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Tips on Terrorism

*Security suggestions for
Canadian business people
travelling or working abroad*

SECRET DEPT. OF EXTERNAL AFFAIRS
MINISTRE DES AFFAIRES ETRANGERES

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Introduction

Why this booklet? Some business people think the terrorist threat has declined. It has not. In 1978 alone, over four hundred people were killed and a similar number injured in international terrorist attacks around the world. Business people have not been exempt. In the last decade, USA business facilities or executives have been the targets for over one-third of those international terrorist attacks directed against USA citizens or property. Fortunately, Canada and Canadians abroad have not been prime targets in the past but Canadian diplomatic missions have experienced fire-bombings and a hostage-taking. Incidents could involve Canadians directly. Canadians could also become involved when innocent bystanders are caught up in a terrorist incident against a third party. All business people can be targets in some high-risk areas abroad. National identities can be confused. A risk exists.

You can reduce that risk. Most security precautions are common sense with little or no cost. Even more elaborate security precautions can be justified on the grounds of improved morale and confidence. Measures which reduce the terrorist threat also provide a bonus. Virtually all terrorist techniques are also used by common criminals. Deter the terrorist and you deter the crook as well.

This booklet contains a number of practical suggestions on what to do to reduce the risk and on what can be done during and after a terrorist attack. It also outlines how the Canadian Government can help you.

But above all, we would like you to avoid repetitious day-to-day routines. For example, do not leave home for the office at the same time every morning. Do not use the same route daily. Remember:

**Same time +
Same place =
Tempting target**

The threat

Before any reasonable security precautions can be taken, the risk must be assessed. Terrorism basically involves criminal-type acts such as bombings or kidnappings which are committed for political motives, often against innocent non-combatants.

Explosive bombings are the most common terrorist incidents in all areas of the world. Other types of terrorist acts are more common in some regions than others. Kidnapping is the second most common incident in Latin America but follows incendiary bombings and armed attack in Western Europe and the Middle East. Western Europe has seen more terrorist assassinations than any other area in the last decade.

Terrorists may act alone or in small groups. They may support a variety of extreme causes at either end of the political spectrum. Some are extreme nationalists or separatists. Others seek the overthrow of a particular government.

Terrorist targets often include innocent bystanders. Both government and private establishments associated with the terrorists' overall target can be attacked. But in most cases, the terrorist seeks a target which will either attract attention to the terrorist cause, force a government to change its policies, or produce arms or funds for the terrorist cause.

Ask yourself some questions:

- Would the local authorities have problems preventing bombings or kidnappings?
- Do violence-prone groups exist where you are?
- Would an attack against you receive wide media coverage?
- Does your company appear sufficiently affluent to afford large ransom payments?

If one or more answers are "yes", you may need to improve your security precautions in the office, en route and in the home.

Office security

Terrorists have selected business offices as sites for bombings, sabotage, kidnappings and assassinations. Reasonable security precautions can deter such incidents.

Some precautions are common-sense and cost little. Come and go at different times. Use varying routes and entrances to the building when possible. Avoid working late on a routine basis and avoid routine trips to the office during hours when no one else is there. Be alert to anyone loitering near the office.

Offices most likely to be terrorists' targets, for example, senior executives' offices, should not be directly accessible to the public. Ground floor offices are especially vulnerable. Do not stand or place desks near windows. Do not hang pictures of executives in the lobby or place name signs outside executive offices. Direct private telephone lines should be avoided, except for safe havens, since they facilitate tapping and monitoring by terrorists. Telephone cables to offices and residences are best embedded in conduits in walls or underground.

Do not clutter up lobbies with plants or objets d'art or other items which could obscure the presence of a suspicious parcel or object. Restrooms in executive areas should be locked as should all maintenance closets and telephone and electrical equipment

rooms. Keys should be issued on a very restricted and recorded basis.

Have a police security check or background check done on all local employees. Impress on all employees that they should be alert to unfamiliar objects or personnel, especially in stairwells and restrooms. Develop and regularly practice drills to cope with fire, bomb threats and intrusion. Involve every member of the business.

Your office and home should have a record of any medical problems that may be expected in an emergency. Information should include ailment, type of medicine, where to obtain medicine, doctor's name and address, blood type, allergies, etc. Establish notification instructions in the event of emergencies, kidnappings, etc. Make sure that someone knows the name and address of next of kin.

Security en route

Terrorists often attack persons in automobiles. The key precaution again is to avoid repetition. Leave at different times; use differing routes to and from work and around town. Don't forget to vary the time you leave home in the morning.

Use busy thoroughfares as much as possible. Avoid isolated country roads and dangerous areas of a city. On multiple-lane highways, drive toward the centre of the road to make it more difficult for your car to be forced to the curb. Avoid driving too close to other vehicles. Try to avoid going out of town alone. Travelling with a group provides safety in numbers. Try to travel in convoy if going long distances.

When travelling in a car, keep all doors locked. Keep windows closed, or opened only a crack. Park cars off the streets at night. Lock cars, no matter how short a time they may be unattended. If it is necessary to leave car keys with a parking attendant, leave the ignition key only.

Before entering your car, check that there are no suspicious objects or unexplained wires or strings inside or underneath. If you find suspicious wires or packages in your car, office, or residence, report them immediately to the proper authorities. Do not attempt to remove any such objects yourself.

Remember that terrorists usually size up potential targets in advance. Before leaving your home or office, check up and down the street for suspicious cars. Try to note whether you are being followed to or from work or other places you frequent; if so, notify police promptly.

Avoid types of cars or actions that might identify you as someone rich or important. Reserved parking spaces should be identified by number, rather than by name or title.

Some vehicle modifications cost little, for example, an inside hood latch, locking gas cap, and an anti-bomb bolt through the end of the exhaust pipe. Two-way radios or a telephone and an alarm system are useful. In higher-risk areas, consider strengthened vehicles and defensive driving courses.

Security at home

Both terrorists and ordinary criminals consider the home a tempting target. The same measures will deter both. A number of common-sense counter-measures cost little or nothing. For example, family members or servants should never admit strangers without proper identification. A peep-hole in a door where visitors can be observed prior to entry is recommended. Never leave garage doors unlocked. Watch-dogs are usually better than poorly trained local static security guards. Both may sleep on the job, but the dog sleeps more lightly, doesn't drink and is less susceptible to bribes. One animal inside and one outside are even better. Think twice before being photographed or interviewed in your home. Avoid set social routines such as a tennis game at the same time and place weekly. Terrorists size up victims in advance. Be alert to near-by workers whose road or utility repairs appear slower than usual.

Have a security or background check of all servants. Do not discuss sensitive information, such as detailed travel plans or business dealings, within hearing of servants. Instruct servants and members of the household to refuse information to strangers enquiring about your activities or whereabouts, and to accept no packages or other items unless they are certain of the source.

Security should be discussed with the family but do not frighten, simply inform. Discuss what should be done in the event you or a family member is kidnapped. Keep your family affairs

(i.e., insurance policies, vital documents, etc.) in order. Keep your passports, visas, and immunization records current and in a secure place. Make all necessary emergency financial arrangements for dependents and designate an individual or office to contact in the event these plans must be implemented.

In many places children should be escorted to and from school. Instruct school authorities that under no circumstances are they to be picked up by persons other than family members or specifically authorized people. Do not permit unaccompanied children to use taxis and public transportation.

Telephones can help you — or the terrorist. Maintain a current list of emergency numbers beside each telephone. Recognize that your telephone will possibly be tapped by potential kidnappers. Be most discreet on the telephone in discussing information concerning travel. Do not hand out business or home telephone numbers indiscriminately. Locate a neighbour's or public telephone near your home and advise your servants and family of its location for emergency use.

Avoid crowds and civil disturbances. Stay away from areas in which you have no business and avoid disputes with local citizens. If others initiate troublesome incidents, leave the scene as quickly as possible and report the matter to the appropriate authority.

In high-risk areas, if possible, request a frequent police patrol

through your neighbourhood. If this proves impossible, consider a roving private security patrol, perhaps shared by the neighbourhood.

Before you choose a residence, consider security. Apartments have the advantage of close neighbours, but many do not control access 24 hours a day. Separate dwellings should have adequate fencing or walls. Further safeguards include a burglar alarm system, an external horn or siren, exterior lighting or even an exterior floodlight system activated by intrusion-detection devices, deadbolt locks, metal door pins, and iron grilles for ground-floor windows. Secure upper storey windows accessible by trees, low roofs, or balconies and sliding glass or French doors. Every home should have fire and safety equipment. Light and radio timers, a few inexpensive toys or other objects on the front lawn, daily mail clearance, and newspaper cancellation will avoid advertising an empty residence.

Escape routes should be planned and discussed in advance. In high-risk areas, a safe haven is also desirable. An unobtrusive interior room with a sturdy door, a heavy lock and hinges, a radio or telephone and emergency supplies is best. The master-bedroom is often used as a safe-haven. If possible, it should have an emergency exit. A window in a safe-haven, for example, could have a grill or shutter hinged and locked from the inside with the key located permanently close by.

If an incident occurs

The two most common types of terrorist incidents are a bombing or bomb threat and a kidnapping or hostage-taking.

Bomb threats require advance preparedness. Determine whether the local police have a bomb disposal unit and the extent of its services. Some may perform physical searches; others may only defuse or remove explosives. The police or fire department may be willing to survey your offices and advise where terrorists would tend to hide explosives. Ensure all personnel, especially receptionists, maintenance, and security personnel, are alert to suspicious objects or strangers. Ensure evacuation procedures cover fire, intrusion and bomb threats and different signals and procedures cover each incident. Procedures must enable personnel to detour around a dangerous location. For example, bombs have been placed in fire escapes that therefore could not be used. Suspicious packages and boxes should be inspected with care, preferably away from most offices.

Receptionists should be trained to note the exact time and words of a bomb threat. They should ask when the bomb will explode, where is it located, what kind is it, what does it look like and why is the threat being made. They should note details of the voice, including apparent age, sex, emotion, education, accent, and also any background noise.

If a possible bomb is located, do not touch it. Report the location and description to the police. Evacuate the building. Block off an area of 100 meters around the object, including above and below. Open windows and doors to minimize blast damage. Once the building is evacuated, gas and fuel lines should be cut off. If you are near an explosion get away. Leave the casualties for trained personnel. Often a smaller blast will be used to attract people into the range of a larger explosive. Innocent victims get as much publicity and create as much terror as do those directly related to the terrorists' objectives.

Letter bombs come in a variety of shapes and sizes. A letter bomb can weigh less than 30 grams, but still maim. Watch for unusual writing, post marks, or smell, especially a smell like almonds or marzipan. Above normal postage, hand-printed addresses, lopsided letters or parcels, unusually heavy parcels for their size, protruding wires, or greasy marks from sweating explosives or the feel of metal inside the envelope may also signal a letter bomb. Put the object where others cannot reach it and report it to the police; do not attempt to defuse it. Submerging the parcel in water is one of the worst things to do.

Kidnappings and hostage-takings vary from incident to incident. The following general suggestions will apply

in most cases. Your first reaction may be to struggle or at least to make provocative comments. Never attempt to fight or struggle. Avoid provocative comments. Try to follow the terrorists' initial orders. They may be unstable individuals who can react irrationally. Request special medicines or medical attention immediately if you have a disease or physical condition which requires treatment. After the first moments are over, try to establish some kind of rapport with your captors. Whenever possible, take mental note of their characteristics, their habits, surroundings, speech mannerisms, and what contacts they make. Make a mental note of all movements including times in transit, direction, distances, speeds, landmarks along the way, special odors, and distinctive sounds like bells, construction, voices, etc. Do not discuss what action may be taken by your family, friends, or company. You cannot expect a good opportunity to escape. Any attempt to escape should not be made unless it has been carefully calculated to insure the best possible odds for success.

Can we help?

The Canadian Government is ready to provide you with assistance and advice. The post security officer or other designated officer at a Canadian Embassy or High Commission abroad can provide, or request from Ottawa, an assessment of the terrorist threat in a given area. Most Canadian Consulates will also be able to assist. The officer may suggest local government contacts, including police officials. In some cases, the officer will be able to suggest local private security services. The officer will be able to obtain and provide information on local laws and practice on ransom and concessions to terrorists and on local gun laws. The officer will be able to suggest an appropriate level of general security for offices and homes, if necessary in consultation with experts in Ottawa.

If you are not resident abroad but are planning a business trip or the establishment of an office abroad, the services described above are available by contacting:

Contingency Planning Section (CSOG),
Consular Operations Division,
Department of External Affairs,
Ottawa, K1A 0G2, (613) 992-3414.

In the event of a terrorist incident, the Canadian Embassy or High Commission can assist in communicating with family or business contacts if the usual communication facilities are inadequate. The mission can assist contacts with local officials. The Canadian Government cannot, however, determine whether or not a company or individual should accede to terrorist demands. That decision rests with the family or company.

You can also help us by suggesting ways to change and improve this booklet. Such suggestions could be incorporated in future editions. Please write to the Coordinator for Emergency Preparedness (PSPE), Department of External Affairs, Ottawa K1A 0G2. If you are abroad, the nearest Canadian mission will be happy to forward your comments.

Each year the Department of External Affairs, Ottawa, K1A 0G2 updates a book entitled "Bon Voyage But . . ." which contains information for Canadians travelling abroad, including the addresses of Canadian Embassies and High Commissions. It is yours for the asking.

P.S.

If you have read all of the suggestions in previous sections, you will have realized that security is a complex and continuing matter. Larger companies with interests abroad should have a security office knowledgeable in terrorist techniques and counter-measures. Smaller companies may wish to hire as consultants one of the many security firms with counter-terrorist expertise. Check their references and experience first. Such expenses may be tax-deductible in Canada or abroad, depending on location and circumstances.

Every company should give a responsible member of management clear overall responsibility for corporate security. He should concentrate on preventative security, including personnel screening, employee identification and access control. Policies and procedures regarding kidnapping or extortion demands should be decided in advance. Crisis team members, including a senior manager, a security adviser, a legal adviser, and someone who knows local conditions and officials should be identified in advance.

Larger corporations should also consider the legal requirements involved in an emergency. Do corporate by-laws and regulations cover emergency management committees, emergency

measures, alternate corporate offices or headquarters and emergency succession to top positions?

Complete biographical information should be kept up to date at a central point. Such complete details as banking arrangements, physicians and dentists, schools, clubs, immediate relatives, credit cards, vehicle registrations, etc. should be included.



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