

# 6

## *Training*

Planning is bringing the future into the present so that you can do something about it now.

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In Chapter 5, we discussed the differences in using proprietary and contract security. Whether you have your own training program or you rely on the program of someone else, you should read this chapter. Either way, you want to have some input and oversight into those who will be protecting your assets.

### **FUNDING TRAINING**

Training is going to be the foundation of your department. It is also the biggest expense in hospitality security and the hardest to sell because it is perceived to offer little or no return on investment. Remember, here in the private sector we have to justify expenses as necessary for the operation of the business or as a revenue generator. Our executives in the C-suite do not necessarily understand training for its own sake, or training, because that is how the other guys do it. Fortunately, there are ways to articulate the need for training, its advantage to the business, and even its return on investment.

### **Liability**

Properly trained security officers actually save money in several ways by reducing and preventing exposure to legal action. For example, at hotel ABC, officers are provided an orientation and issued handcuffs on their first day. At hotel XYZ, officers go through a week of classroom training on laws of arrest, provided eight hours of handcuffing and defensive tactics, and a week of field training with a training officer. The differences are obvious and so are the potential results. If each of these officers gets into similar incidents on his/her second day of work, here are the probable outcomes.

ABC officer responds to a fight in a room. He enters the room with his master key and sees a woman crying in the corner and a man sitting on the edge of the bed. He attempts

to take the man into custody. During the altercation, he tears the rotator cuff in the man's shoulder, but is successful in arresting him. Then the woman jumps on the officer and tries to rescue her husband and, in the process, bites the officer's earlobe clean off and scratches his face bad enough to require stitches. The officer fends her off, backup arrives, and the suspect is taken to the security office to await the arrival of the police. After the police arrive, they determine that there actually was no fight, other than arguing, and the arrest was false. The man with the injured shoulder wants to press felony charges for battery, false imprisonment, kidnapping, and anything else he can. Your officer attempts to press charges on the female for battery and she convinces the police she was just defending her husband who was wrongfully attacked by your officer. You decide to terminate the officer on the spot. Eleven months later, after the others involved have moved on to other positions, you and the hotel are named in a lawsuit from the male guest and his wife. They claim negligent hiring, inadequate training, negligent security, and seek millions of dollars. Your risk manager says it is not winnable and settles for \$100,000 plus medical bills. Meanwhile, the former security officer, who was denied unemployment, sues for wrongful termination. He claims he was told to provide security, was given handcuffs, and sent to a call where he thought someone needed help. He wants back pay, medical bills, and \$50,000 because his facial scars and loss of earlobe have left him deformed. Your risk manager reluctantly pays this one as well. Other costs associated with this incident are the other guests who left the hotel due to the unprofessional conduct of the security officer, the others who will never return after reading this incident in the newspaper, and all of the friends and associates of the original guests who will never patronize such a dangerous place.

The same incident at XYZ sends an officer with two weeks of training to the same type of incident. This officer goes to the room, determines there was an argument and that nobody wants to press charges. Finding no reason to arrest anyone, he gives them a warning about disturbing other guests and says the police will be called the next time. This incident costs about \$1,000 for the extra training given to the officer. Spread that cost of training over the career of the officer who will handle at least 100 similar incidents and it is only about \$10.

These are extreme examples of how training saves money. Your boss will understand this, especially if you show him examples of real lawsuits and the monetary awards.

The example of false arrest in this chapter is fictitious and used for the purpose of illustrating the point. The best illustration is an actual event that resulted in a large payout.

One of the greatest and most abused responsibilities of private security is arrest. The company has a responsibility to ensure that every officer is properly hired, trained, and tested on powers of arrest and use of force. The company also has a responsibility to protect arrestees with proper procedures, safe holding rooms, and adequate supervision of its officers. Awareness of and compliance with the laws in your area are also paramount to avoiding possible negligence or litigation.

### Reduced Turnover

We can save money on attrition in two ways with a good training program. The first way is to use the initial training as the observation period for your new officer. Putting an officer right into his duties on the first or second day does not give you a chance to watch his interactions, behavior, and other opportunities he has that could put you in a position of risk. A substantial training period will give you a chance to model correct behavior with a qualified officer, and to observe poor attitude, violent behaviors, and learning types. If you have to let an employee go, it is better and cheaper to do it in the first few days during training than to wait for months until you actually observe a costly mistake.

The second and more positive way to prevent turnover is by producing qualified, professional, confident officers. These employees historically take more pride in their job and company, produce more, and are thereby more honest and likely to stay longer.

### Quality In Is Quality Out

You would not hire a cook who never worked in a kitchen, and even if she had experience, you would have to teach her how to use your kitchen equipment, the menu options, and ingredients to all of your signature dishes, and how they are displayed on the plate. The same goes for the guy who repairs your air conditioning and drives your shuttle. Whether you manufacture widgets or provide a service, the better-trained worker makes a better product in less time. In security, our product is protection of assets, and a better-trained officer is going to identify problems before they occur, prevent criminal behavior, and, therefore, better protect those assets and save money.

When security officers escorted some unruly guests from a private party at a hotel in 2010, one of the guest's friends started a fight with Security to get them to release his friend. A struggle ensued and the original offending guest was struck by one officer with a bottle. The injured guest sued the hotel for negligent hiring, training, and retention because the officers did not know how to handle intoxicated patrons. The court sided with the plaintiffs after a security expert explained that proper background checks and training relevant to their jobs would have prevented the officers from losing control.

Too often, "bouncers" are hired more for their appearance and size rather than their training or expertise. Make sure the hiring and training process is relevant to the skills required to perform this particular job. Guest relations, use of force, and de-escalation techniques are training programs often overlooked, but are necessary in any hospitality security program.

It is tempting and sometimes seems necessary to fill the open position with someone as soon as possible. Establish your training program and stick with it as if you have no other choice. It is just a cost of doing business. Your business will have proven positive success because of a more professional, better-trained security force.

In Chapter 5, we mentioned that skills can be taught but attitude cannot. It is a common mistake to hire for experience and hope to save money by not having to train someone who was trained elsewhere. This may or may not work out for you, but you need to weigh this risk and decide if it will work in your favor. A police or corrections officer may be able to effectively arrest bad guys, but have they ever had to worry about making a false arrest? When they learned to quell riots, did they get training on dealing with a bunch of drunken conventioners? Maybe you will get lucky, but you cannot design your training program around luck. Documentation and consistency are the two keys to training, and the previous examples will not satisfy either.

### **Consistency**

In the previous section, we talked about the importance of training for reducing risk. Even though risk was used as the justification for selling the program to your boss, it is the absolute primary reason that you have to provide training. This training, whatever it is, must be applied consistently across the entire staff. If two officers receive different amounts or types of training, you may be found negligent when one takes a different action than the other.

This is also why we cannot rely on an officer's prior training as being adequate for our hotel. If all of the hotels in your community used the same training program, then that gets you part of the way there. But there are still policies and procedures unique to each hotel that would require consistent training by the hotel. This especially applies to contract security if used at your hotel. Make sure they receive basic training from their company, but also ensure they have specific, consistent training on your hotel's practices and techniques.

## **TRAINING PROGRAM**

We have established why training is important: consistency. We have also determined that its cost can be justified: liability. Next is the implementation of your program.

As discussed earlier, training is a full-time job. Therefore, our first step is to fill the position of training coordinator. This person will write and present various training programs, evaluate trainees, coordinate the timing and schedule of the different training programs, and maintain the records of all of it. Besides being able to do all of those things, you will need someone who understands learning and teaching styles and techniques and who can develop and modify training programs as policies change. In addition, this person should be able to monitor and research current events and case law while keeping abreast of how risk is managed within the company.

There are three components to a complete training program. All three are necessary for a successful security department that reduces liability while protecting assets. Those components are classroom or academy training, field training, and in-service training.

### **Academy**

You should never put an officer into service without a minimal amount of orientation to their new job, the company's policies, and relevant laws. Much of this can be taught in a

classroom setting. Many security companies choose to contract this service. There may be someone in your area that can teach security basics for all of the hotels or other security functions in town. Whether you use a service like this or create an “academy” of your own, here are some suggestions of what to include in this training.

**Basic laws**—A security officer needs to know the laws for crimes she may encounter.

These include crimes against persons, such as murder, rape, robbery, theft, etc., and crimes against the company, such as embezzlement, fraud, vandalism, and “defrauding an innkeeper.” Some laws, like that last one, vary from state to state and even among municipalities. Many of those are specifically designed to protect hotels and guests.

**Laws of arrest**—In this segment, we would explain the difference between a misdemeanor and a felony and the requirements to arrest (committed in your presence, reasonable cause, etc.). States also differ in their requirements for a private person arrest. Some give special powers to security, but most do not. This is where many officers get into trouble, so this distinction is important.

**Use of force**—This issue is often neglected in officer training, but also can lead to trouble. Officers should be very clear on every step of the force ladder from verbal all the way to deadly force. It is ironic that police officers spend days and weeks on this training and they have the same ability to apply excessive force that we do. So, spend that amount of time required for your staff to understand it.

**Company policies**—Even if your company provides new-hire orientation, there are many policies that pertain specifically to security officers. Confidentiality, accepting gratuities, sexual harassment reporting, evidence handling, lost and found, and rules of conduct are examples of these policies.

**Documentation**—Report writing procedures are probably the most difficult to teach new security officers. This is, unfortunately, mostly a high school English class (paragraph structure, grammar, spelling) with some company report procedures thrown in.

**Emergency procedures**—Evacuation plans, medical protocols, robbery, and active shooter procedures are among the procedures discussed in this part of the academy. These still require physical exercises, but we will come to that later.

**Guest service**—This not only includes your company’s policies of meet and greet, but also includes conflict resolution, de-escalation, and even ADA (Americans with Disabilities Act) rules.

These are what I would consider the minimum requirements to be included in a new-hire academy. You can add your own unique classes to your academy to make it more rounded and definitive of the style of your department and company.

Classroom training should use various media and learning platforms. PowerPoint® slides, videos, guest speakers, role-playing, exercises, and written and verbal testing are all proven methods of increased absorption. If you are going to introduce an academy to your existing training program, work out a schedule to put all officers through it. The veterans can be put in class with the rookies at a pace that does not tax your staffing levels. Consistency and documentation are the names of the game in training, so you want everyone to go through the same training.

## Field Training

Postacademy training or “on-the-job” training needs to be more extensive and structured than what you may be used to seeing. Without being able to prove through documentation that training occurred, the training is useless in court. Following a senior officer around and being “shown the ropes” is good, practical training, but we need to support it to make it more valuable.

In 2010, a national retail store chain was sued by a Sri Lankan man for violation of his civil rights (discrimination based on race in places of public accommodation). The man had been speaking to a woman in the store and was asked to leave by Security. The plaintiff claimed that the security officer acted inappropriately, that the police were summoned to question him, and that he was unnecessarily “86’d” from the store. The court ruled that the plaintiff fell short of proving that the store employee’s conduct was “outrageous and extreme” and dismissed the case.

Even though the store “won” this case, the lesson to be learned here is that professional conduct, courtesy, and discretion might have prevented this case from going to court. This trial was, without doubt, very expensive for both parties.

Before we start field training, we need some field-training officers (FTOs). FTOs are selected based on their experience, aptitude, and attitude. Your new recruits are going to spend a lot of time with FTOs, so their attitude and ability to teach is very important. Teaching skills can be taught through an instructor development or similar program. Here, FTOs learn how to make presentations, identify learning styles, and use the “explain, demonstrate, observe” method of teaching tasks. They also learn how to give constructive feedback and correct unacceptable behavior.

Rather than just selecting the most knowledgeable officer to be an FTO, make sure he or she is going to be able to “sell” the job to the new employee. The last thing you want is someone who will teach bad habits or badmouth the company for eight hours. You may want to have tryouts and some sort of testing process to make sure you get motivated employees to take this position.

## Task List

Once you have your trainers trained to train trainees, you need an organized training process. To structure the training, it is best to start with a task list. The task list is made up of every job that a security officer does, no matter how insignificant. Everything is listed from common patrol procedures to fire extinguisher inspections to guest interactions to report writing. The task list may be several pages long. If you get writer’s block on this, try using your daily logs as reminders or have your FTOs make notes of their activities for a week or so. Once the list is compiled, create a form where the FTO and the trainee initial each task as they show proficiency.

The task list may determine the length of your field training. In a large hotel, two weeks is probably adequate. If you are not sure, look at other comparable hotels and make

sure your training is at least equal to theirs. If that is not helpful, you may have to run a few trainees through your new field-training program and see how long it takes them to feel comfortable and confident on their own. The daily reports will help you make that determination.

### **Evaluations**

Daily observation reports should also be created for use by the FTO. This one-page evaluation form lists several categories in which to observe each day. These categories include guest service, knowledge of property, officer safety, knowledge of procedures, etc. Next to each category, place a 1 to 5 or 1 to 10 scale in which the FTO circles the number corresponding with the trainee's performance. Each substandard and each above-standard rating is explained with a comment. The FTO reviews the report with the trainee at the end of each day to let him know what he did well and where he needs to improve. Trainees are kept in training until they meet standards on every category.

Weekly observation reports are identical to the daily reports, except a supervisor completes them. This gives an extra set of eyes to the evaluation report and ensures that training is being administered fairly and consistently. The supervisor reviews his observations with the trainee just as the FTO did.

These three forms of documentation—the task list, the daily observation report, and the weekly observation report—show in a very detailed fashion exactly what was trained and how it was trained. If all aspects of training are covered in your list, it will be difficult for a plaintiff to accuse your company of having inadequate training. There are also some training classes or modules that will be too intensive for a task list. These include CPR, weapons, defensive tactics, bomb awareness, etc.

### **In-Service Training**

In Chapter 5, I offered the Officer Development Program as one way of doing your in-service training. Whatever your method, there are three reasons to keep training current after the new-hire training is complete. First, there are several required programs to be taught that were not covered in the initial training: CPR and defensive tactics, for example. These classes are also difficult to pile onto a new hire who is absorbing so much in a short period. They are not needed during the field training anyway. Second, procedures change and are added constantly, so we need to keep everyone updated. These include emergency procedures and various specific incident responses. Third, in-service training keeps officers fresh on various procedures that we do not want them to forget, but may not happen very often. Defibrillators may not be used very often, but, on a regular basis, we need to make sure officers can show proficiency. This covers us for those lawsuits that claim we do not adequately train our staff.

There are several methods of providing in-service training to your staff, and I recommend you use all of them.

**Classroom**—Officers need to be pulled away from their duties on occasion for a class.

Lecture or workshop classes are good for teaching CPR, first aid, defensive tactics, and other intensive multihour programs. Make sure officers are paid for these classes, that the instructors are qualified, and that attendance is documented.

**Briefing/pullout**—If you are fortunate enough to have a preshift briefing for your officers, there are many topics that can be covered in a few minutes. Handling agitated persons, working oxygen regulators, or handcuffing refreshers are good topics for these short presentations. During shift, pullout training can be done with minimal disruption. This type of training can be discussion/tabletops or actual exercises. Fire drills, active shooter scenarios, CPR practice, and many other topics can be covered on a daily basis. Make sure each officer gets a chance to participate and that it is always documented.

**Tabletop**—A tabletop exercise is the best way to train officers without disrupting business. Officers gather around a table in a workshop format and run through a scenario. Upon being given a scenario, each officer relates what actions he or she would take. More information is provided and then officers continue updating their actions until the situation is resolved. This is a great way to train, but also to test procedures to see if they work and if anything was forgotten. Emergency procedures can be developed or tested using this method and then modified as necessary—all while providing training to those who participate.

Debriefings are another type of tabletop exercise. After a significant event at your property or even one that you hear about in the news, officers discuss their actions or the actions of those involved and observe lessons learned. They decide what could have been done better, what worked well, and what did not. Debriefings are an emotional release for the ones who experienced a traumatic event and a learning moment for everyone.

**Drills**—A drill focuses on one component of a procedure, such as an evacuation drill or a response drill. These take a bit of planning and coordination. You can include other departments and select a time where you do not disrupt business or guests who are relaxing. However, do not be afraid to let guests see you practicing. Get a big sign that says, “We are practicing to keep you safe,” or something like that and let people watch you do CPR on a mannequin or handcuff a fellow employee. I see this when I go to my local water park and it is very reassuring. Remember documentation.

**Exercises**—An exercise is training that involves all of the components of a plan. For example, an active shooter exercise may include the response, setting up a perimeter, dealing with phone calls and upset guests, and triage of injured persons. This training can be as large and as complicated as you want. Full-scale exercises are discussed more in Chapter 10.

Now we will look at some specialized training that you might use at your facility.

### **Defensive Tactics**

Any incident that becomes physical with security officers is “defensive.” We should not be taking any action with anyone where we are “offensive.” Our physical actions are to

protect ourselves or someone else from harm. Because we do not arrest people for warrants or something they did outside our presence, even an arrest is made in our own defense. It also sounds better to a jury that your officers are trained in defensive tactics rather than offensive tactics.

Defensive tactics includes everything from officer presence to deadly force. Because consistency is one of the keys to training, we must teach everyone the same tactics in the same manner every time. Use of a qualified instructor is the only way to do this physical training. Many police and military training programs employ a form of martial arts for their defensive tactics training. This does not mean you should go over to your local dojo and hire sensei Bob. It does mean that you find an instructor who not only knows the moves, but also the legalities, liabilities, and medical dangers.

Sudden in-custody death syndrome is a term given to deaths of uncertain reason following an arrest. The cause is often (but not always) drug-related and can occur during, immediately following, or days after a violent struggle. Researchers are still investigating ways to prevent it medically, but in the meantime, there are precautions we can take and responsibilities we have to those in our custody.

Besides the consistent, strict adherence to training and procedures, arresting officers should have a protocol for tending to persons in handcuffs. First, ensure that the fight is over. Once someone is restrained, it is no longer necessary to apply pain or restrictive holds unless those moves are defensive. Second, prisoners should be monitored closely for abnormal breathing and other signs of stress, shock, heart failure, or injury. Third, any signs of anything unusual should be reacted to immediately. This includes first aid and calling emergency medical services. It is better to be safe than sorry.

I cannot tell you how many times I have seen security directors provide handcuffs to their officers on their first day with no training. You might as well give them the keys to the company safe. I cannot think of a more costly mistake than to give an untrained officer handcuffs—except maybe giving him or her a firearm. Even an untrained officer with a gun would probably not be as bad because most people realize the seriousness of pulling a firearm. Instead of speculating what is worse and what are the risks, let's just agree not to provide those things without proper training.

Handcuffs are a necessary tool for security, but dangerous legal exposure comes from depriving freedom especially by force. This liability is discussed in more detail in the next section.

## USE OF FORCE POLICY

The use of force posture for your property is a very important decision that will take into account the company reputation, insurance, training, staffing, budget, and legal ramifications. Some properties take the simpler route to save money and keep their employees safer. As we learned in the Seattle bus terminal incident, and many other incidents all over

In an effort to save money on police protection in a Seattle bus terminal, the city decided to hire security guards whose policy was “observe and report.” Their orders were to be observant, watch for potential problems, and alert police to intervene. In 2010, a girl was attacked by several others in a beating and robbery that was caught on video. Two security guards watched the incident as it unfolded and appeared to be using verbal commands to stop the violence, but were obviously unsuccessful. The entire world watched as a girl was severely beaten while two uniformed security guards did nothing to help her. The litigation is still pending, but the security company was fired and the “observe and report” policy revised.

If the method of “observe and report” is going to be used at your facility, it does not mean you are immune to responsibility and the associated liability. Society does not expect anyone, even untrained security officers, to stand helpless while a preventable incident occurs in their presence. Make sure officers understand the “observe and report” philosophy and know the exceptions when to use discretion under unusual circumstances.

the world, a cautious reaction to violence often puts employees in more danger and may even cause you more money and legal troubles in the end. Many companies who invest in comprehensive force training, including weapons, have found that they prevent and deter more incidents and can safely and effectively resolve most violent situations. For those who would argue that the police are better trained, equipped, and legally protected to deal with violence, I would agree with them that the police are the best response. However, there is an important few minutes where a guest or employee is getting his butt kicked on your property while you await the arrival of the police. You have a duty to protect that person from harm, within reason. So, ask your lawyer and general manager where they feel that duty falls on your officers.

Don't forget to see what your neighbors are doing. If the 300-pound linebacker from the local college football team is trashing your bar, and an innocent patron suffers brain damage from a flying stool, what is your response? What is the security response at your neighbor's property? I want my guests, employees, and all the lawyers in town to know that if there is a violent situation in my bar, there is no better trained and equipped security department to deal with it.

Whatever you decide, make sure the appropriate tools and training are provided so your officers can carry out that duty effectively.

### **Use of Force**

Use of force policy is necessary to provide guidance and boundaries to your staff when using force and to justify your actions in court. The amount of force we use is generally organized into a scale from least force to greatest force. This scale is also called a ladder or a continuum. It is sometimes visually displayed as a staircase or pyramid as well. However you want to characterize it, the objective is the same. I will explain each of the steps on the ladder. Some are always included, and some—like guns for unarmed

officers—may not apply to you. Force usually includes anything physical, but at least two types of force are not physical.

We use a rising scale, ladder, or continuum to illustrate “escalation of force.” Because it is not acceptable to use excessive force, we teach officers to “climb” the ladder until they reach that level of force that is the same as their opponent’s. In other words, you do not use deadly force to overcome the resistance of a man waving a rolled up newspaper, and you would not order someone coming at you in a speeding truck to “Stop!” When officers are being accused of using unnecessary force or unreasonable force, it is because they may have skipped steps on the ladder or climbed it too high for the situation.

The science of use of force seems very straightforward to those of us who use it regularly. However, juries are having a hard time, in the last few years, applying this concept to police officers who are accused of using excessive force. The ladder, escalation, or continuum is difficult for laypersons to understand because they assume that you must start at the bottom of the ladder. Because our options are even more restrictive when it comes to force options, security officers should always be trained to use that amount of force that is reasonable under the circumstances to defend themselves or someone else. In other words, even though we use the ladder of force to train our officers, a jury will only care that the force used was “reasonable.”

To keep yourself out of trouble in this unpredictable arena of litigation, use an experienced, proven, certified tactics instructor; test, drill, and exercise your staff in scenarios on a regular basis; and consult your legal counsel on this and any other policy you mandate. Following are the levels of force in order.

### **Officer Presence**

Surprisingly, just being present is a use of force. A professionally attired and equipped officer standing in a certain area can prevent trouble. Just her arrival at the scene of a violent incident may be enough force to stop a fight or prevent an argument from escalating. Officer presence is the basic and first step on the use of force continuum. There are many training programs available for this level as it is the most common, most preferred, and even the only level available to some officers. (See the previous box about the Seattle bus incident.)

### **Verbal Commands**

Use of an officer’s voice is the second step on the ladder. When presence does not work, the officer climbs to the next step, issuing verbal commands. “Place your hands behind your back,” “Drop the magazine,” and “Get out of here” are all examples of verbal commands. This training is often combined with the previous level and may be as far as many officers can go. It is also as far as we let our nonsecurity personnel go, so this is training to consider for other departments.

### **Soft Hand Controls**

Most continuums include this intermediate physical step. Soft hand controls are those where there is no pain compliance used. This may include guiding someone by the arm, pushing someone's back to get him or her to move, and pushing down on one's shoulders to get him or her to remain seated. In the upcoming subsections, we discuss why security officers hardly ever use these types of controls.

### **Chemical Spray**

Pepper spray, foam, stream and aerosol, mace, and other chemical irritants are placed in various levels of the continuum. I place them before hard hand controls because they are not lethal and can do no serious or permanent injury. Many departments place the Taser® at this level and use it as an alternative to going "hands on." I do not disagree with this practice, but I think in the coming years, the courts will decide this for us. As with most of these levels and tools, their place in the ladder depends on the type of training. If an officer was taught to use a Taser as the first step in an arrest, then it would fall here. If the Taser was taught to be used as a defense of a violent aggressor, it would fall in the next step, or even after that.

### **Hard Hand Controls**

Hard controls are those that use pain compliance like arm bars or wristlocks to overcome violence. You learn this in your defensive tactics class. Every officer, regardless of his or her duties, needs to learn these techniques because in the absence of training, officers will make up moves. Worse, they will resort to prior training, which may be inappropriate and excessive for the current application.

A chokehold is a common name for either of two holds called the Arm Bar Control and the Carotid Control. The Arm Bar Control is one arm around the front of the neck, using the other hand to pull back on the arm bar. The effect is to cut off the windpipe and decrease oxygen to the heart and oxygenated blood to the brain. The Carotid Control places one arm around the neck (from behind) with the elbow at the front. The other arm pushes against the other arm, creating a vice. This cuts off blood flow in the carotid artery and the jugular vein, decreasing blood to the brain.

Between 1975 and 1982, the Los Angeles Police Department included a chokehold as part of their use of force policy. Sixteen people died as a direct result of the chokehold and it was finally restricted to use only in life-threatening situations. Physicians deduced that the desired effect of compliance and loss of consciousness were often preceded by the undesired "fight or flight reflex" where the prisoner actually resisted more because of the fear of death. The desire to escape—which is a conscious decision—is overcome by the will to survive—which is instinct. During this resistance, the suspect uses his instinctive final breaths and energy trying to stay alive rather than complying with rational commands.

Anytime you put your hands on someone, it had better be to make an arrest. Except for catching someone from falling or helping in a medical situation, any time you touch someone you are stepping into a legal situation. Placing someone in a wristlock, pushing a drunken patron out the door, or placing handcuffs on a possible shoplifter all constitute false imprisonment and are subject to legal consequences, unless they are pursuant to a lawful arrest. The scenes you see in the movies where the two bouncers throw the bad guy out the door are for Hollywood and have no place in our business.

Remember that police officers can use hard hand controls to modify behavior. They have legal authority to lay hands upon people where we do not.

### **Impact Weapons**

Ancillary devices, such as stun guns, Tasers, batons, clubs, and ASPs (expandable batons) are all considered less-than-lethal force alternatives. For security, these are defensive weapons, so they would not be used on fleeing suspects, or in threatening ways. Many police officers and security officers place these items on the wrong level in the force continuum, causing allegations of excessive force. Because most of these weapons *can* be lethal, they are often introduced too early in the escalation of force.

### **Deadly Force**

This is obviously the top of our ladder/continuum. We generally associate deadly force with firearms and that is largely true. Impact weapons also can apply, or be used to overcome, deadly force (e.g., a monkey wrench, drill motor, or vehicle). Other weapons need to be realized as deadly so that your officers can justify their actions. Deadly force and each of these levels apply not only to the force being encountered, but also to the force being exerted to meet the threat. Good guys carry guns, impact weapons, and pepper spray. Bad guys also have guns, use impact weapons, and even pepper spray. Both good and bad guys use soft and hard controls. The level of force is comparable—the only difference is that we have to justify ours and cannot exceed what is reasonable.

The use of force continuum can be used in two ways. First, it helps us to determine and justify what level of force is appropriate. If someone is using a certain level of force against us, we make an instant decision, based on our knowledge of this continuum, what level of force we will use to counter the threat. We can use the same level to meet the threat or we can use the next highest level to overcome it. Someone coming at you with a baseball bat in a batter's position would have to be countered with the next highest level, which is deadly force.

Second, because situations can escalate and de-escalate rapidly, we use the continuum to adjust our level of force accordingly. If we point our gun at the person with the bat and he drops it, we no longer need to use deadly force. We may drop down to a hard hand control to arrest him. If he resists the arrest, perhaps we push him away and use pepper spray, Taser, or baton. On the contrary, if we are trying to awake an intoxicated person in a lounge (using verbal commands or soft hand controls) and he rises up swinging, we might immediately escalate to counter the new threat. The fluidity of changing levels to meet new threats is why we call it a continuum.

## SPECIAL TRAINING

### Bike Patrol

Bicycles have been used for patrol for over 100 years, but organized training and policies did not really become part of the program until the late 1980s. Many police departments claim to have originated the official training style that has permeated security and police departments all over the world. My first experience was in 1993 with two Seattle police officers who developed a training program for police that included safety, coordination, riding techniques, and equipment selection. The training program I developed evolved from that one after I modified it for the armed security officer.

### Equipment

Twenty years later, many manufacturers sell mountain bikes designed for urban patrol. The primary difference between these and a regular mountain bike is their durability. Weight is sacrificed for strength in the frame and components. Since patrol bikes will be ridden almost entirely on concrete as opposed to dirt, this durability absolutely prohibits buying a bike off the rack at a bike shop. Just as a police car is modified for constant use and abuse, so should a patrol bike be built for bumps, jumps, and maybe even a heavier rider. Rather than custom building a bike, find a manufacturer that makes “police” bikes.

Helmets and gloves are basic, but apparel must have the attributes of a security uniform and the comfort and flexibility of bike shorts and shirts. Lighting, reflectors, and other safety equipment are standard.

A qualified mechanic and a bike shop should make repairs. You can try to create your own shop, but by the time you count labor and the cost of inventory and special tools, it is faster and cheaper to have repairs done by a professional.

### Training

A certified bike patrol instructor should train bike officers. Many renowned organizations certify training and they offer classes for instructors. Some hotels rely on their local police departments for this training. Ensure that the training includes the following components:

Bike patrol policies—These include use of force with the bicycle. The bicycle can uniquely fit each of the levels in a use of force policy from presence to deadly force. Other policies include where it can be ridden, pursuit policies, and sidewalk or road-riding laws.

Repair procedures—Training should include basics like minor adjustments, flat repairs, and safety inspections.

Control and coordination—Bike officers need to be shown how to control the bike at slow speeds, ride through crowds, use pedal straps, ride with one hand, etc.

Riding techniques—Speed-shifting, emergency braking, obstacle avoidance, curb and stair climbs and descents, and even falling are important parts of the overall training.

Dismounts—Patrol officers learn to use the bike as a tool and even a weapon for apprehending criminals.

Training for bike officers should be at least three days and include long-distance and strenuous rides to evaluate endurance and stamina of the riders.

Other specialized patrol functions are discussed in Chapter 2.

## DOCUMENTATION

I am not sure I mentioned documentation enough times in this chapter. If training is not documented, it did not happen. All that work is a waste of time if it cannot be proved to have happened. Keep training files for each of your officers separate from their personnel files. Track every piece of training they receive. These records will be subpoenaed when you are sued for inadequate training and that is great. Most lawsuits due to training inadequacy are lost by hotels that did not have documented training. You want the most well-trained, well-equipped security officers in the world and with some work you will meet that goal.

