrol) includes:

- service weapon
- picklock tools and skeleton keys
- camouflaged camera
- miniature radio device
- miniature audio recorder

- binoculars
- table of code words
- city map and other maps
- change of clothing and accessories for camouflage

5.5 Preparation for Observation

Preparations must be made for each observation operation in advance and can not be made for spontaneous observation. These preparations are described in the following steps below:

1 pleliminary investigations
2 planning observations
3 operational plan
4 operational briefing

5.5.1 Preliminary Investigations

The field investigators of the observation unit perform this task. It consists of the following subtasks:

- definition of the target object with investigation of the observation area
- definition of the target person
- obtaining contacts for the observation

Defmition of the target object with investigation of the observation area includes the following points:

- relationships of the streets and paths
- nature of the lands cape
- vegetation
- construction
- traffic densities
- traffic signs
- parking places
- stops for public transportation
- taxi parking places
- public telephones

- nearest hotel, restaurant, bar etc.
- nearest security station
- street lightning
- social environment
- atmospheric conditions
- radio conditions

Photographs are taken of the target object and the observation area, using camouflaged cameras. The investigator completes his investigation with a report that includes sketches as appropriate.

Definition of the target person is also performed by the field investigator, who does not participate in the later observation and includes the following points:

- determining the personal data of the target person
- aquiring a photo and description of the person
- determining the official address and/or the actual address where the person is staying
- determining the place and time of work
- determining data on any vehicles used by the person and where they are usually parked (such as garage)
- identifying the members of the family and the friends of the person
- establishing the living style and habits of the person
- determining the political viewpoint of the person

Obtaining contacts for the observation consists of determining wheather the target object can be watched from the property of a friendly person. (Making contact with such a contact person carries the danger of exposing the existence of the observation.)

5.5.2 Planning Observations

These are usually stationary observations, without a large deployment of personnel. The goal is to obtain additional information on the living style and habits of the target person. They also provide information on the neighbourhood that will be useful for the main observation later.

5.5.3 Operational Plan

This plan is prepared by the commander of the operation. It addresses the following points:

- general situation
- special situation
- observation instructions
- observation goals
- tactical observation planning
- assignment of materials
- reserves
- command of the operation
- communications
- reporting point

A list of code names should be included with this plan; that will be used for camouflaging radio communications. A radio sketch should also be included if several radio circuits are used.

5.5.4 Operational Briefing

The commander of the operation conducts this briefing before the begin of the operation. In particular, if defines the starting positions. This briefing should be as short as possible for spontaneous observations. The instructions for the observation, the goals of the observation, and the definition of the initial tactical approach are presented. The watches of all participants should be synchronized.

5.6 Tactics for Observation

The tactics for observations define the systematic and appropriate methods and procedures for the observation. Important basic principles for observation include:

- aborting the observation if recognized
- maintaining contacts among the observation personnel
- avoiding the congregation ofobservation.personnel
- using the reserves
- camouflaging the observation operations and means
- balance between maintaining distance and contact

The following aspects are presented in more detail below:

- **appropriatness**
- **functions of observation**
- **types of observation**
- **forms of observation**
- **means for implementing moving observation**

Appropriateness refers to the question of whether personnel and technical costs are reasonable in comparison with the severity of the potential criminal act and danger for public security and order. One must also question whether the same goals could be attained at lower costs with other criminological methods.

The **functions of observation** include

- an investigative function and
- a protective function.

The implementation of observation itself is offensive. However, the use of the information from observation to observe the opponent and prevent crime is defensive.

The **types of observation** includes

- preplanned observation, consisting of
- individual observations
- observations over a periodic of time
- continous observations and
- unplanned observation, consisting of
- spontaneous observation.

There are two **forms of observation**:

- stationary observation and
- moving observation.

Nearly all observation operations begin with a stationary observation. The observation units assumes its initial positions. A close observer watches the target object or person and stays in radio contact with the observation personnel.

The initial positions are usually in the form of a cirele around the target. The camouflage that the elose ob server uses depends upon the position I If the target object and the nature of the observation area. The starting positions and the alternate positions should be defined with code names in the table of code words (attachment to the operatonal plan). It is often practical to mark these code words in a magnified section of a city plan or road map and to inelude this as an attachment to the operational plan.

Moving observation is subdivided further into

- **observation on foot,**
- **observation with a vehicle, and**
- **observation in public transportation.**

Observation on foot is implemented with the following variations:

- observation in a row
- observation in a double row
- observation chain

- observation pocket
- observation points

At least 3 ob servers are required to follow a target person on foot, while maintaining the basic requirement of not being noticed. They communicate with one another using the agreed upon signals and stay in radio contact with one another using the camouflaged radio devices that they are carrying. As a general rule, an observation vehicle should always accompany an observation on foot.

Observation with a vehicle is implemented with the following variations:

- observation in a row
- observation in a double row
- observation with achain
- observation with a pocket
- observation points

At least 4 observation vehicles are required. They stay in contact with each other and the control center by radio. They substitute for each other frequently. The successful use of observation with a vehicle depends upon the behavior of the squad in the vehicle relative to the situation and the behavior of the driver relative to the observation task.

Observation in public transportation is a special case of moving observation.

When feasible, the observation vehicle should follow the public-transportation vehicle. The observers traveling in the public transportation stay in contact with one another using the agreed-upon signals -- that they communicate to the following observation vehicle with their hand-held radios.

The **means for implementing moving observation** have been presented above. . See also the attached sketches. No sketch is attached for the case of observation at control points. This special mode is only usable when the habits and behavior of the target person are known in detail. The following of the target person proceeds with interruptions. The contact with the target person can be dropped between control points and can be re-established at control points along the expected route.

5.7 Securing evidence and preparing reports

Evidence is secured from observation by visual observations (supported by optical aids for observation), recording the results in an observation report (supported by acoustical aids for observation) as well as documenting events with photography and storing pictures from video cameras. Each observer must present a written report with the exact times of his observations to the'.' .~'. commander of the operation after each operation (daily for operations that last longer than one day). The commander of the operation prepares a single consolidated . observation report out of the individual reports and the communications that were recorded on tape from the radio communications.

The observation report goes into the case file and should contain:

- the observation order and itsgoals
- observation results in their chronological order with the exact times
- investigations and their results
- evaluation of the observation results

Attachment 1: Observation in a Row

Observation in a row is illustrated for the case of observation with a vehicle in Figure 9 below. This is also a mode for observation by foot. It can be expanded indefinitely with additional vehicles (or on foot).

The vehicle oft the target person (TP) is followed by the observation vehicles A, B, and C. Other vehicles may be in between. The observation vehicles exchange positions with one another.

Figure 9: Observation in a Row

Attachment 2: Observation with the A-B-C System

The target person (TP) is followed using the A-B-C system. At the beginning, observer A is closest, observer Bis next closest, and observer C is the furthest away from the target person. After the target person goes around the corner, the observers change their relative positions as follows:

- Observer A -- Position C
- Observer B -- Position A
- Observer C -- Position B

The observer C must give signals to observers A and B, after the target person goes around the corner, to inform them whether the target person has stopped or even turned around.

This concept is illustrated in Figure 10 below:

Figure 10: Observation with the A-B-C System

Attachment 3: Observation with a Chain

An observation chain is particulary useful when the observation squad has lost contact with the target person.
Observation vehicles or observers on foot move in parallel in the direction in which it is believed that the target person may have moved.

The observation chain can be combined with the observation pocket.

This concept is illustrated in Figure 11 below:

Figure 11: Observation with a Chain

Attachment 4 Observation with a Pocket

The observation pocket is particulary useful when the observation squad has lost contact with the target person.

Observation vehicles or observers on foot move concentrically towards the middle of a circle where it is believed that the target person may be located.

The observation pocket can becombined with the observation chain.

This concept is illustrated in Figure 12 below:

Figure 12: Observation with a Pocket

GOVERNMENTAL SECURITY SOLUTIONS




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