

BOMB THREATS AND OTHER HUMAN-CREATED EMERGENCIES

Because of the scope and disruptive nature of bomb threats, arson, sabotage, or other human-created emergencies or violence and because of the potential threat to human life and property, discovery of the individuals responsible usually results in prosecution and termination of employment.

For these reasons, managers, supervisors, and security officers are encouraged to act in a thorough and responsible fashion in handling these situations. Responsible action does not imply supervisors should attempt to become detectives or secret agents. Threats or information are usually received by telephone, by mail (mail clerks' receipt of letter, package, etc.), or through delivery of goods, supplies, or raw materials.

A responsible company and management team should anticipate such human-created emergencies and should establish:

- 1) thorough security and preventive measures, including search policies,
 - 2) response policies and procedures, including search policies,
 - 3) rigid and clear company policies for dealing with employees who participate in irresponsible actions, and
 - 4) a reputation for strictly and forcefully dealing with and prosecuting individuals involved.
- _ Every effort should be made to give responsibility for security to one top-level manager, who should have direct input to the facility manager.
 - _ Every effort should be made to work with local and state law enforcement agencies and the F.B.I. to develop preventive "plan ahead" procedures and response plans for emergencies.
 - _ Top-level managers should not permit deprecatory behavior or remarks directed at security officers. Use of such slang as "pretend-a-cop" or "rent-a-cop" should not be tolerated, nor should any other disrespectful acts toward the security function be permitted. If there is a security performance efficiency problem or an organizational, procedural, or personnel problem, it should be dealt with through training or replacement by communicating specific problems to top-level managers or to security supervisors.

Many companies attempt to control or discourage bomb threats and to solicit or commit employees to support bomb-threat response or control procedures by including in Agreements or in company rules and policies clauses such as:

"...mutual interest in protecting the property of the company,"

"...in the self-serving interest of both parties,"

"...no pay for loss of time necessitated by bomb threats or human emergencies,"

"...information of legitimate interest regarding loss of company property or protection of company property shall be brought to the attention of the company."

The checklists which follow should enable supervisors and managers to deal with bomb threats and other human-created emergencies. The checklists include:

- 1) PREVENTIVE MEASURES CHECKLIST
- 2) PREPARATION CHECKLIST
- 3) RESPONSE CHECKLIST
- 4) TELEPHONE RESPONSE CHECKLIST

DISASTER OR BOMB THREAT CHECKLIST
{Preventive Preparation Action}

- Develop a plan to assure continuity of operations, including steps to be taken (if any) to require personnel to man key posts and protective steps to be taken for those remaining on duty.
- Establish clear lines of authority/responsibility for management team.
- Develop emergency shutdown and isolation procedures.
- Develop disaster control teams/leaders.
- Establish control center system for communication/search/answering questions and alternate control centers.
- Develop personnel evacuation procedures/routine drills, all shifts.
- Designate employee assembly areas.
- Develop search procedures.
- Educate potential receivers of bomb threats on how to respond (security personnel, telephone operators, receptionists, mail clerks, supervisors).
- Conduct periodic drills based on various possible scenarios.
- Periodic visits/inspections by civil defense authorities.
- Periodic visits/inspections by law enforcement authorities/fire departments.
- Periodic visits/inspections by ambulance/paramedic authorities.
- Possible semiannual "drill and open-house" day for the above authorities and personnel.
- Knowledge of staffing and 24-hour availability of the above support services and personnel.
- Develop specific methods for notification of:
 - local and state law enforcement officials and F.B.I.
 - fire department
 - ambulance/paramedics/hospitals
 - adjacent industries/properties
 - adjacent residents
 - union officials (if necessary and required by Agreement)
- Prepare standby auxiliary lighting system and maintain "ready" personal lighting devices.
- Plan for auxiliary security forces.
- Plan for additional security barriers.
- Company vehicle use and availability scheme.
- **PLAN FOR ONGOING ROUTINE SECURITY FUNCTION DURING RESPONSE PHASE.** (Place responsibility upon one individual for the ongoing routine security function, including gate logs, perimeter patrols, etc.)
- Develop crowd control plan for spectators, including entry/exit road isolation procedures.
- Develop photography survey procedures to identify all personnel in crowd observing the emergency (if there is a crowd).
- Work with law enforcement agencies or civil defense authorities to survey all approaches to property and all lookouts to identify observers, vehicles, etc.
- Develop rapid response helicopter surveillance procedure and helicopter emergency evacuation procedure.

DISASTER OR BOMB THREAT CHECKLIST **(Preventive Preparation Action)**

- The following questions and decisions should be considered according to company policy at each location in order to be ready to properly respond to a bomb threat:
- Method to notify people of the threat. (Should all personnel be notified?)
 - Decision on whether to utilize employees in the search.
 - Company pay policy for those sent home, delayed, etc.
 - Decision on whether standby recording devices should be installed on switchboard incoming telephone lines. (If installed, have periodic test and drill procedures.)
 - Decision on which personnel will receive training on how to handle bomb threats and on company policy.
 - First aid instruction as part of the response training.
 - Method to notify outsiders, suppliers, service personnel, etc., including verification against guard records/logs of visitors.
 - Method of checking security visitor logs, delivery and service personnel logs, maintenance service and personnel employee schedules to make sure all employees are notified and accounted for.
 - Utilities isolation plan and backup facilities.
 - Procedures to be taken regarding notification of next shift personnel.
 - Plan for all response individuals vehicles to be parked in specific locations. ("Response individuals" are those who may respond from law enforcement, emergency services, etc.)
 - Plan for logging entry of all "response individuals" onto the property.
 - Forms prepared for use beside telephones for immediate reference by personnel who may receive incoming threat-calls. (See sample forms and checklists.)

DISASTER OR BOMB THREAT CHECKLIST (Response action)

For telephone threat: LOG AND DOCUMENT ALL ACTION TAKEN

- Treat each call as the real thing.
- Obtain as much information as possible from the caller (see Telephone Bomb Threat Checklist).
- If "switch recording" equipment is available, activate recorder.
- If no "in-line" recorder is available, at least have a small desk top recorder to record the questions and comments of the company representative who receives the call, while he/she is talking to the caller. (A quick playback will help the call receiver to remember exactly what the caller said, if it is utilized as soon as possible after the call, even though the caller's voice is not recorded.)

Do not identify yourself to the caller.
 Ask where the bomb is located--where is it placed--what floor is it on?
 Ask what the bomb looks like.
 Ask when the bomb is expected to go off.
 Ask the caller, "Who is calling?"
 Ask the caller, "Whom do you know at this location?"
Always ask the caller. "Is there anything else you would like to tell me or have me tell anyone?"
Ask the caller. "Is there anything else bothering you?"
 Ask the caller, "Is there anyone here that you would like for me to inform of your call?"

- Notify company security, law enforcement authorities, and top-level manager immediately, according to emergency response plan.
- If the bomb is found, do not touch it.
- Remember, these things could set off the bomb:
 sounds, footsteps, vibrations, hammering, voices, sliding, bumping, tapping, sirens, radios, bells, people, and ELAPSE OF TIME.
- Document as many SENSORY FACTS as possible.
- Do not speak to any radio, TV, news, or public media personnel regarding the event or incident.
- Maintain total and complete confidentiality on all such matters.

DISASTER OR BOMB THREAT CHECKLIST (Response action)

For mail threat:

- Follow applicable items on phone threat checklist on page 365.
- Minimize handling of letter, note, package.
- Maintain confidentiality and security of letter, note, or package.
- Do not try to play "detective or cryptographer. Let the authorities do that.
- Show the letter, note, or package, only to security personnel, top-level managers, and/or law enforcement authorities.

TELEPHONE BOMB THREAT CHECKLIST

INSTRUCTIONS: LISTEN. DO NOT INTERRUPT THE CALLER EXCEPT TO ASK:

WHEN WILL IT GO OFF? Target Hour _____ Time Remaining _____

WHAT DOES IT LOOK LIKE? _____

WHERE IS IT PLANTED? Buildin,,, _____ Area _____

WHAT FLOOR IS IT ON? _____

(Did the caller appear familiar with the building by his/her description of the bomb location?)

IS THERE ANYONE YOU WANT ME TO TELL ABOUT THIS BOMB?

DO NOT GIVE THE CALLER YOUR NAME. IF ASKED, IDENTIFY YOURSELF ONLY AS "THE OPERATOR."

FILL OUT THE ITEMS BELOW IMMEDIATELY AFTER HANDLING THE CALL, NOT WHILE TALKING TO THE CALLER.

Name of Person Taking Call	Time of Call	Date	
Caller's Identity			
SEX: <input type="checkbox"/> Male	<input type="checkbox"/> Female	APPROXIMATE AGE: Years _____	
Origin of Call			
<input type="checkbox"/> Local	<input type="checkbox"/> Long Distance	<input type="checkbox"/> Booth <input type="checkbox"/> Internal (within building?)	
VOICE CHARACTERISTICS	LANGUAGE	SPEECH	ACCENT
loud	excellent	fast	local
soft	<input type="checkbox"/> good	slow	not local
<input type="checkbox"/> high pitch	fair	distinct	<input type="checkbox"/> regional
<input type="checkbox"/> deep	<input type="checkbox"/> poor	distorted	<input type="checkbox"/> foreign
<input type="checkbox"/> raspy	foul	stutter	other
<input type="checkbox"/> pleasant	other	slurred	Explain:
intoxicated	use of certain	nasal	
other	words/phrases	other	
MANNER		BACKGROUND NOISES	
Calm	<input type="checkbox"/> Angry	Bedlam	Office Machines
Rational	<input type="checkbox"/> Irrational	Animals	<input type="checkbox"/> Factory Machines
<input type="checkbox"/> Coherent	<input type="checkbox"/> Incoherent	Quiet	<input type="checkbox"/> Street Traffic
<input type="checkbox"/> Deliberate	<input type="checkbox"/> Emotional	Mixed	<input type="checkbox"/> Party Atmosphere
<input type="checkbox"/> Righteous	<input type="checkbox"/> Laughing	Trains	<input type="checkbox"/> Airplanes
		Voices	Music

ACTION TO TAKE IMMEDIATELY AFTER CALL

FIRST: Notify your security officer and top-level manager.

SECOND: Notify your supervisor. Talk to no one other than those indicated by your supervisor.

Write out the message in its entirety as received from the informant, using the reverse side of this form.

Follow DISASTER OR BOMB THREAT CHECKLIST (Response Action pages 365-368).

MANAGEMENT ASSOCIATED RESULTS COMPANY, INC.