



# Executive Protection Professionals Core Competencies Survey Report December 2020

*Report prepared by:*

The University of Nebraska Public Policy Center  
215 Centennial Mall South, Suite 401  
Lincoln, NE 68588 – 0228  
Phone: 402-472-5678  
FAX: 402-472-5679  
Email: [ppc@nebraska.edu](mailto:ppc@nebraska.edu)

UNIVERSITY OF  
**Nebraska**  
PUBLIC POLICY CENTER

Questions about the processes related to this report can be directed to:

Chuck Tobin, [CTobin@at-riskinternational.com](mailto:CTobin@at-riskinternational.com)

OR

Jill Jones, [jleavensjones3@gmail.com](mailto:jleavensjones3@gmail.com)

The University of Nebraska Public Policy Center provides assistance to policymakers in all three branches of government and researchers on a wide range of public policy issues. The mission of the PPC is to actively inform public policy by facilitating, developing, and making available objective research and analyses of issues for elected and appointed officials; state and local agency staff; the public at large; and others who represent policy interests.

215 Centennial Mall South, Suite 401, Lincoln, NE 68588-0228

Ph: 402-472-5678 | Fax: 402-472-5679

[www.ppc.nebraska.edu](http://www.ppc.nebraska.edu)



UNL does not discriminate based on race, ethnicity, color, national origin, sex, religion, disability, age, sexual orientation, gender identity, genetic information, veteran status, marital status, and/or political affiliation in its programs, activities, or employment. For nondiscrimination inquiries, contact the Director of IEC/Title IX Coordinator or the Section 504/ADA Coordinator at 128 Canfield Admin. Bld., Lincoln, NE 68588, (402) 472-3417, or the Office for Civil Rights.

# CONTENTS

---

- Executive Protection Core Competencies Survey Findings .....4
- Introduction.....4
- Methodology.....4
- Key Findings.....5
- Demographics .....6
- Results .....6
- Personal Characteristics .....7
- Legal and Ethics.....9
- Information Security .....12
- Communication .....14
- Planning Operations.....16
- Tactical Operations .....18
- Appendix A. Demographic Information for Survey Respondents .....22
- Appendix B: Statistical analyses .....26

# EXECUTIVE PROTECTION CORE COMPETENCIES SURVEY FINDINGS

---

## INTRODUCTION

In January 2020, the ASIS Executive Protection Council working group gathered to participate in a two-day workshop to identify and describe the core competencies for the field of executive protection. The workshop was facilitated by the University of Nebraska Public Policy Center (NUPPC), which has extensive experience facilitating similar processes for other professions. Several workgroups were formed to review and expand upon the workshop products. This resulted in a set of “core competencies” reflecting capabilities, basic skills, and knowledge that a new Executive Protection Professional (EPP) might be expected to possess or obtain early in their career (Figure 1). Each competency area consists of several “capabilities.” The competencies are grouped under five domains: 1) Personal Characteristics, 2) Legal & Ethical Considerations, 3) Information Security and Management; 4) Communication; and 5) Operations (both planning and tactical).<sup>1</sup>

The NUPPC was re-engaged in September 2020 to design and implement an online survey to introduce and test the workgroup generated draft core competencies with Executive Protection Professionals working around the world. This report details the results of that survey.

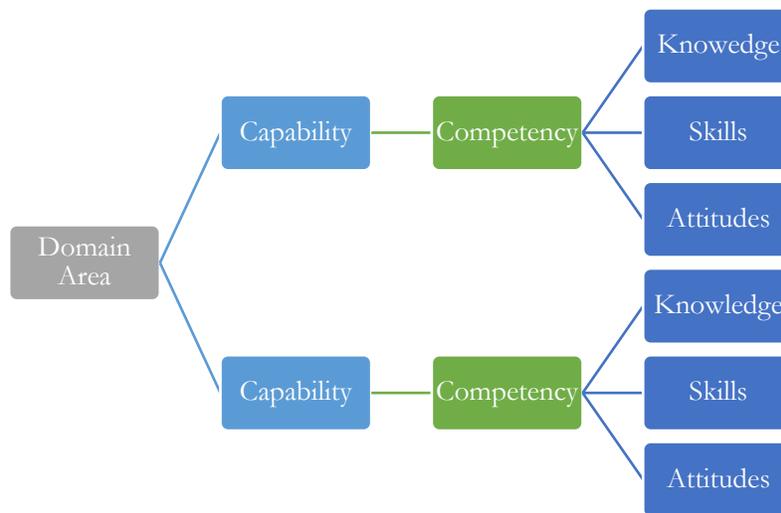


Figure 1. Core competency structure

## METHODOLOGY

Survey questions were designed to test agreement with the draft core competency statements, and gather alternate wording suggestions and key references used by professionals in the field. NUPPC used the Qualtrics © research suite to deliver the online survey. The survey was open for response September 15, 2020 through October 12, 2020. The link to the survey was distributed via a snowball sampling method. This means it was sent by workgroup members to email lists containing Executive Protection Professionals. Recipients were then asked to forward the link to others in the field, creating a snowball of responses.

---

<sup>1</sup> For more details, see the full report: *ASIS Executive Protection Competencies: A Report of Core Competencies for Executive Protection Professionals*, January 31, 2020.

The survey was accessed 393 times with 278 valid responses. Responses were considered valid if the respondent answered any of the capability items. We removed 100 invalid cases where respondents went through the survey without answering any of the pertinent questions. Fifteen (15) cases were included for their answer to one question only, “What is the name of the professional organization that you belong to? (if more than one organization, you can list all that you belong to)”. Participants were not required to respond to any particular item; therefore, the total number of responses (*n*) differs for each item. The response rate was not calculated because we used a snowball sampling method and did not have a total number for those who received but did not complete the survey instrument.

## KEY FINDINGS

- The majority of respondents were males age 35 years and older, based in North America. Most respondents identified their role as management or close protection operations professionals.
- Each capability was compared along key demographic characteristics to identify significant differences.
  - *Age* was recoded to those 50 and younger, and over 50 years old. No age differences were found among responses for any capability.
  - No *Gender* differences were found among responses for any capability.
  - *Base of Operations* was recoded to compare those serving in North America and those serving in the rest of the world. Significant differences were identified in response to two capabilities:
    - *Understand basic technology security risks and follow technology security.*  
All responses from those whose base of operations are outside of North America agreed that understanding basic technology security risks should be included, compared to 91% of those within North America.
    - *Understand and adhere to transportation practices that maintain both safety and security.*  
All responses from those whose base of operations are outside of North America agreed that understanding and adherence to transportation practices should be included, compared to 91% of those within North America.
  - *Employment status* was recoded to compare those who reported working in the EP field full-time, part-time, and on-call/retired.
    - *Understand and adhere to transportation practices that maintain both safety and security.*  
More full-time EPPs (97.6%) agreed that transportation practices should be included than part-time EPPs (88.6%).
  - *Years in the Field* was recoded to compare those who reported working in the Executive Protection (EP) field for 10 years or less and those who reported more than 10 years in the field. Significant differences were identified in two capabilities.
    - *Understand the history of the field of Executive Protection.*  
More EPPs who have worked in the field for more than 10 years (80.0%) agreed that history of the field should be included, than those who have worked 10 years or less in the field (62.5%).
    - *Understand and adhere to transportation practices that maintain both safety and security.*

More EPPs who have worked in the field for more than 10 years (97.5%) agreed that transportation practices should be included than those who have worked 10 years or less in the field (90.0%).

- Two overarching themes emerged from the open-ended responses.
  - The EPP scope of work is continuously evolving, at least partially due to technological advances that generate and mitigate new security risks.
  - Core competencies may need to be assessed for primary roles and specialties in addition to the comprehensive core competencies for all EPPs.

## DEMOGRAPHICS

Tables with full demographic information can be found in Appendix A. The majority of respondents were males (92.1%) who were 35 years and older (89.5%), and based in North America (71.2%). Most of which reported working in the EP field full-time (64.0%), in either management (45.3%) or close protection operations (40.3%) with more than 15 years in the field (41.4%). Many of the respondents reported having previous professional experience in corporate security, law enforcement, or the military. Respondents also reported having EP experience mostly in executive/corporate protection, protective security details, and with high net-worth entities. A little less than half of respondents (44.2%) reported membership in professional organizations for executive protection professionals.

## RESULTS

Each core competency was assessed using a dichotomous response option (yes or no), therefore results are generally presented with descriptive statistics. Additional analyses were implemented using a single-sample chi-square ( $\chi^2$ ) analysis for categorical variables, and can be found in Appendix B. These analyses compared the values reported by each respondent among specified demographic variables (age groups, gender, base of operations, primary role, employment status, and length of time within the EP field), and were set at a standard alpha level of .05. Only statistically significant results are presented in their respective sections. Additionally, respondents were offered the opportunity to provide follow-up responses for each capability. These responses were coded and reviewed for themes, which are reported under their respective capabilities. Respondents were also asked to provide information on any reference materials per domain they believe will contribute to an overall body of knowledge for EP work. A list of these references was submitted to the workgroups for review and vetting.

Each domain is presented with a summary table including the number and percentage of respondents answering yes or no to the question “Should this capability be considered a minimum standard for new executive protection professionals?” The number of respondents offering comments about the capability is also included in the table. Generally, comments offered alternative wording, additional constructs for consideration, or expressed reasons for accepting or rejecting the capability. The table is followed by a shaded box containing elements for each proposed core competency area as it appeared in the survey. Then, a summary of themes emerging from the comments is presented. We do not include raw comments in this report to ensure anonymity of the respondents.

### ***Personal Characteristics***

Respondents were asked to evaluate several items within the domain of personal characteristics as capabilities expected of new EPPs, which included *physical fitness minimum standards*, *mental fitness best practices*, and *personal traits and attributes*. As seen in Table 1, the majority of respondents agreed to include *physical fitness minimum standards* (90.5%), *mental fitness best practices* (92.4%), and *personal traits and attributes* (96.4%) as capabilities for new EPPs.

**Table 1**

*Responses to Inclusion of Capabilities in Personal Characteristics*

Personal Characteristics	Count	Percentage
<i>Physical fitness minimum standards</i>		
Yes	181	90.5
No	19	9.5
Number of Open-Ended Responses	47	-
<i>Mental fitness best practices</i>		
Yes	183	92.4
No	15	7.6
Number of Open-Ended Responses	29	-
<i>Personal traits &amp; attributes</i>		
Yes	190	96.4
No	7	3.6
Number of Open-Ended Responses	37	-

### **Physical Fitness Minimum Standards**

Understand and adhere to **physical fitness minimum standards** as it pertains to performing the basic functions and responsibilities of the executive protection job at the organization.

- Be certified as medically fit
- Pass a drug & alcohol test (including nicotine testing policy where applicable)
- Have the ability to perform the job functions (may include Physical Fitness Test or Secret Service Standards depending on the organization)
- Maintain a healthy lifestyle

### Themes arising from comments about Physical Fitness Standards

- Though drug testing was viewed positively among respondents, nicotine testing was seen as unnecessary and possibly overly invasive.
- Physical fitness was perceived as important to the EP field, however medical, behavioral, and mental fitness was described as more in line with EP work than any minimum standard for physical fitness.
- If physical fitness minimum standards were included as a core competency, it would need to have many exceptions and waivers depending on the role of the EPP.

- Some disagreed with the use of the phrase “medically fit” and preferred a more generic phrase reflecting overall wellness.

### **Mental Fitness Best Practices**

Understand and adhere to **mental fitness best practices** utilized in the Executive Protection field.

- Possess mental acuity to focus over extended periods of time within distracting environments
- Have a willingness to undergo job-specific behavioral assessment
- Be aware of tools for coping & resiliency (awareness considerations and tools)

### Themes arising from comments about Mental Fitness Best Practices

- Professional personality, or psychological testing was identified as potentially appropriate for clearing individuals to be certified as EPPs, however respondents recognized that setting parameters for ‘fitness’ in this capacity would be difficult.
- Stress management, emotional intelligence, time management and organizational skills were identified as concepts to include in definitions of this competency area.

### **Personal Traits & Attributes**

Understand the **personal traits and attributes** that help Executive Professionals succeed.

- Communication skills
- Act with integrity & discernment
- Resilience
- Diligence/Persistence
- Maintain a professional demeanor
- Demonstrate sound judgement, critical thinking, & problem solving
- Work as a team player or independently as needed
- Possess a self-awareness of executive protection roles & responsibilities
- Service-minded with appropriate confidence and attitude
- Possess emotional IQ & maturity to be effective in executive protection

### Themes arising from comments about Personal Traits and Attributes

- Several responses were focused on how to determine and measure personality traits that would be appropriate for the field.
- Environmental and professional flexibility, and continuing education were identified as important for the field.
- Soft skills viewed as critical to the field included communication, emotional intelligence, positive work attitude, social skills, and client relationships.
- Trust and integrity were highlighted as ethical elements related to personal traits and attributes.

- Overlap with leadership and communication areas was noted.

### ***Legal and Ethics***

Respondents were asked to evaluate several items within the domain of legal and ethics including *confidentiality*, *understanding regulations and laws by jurisdiction*, and *understanding the history of the field of Executive Protection*. Participants largely agreed that *confidentiality* (91.3%), *understanding jurisdictional regulations and laws* (98.5%), *use of force guidelines* (97.0%), and *industry ethical standards* (95.9%) should be considered capabilities within this domain (Table 2). However, *understanding the history of the EP field* (73.1%) was viewed less favorably than the others.

**Table 2**

*Responses to Inclusion of Capabilities in Legal & Ethics*

Legal & Ethics	Count	Percentage
<i>Confidentiality</i>		
Yes	190	91.3
No	18	8.7
Number of Open-Ended Responses	30	-
<i>Regulations &amp; laws by jurisdiction</i>		
Yes	198	98.5
No	3	1.5
Number of Open-Ended Responses	22	-
<i>History of the EP field</i>		
Yes	147	73.1
No	54	26.9
Number of Open-Ended Responses	36	-
<i>Use of force guidelines</i>		
Yes	193	97.0
No	6	3.0
Number of Open-Ended Responses	20	-
<i>Industry ethical standards</i>		
Yes	186	95.9
No	8	4.1
Number of Open-Ended Responses	16	-

## Confidentiality

Understand and demonstrate **confidentiality** related to the field of Executive Protection.

- Operations security
- Non-disclosure/Non-compete
- Familiar with government directed privacy rules (such as U.S. HIPAA/FERPA privacy rules)
- Financial records
- Personal brand management & reputation risk
- Privacy (in general)
- Scope of authority

### Themes arising from comments about Confidentiality

- Many respondents reinforced confidentiality as critical to the EP field, but also stressed the importance of understanding the parameters of confidentiality as it applies to EP work, including circumstances in which information may be required to be legally disclosed.
- Several responses indicated that certain aspects of confidentiality may fall under the purview of a legal or communications team, and may not be directly applicable to EP work, however very few specific core competencies were directly identified.
- Ensure confidentiality standards reflect the global nature of the field and not just USA specific regulations.

## Regulations & Laws by Jurisdiction

Understand and adhere to the **regulations and laws by jurisdiction** (international, national, state, and/or local) affecting Executive Protection (e.g., indemnification, liability).

- Duty of care
- Personally identifiable information (PII)
- Professional certifications/licensing
- Rules governing operations (weapon, equipment, drivers, etc.)
- Legal responsibility
- Understand basics of criminal, civil, and labor laws

### Themes arising from comments about Regulations & Laws by Jurisdiction

- Many respondents recognized the importance of knowledge and adherence to regulations and laws by jurisdiction, especially considering the tendency of those in the field to travel among multiple jurisdictions throughout their careers.
- Several respondents viewed this capability as important for basic understanding, but perceived detailed knowledge as unnecessary for new EPPs.

## History of the Executive Protection Field

Understand the **history of the field of Executive Protection.**

- Executive protection history

This core competency had the lowest approval rating within the domain of legal & ethics. Further analysis revealed that those who have been in the EP field for ten years or less (62.5%) were much less likely to endorse EP history as a core competency than those who have been in the field for more than ten years (80%;  $\chi^2(1, N = 200) = 7.458, p < .05$ ). (Statistical details are in Appendix B.)

### Themes arising from comments about History of the Executive Protection Field

- Many stated that while it is an important aspect of the job, they were unsure of how it would benefit new EPPs.
- Other respondents emphasized lessons learned within the field to help avoid common mistakes and pitfalls experienced within the profession.
- Some suggested referring to this as an evolution of the profession using case studies and trends to illustrate it.

## Use of Force Guidelines

Understand and adhere to **use of force guidelines.**

- Force continuum
- Organization policies (understanding of mandatory training requirements)
- Reporting/After-action (internal and external reporting)
- Legal ramifications (criminal and civil)
- Awareness of liability insurance

### Themes arising from comments about Use of Force Guidelines

- Several respondents commented that the use of force guidelines is an outdated model, too dependent on local laws, or not necessary in specific areas of EP work.
- Recognize the continuum of force options focusing on legal definitions rather than operational factors.

## Industry Ethical Standards

Act in a way that is in-line with **industry ethical standards and maintain due diligence.**

- Avoid conflicts of interest
- Reputational due diligence
- Common boundaries
- Reporting structure
- Chain of command

Themes arising from comments about Industry Ethical Standards

- Many of the responses reinforced the listed core competencies as necessary for EPs, especially considering personal demeanor and behavior, peer and client relations, and trustworthiness.
- Recognize overlap with operational issues for reporting structure and chain of command

***Information Security***

Respondents were asked to evaluate several items within the domain of information security as capabilities expected of new EPPs, which included *understanding basic technology security risks and follow technology security*, and *familiarity with security technology*. Respondents positively endorsed both *basic technology security risks* (92.9%) and *security technology* (82.1%) as appropriate capabilities for new EPPs (Table 3).

**Table 3**

*Responses to Inclusion of Capabilities in Information Security & Management*

Information Security & Management	Count	Percentage
<i>Basic technology security risks</i>		
Yes	183	92.9
No	14	7.1
Number of Open-Ended Responses	28	-
<i>Security technology</i>		
Yes	161	82.1
No	35	17.9
Number of Open-Ended Responses	24	-

**Basic Technology Security Risks**

Understand **basic technology security risks and follow technology security**.

- Social media risk awareness
- Best practices for internet use (i.e., connecting to third party sources, VPN, and internet use in general)
- Electronic communications (phishing, social engineering)
- Technology security, including devices, networks, password management, and social engineering

Respondents whose self-reported base of operations within North America (91.0%) endorsed basic technology security risks as an appropriate capability for new EPPs significantly less than those who reported base of operations outside of North America (100%; Appendix B;  $\chi^2(1, N = 192) = 4.520, p < .05$ ).

Themes arising from comments about Basic Technology Security Risks

- Cyber and mobile security were identified as rapidly becoming more important within the EP field, including WiFi and cellular networks, social media, and other types of electronic communications
- Some respondents mentioned that many of these core competencies are covered by contracted third parties.
- It was suggested that basic information security be included in this competency and that social media be reframed as digital skills.

### **Security Technology**

Be familiar with **security technology**.

- Tracking technology
- Technical surveillance counter measures
- Electronic security systems

#### Themes arising from comments about Security Technology

- Many of the respondents recognized the importance having a basic awareness of security technology.
- Many of the core areas are viewed as advanced skills to be developed, rather than a required capability for a new EPP, especially technical surveillance counter measures.

## Communication

Respondents were asked to evaluate several items within the domain of communication as capabilities expected of new EPPs, which included *effective communication*, *listening practices* and *information gathering techniques*. As seen in Table 4, *effective communication* (94.3%), *listening practices* (97.6%), and *information gathering techniques* (96.1%) were all highly endorsed as appropriate capabilities for new EPPs.

**Table 4**

*Responses to Inclusion of Capabilities in Communication*

Communication	Count	Percentage
<i>Effective communication</i>		
Yes	198	94.3
No	12	5.7
Number of Open-Ended Responses	37	-
<i>Listening practices</i>		
Yes	201	97.6
No	5	2.4
Number of Open-Ended Responses	29	-
<i>Information gathering techniques</i>		
Yes	195	96.1
No	8	3.9
Number of Open-Ended Responses	16	-

### Effective Communication

**Effectively communicate** with Executive Protection Professionals.

- Written skills
- Briefing
- Know your audience
- De-brief

### Themes arising from comments about Effective Communication

- The most prevalent comments referenced including verbal communication under the effective communication capability.
- Oral communication, proper etiquette, respectful language and tone, and public speaking were all mentioned as important communication skills for an EPP.
- Radio communications, including radio etiquette were mentioned by several participants as a necessary skill for EPPs.
- Basic online communication, including social media, email, text messaging, video conferencing, and online presentation skills were also discussed as important for an EPP, especially considering the current pandemic and the need for social distancing.

## Listening Practices

Be aware of and apply **listening practices**.

- Speaking and verbal skills
- Interviewing
- De-escalation
- Empathetic listening (work with client)

### Themes arising from comments about Listening Practices

- De-escalation and empathetic listening skills were both identified as valuable core competencies for new EPPs; noting these skills may take effort to develop habitual use.
- Some respondents indicated that interviewing may not be necessary for a new EPP, but would be an appropriate skill set for more experienced or managerial level professionals.
- Consider changing speaking and verbal skills to oral communication skills.

## Information Gathering Techniques

Know and apply basic **information gathering techniques**.

- Observational skills
- Research
- Empathetic listening (work with client)
- Comprehension
- Cultural awareness, diplomacy, and empathy
- Awareness of bias (i.e., cultural bias, political neutrality, gender neutrality)
- Active listening

### Themes arising from comments about Information Gathering Techniques

- Body language and behavioral interpretation was mentioned across each of the capabilities as a relevant core competency, and would fit with this capability.
- Empathetic listening skills, especially regarding team members and colleagues was identified as important for the field.
- Consider adding racial bias to list of example biases.

### ***Planning Operations***

Respondents were asked to evaluate several items within the domain of planning operations as capabilities expected of new EPPs, which included *proper advance work*, *management of solo or small teams*, *threat/risk/vulnerability assessment*, and *maintenance of information security*. As seen in Table 5, respondents generally agreed that *proper advance work* (94.7%), *manage solo or small teams* (87.3%), *threat/risk/vulnerability assessment* (89.8%), and *maintain information security* (95.8%) were appropriate capabilities within this domain.

**Table 5**

*Responses to Inclusion of Capabilities in Planning Operations*

Planning Operations	Count	Percentage
<i>Proper advance work</i>		
Yes	195	94.7
No	11	5.3
Number of Open-Ended Responses	38	-
<i>Manage solo or small teams</i>		
Yes	178	87.3
No	26	12.7
Number of Open-Ended Responses	25	-
<i>Threat/risk/vulnerability assessment</i>		
Yes	177	89.8
No	20	10.2
Number of Open-Ended Responses	24	-
<i>Maintain information security</i>		
Yes	183	95.8
No	8	4.2
Number of Open-Ended Responses	22	-

### **Proper Advance Work**

Know and implement **proper advance work** (route planning, transportation issues, safe haven, medical, relocation, contingency planning, etc. are part of advance work in all stages and assessment of resources).

- Security advance planning and execution
- Vetting third party transport
- Advance work communications activities
- Documenting advance plan activities

### Themes arising from comments about Proper Advance Work

- Several respondents stated that vetting third party transport was not a typical responsibility of an EPP, especially not one new to the field, and is under purview of management.
- Intel gathering, risk assessment, knowledge of emergency medical resources and procedures, and alternative route planning were identified as additional core competencies under advance work.

- The use of appropriate technology to support advance work was perceived as an important skill for an EPP.

### **Manage Solo or Small Teams**

**Manage solo or small teams** in various planning operations such as trip operations, advance team, or agent.

- Roles and responsibilities
- Logistics
- Leadership
- Resource management

#### Themes arising from comments about Managing Solo or Small Teams

- Many responses categorized solo and small team management as an advanced skill, and perhaps unrealistic to expect for a new EPP.
- Some respondents suggested separating this capability into two, solo and team management.
- Additional responses suggested that new EPPs should have an understanding of logistics and time management as core competencies.

### **Threat/Risk/Vulnerability Assessment**

**Threat/Risk/Vulnerability assessment**

- Protective intelligence Protective detail vulnerability assessments (may be time dependent and scalable; site/non-site assessment)
- Risk management Protective detail threat assessment (define scope for executive protection; not necessarily comprehensive RPT)
- Documentation of assessment work in accordance with best practice and industry standards

#### Themes arising from comments about Threat/Risk/Vulnerability Assessment

- Though some responses indicated that threat/risk/vulnerability assessment should be considered an advanced skill, most of them recognized basic knowledge as important for a new EPP.
- Personal Security Vulnerability Assessments (PSVA) and CARVER were mentioned as specific assessments for consideration.
- New EPPs should have basic understanding of protective intelligence practices including being able to differentiate between risks and threats.

## Maintain Information Security

Follow standard procedures to **maintain information security**.

- Sensitive material management
- Operational security

### Themes arising from comments about Maintaining Information Security

- Data and cyber security were suggested as separate core competencies.
- Information security should be considered under operational security, rather than this capability.
- Communication security may be different than information security.

### ***Tactical Operations***

Respondents were asked to evaluate several items within the domain of tactical operations which included *transportation practices*, *tactical operations principles of practices*, *medical first response*, *appropriate movement to maintain safety and security*, and *incident management*. As seen in Table 6, *transportation practices* (94.6%), *tactical operations principles of practices* (96.5%), *medical first response* (97.5%), *appropriate movement to maintain safety and security* (96.0%), and *incident management* (95.9%) were all highly endorsed as appropriate capabilities for new EPPs within in this domain.

**Table 6**

*Responses to Inclusion of Capabilities in Tactical Operations*

Tactical Operations	Count	Percentage
<i>Transportation practices</i>		
Yes	192	94.6
No	11	5.4
Number of Open-Ended Responses	33	-
<i>Principles of practices</i>		
Yes	194	96.5
No	7	3.5
Number of Open-Ended Responses	38	-
<i>Medical first response</i>		
Yes	194	97.5
No	5	2.5
Number of Open-Ended Responses	46	-
<i>Movement to maintain safety</i>		
Yes	190	96.0
No	8	4.0
Number of Open-Ended Responses	26	-
<i>Incident management</i>		
Yes	188	95.9
No	8	4.1
Number of Open-Ended Responses	20	-

## Transportation Practices

Understand and adhere to **transportation practices** that maintain both safety and security.

- Inspecting transportation (vehicle security/checklist or review of transportation)
- Driving skills and protocols (tactical/basic/weather/comfort/defensive/offensive)
- Vehicle selection (armored/SUV/reference/number/alternative transportation modes)

Several demographic differences emerged regarding how groups of participants perceived the utility of including transportation services as a necessary capability for new EPPs. Respondents whose reported base of operations was located in North America (92.4%) endorsed transportation practices at a significantly lower rate than those whose base of operations was located outside of North America (100%;  $\chi^2(1, N = 202) = 3.886, p < .05$ ).

Self-reported full-time EPPs (97.6%) agreed that transportation practices is a capability that would be considered appropriate for new EPPs at a significantly higher rate than part-time EPPs (88.6%;  $\chi^2(1, N = 201) = 6.175, p < .05$ ).

Respondents who reported being in the EP field for over 10 years (97.5%) endorsed transportation practices as an appropriate capability for new EPPs at a significantly higher rate than those who reported being in the EP field for 10 years or less (90.0%;  $\chi^2(1, N = 202) = 5.336, p < .05$ ).

### Themes arising from comments about Transportation Practices

- Several respondents suggested adding specific soft skills as basic skills for new EPPs (such as driver etiquette, route selection and planning, and vehicular first aid).
- Basic skills in this capability may differ between general EPPs and security drivers.

## Tactical Operations Principles of Practices

Employ **tactical operations principles of practices**.

- Defensive tactics
- Lethal weapons
- Surveillance detection/Counter-surveillance
- Equipment
- Less than lethal (intermediate weapons)
- General security awareness

### Themes arising from comments about Principles of Practices

- Respondents identified a focus on defensive tactics and de-escalation techniques within this capability.
- Realign the competency area to fit within the use of force continuum.

- Several respondents questioned whether proficiency with lethal weapons is an appropriate capability, and if it is considered as such, then emphasis should be placed on jurisdictional legality.

### **Medical First Response**

Be skilled in **medical first response**.

- Basic First Aid (CPR/AED)
- Patient assessment, triage, and handoff
- Principal's medical profile

#### Themes arising from comments about Medical First Response

- Appropriate tourniquet training, effective communication with medical professionals, knowledge of immediate trauma responses, and basic infection control measures were all identified as additional core competencies for new EPPs.
- Some responses indicated that basic first aid skills may not be adequate for EPPs.
- Knowledge of the principal's medical profile may be an advanced requirement.
- Context specific requirements may include knowledge of medical safety during a pandemic.

### **Movement to Maintain Safety**

Understand, design, and manage appropriate **movement to maintain safety and security**.

- Managing arrivals and departures (execution of plan)
- Formations (walking, driving, etc.)
- Understand impact of movements and timing of movements on protection

#### Themes arising from comments about Movement to Maintain Safety

- Adaptation, scenario training and adapting movement to changing contexts were identified as additional core competencies to this capability for new EPPs.
- Design and management of movement were identified by some as advanced skills, not appropriate for new EPPs.

## Incident Management

**Manage incidents** under routine and emergency situations with appropriate action and/or reaction.

- Situational assessment
- Evacuation planning
- Crisis/Emergency incident response

### Themes arising from comments about Incident Management

- Understanding how advance work is related to incident management was identified as a potential core competency.
- Some respondents questioned whether incident management was an appropriate capability for a new EPP.

## APPENDIX A. DEMOGRAPHIC INFORMATION FOR SURVEY RESPONDENTS

**Table 7**

*Reported Gender*

Gender ( <i>n</i> = 278)	Count	Percentage
Male	256	92.1
Female	18	6.5
No response	4	1.4

**Table 8**

*Reported Age Categories*

Age ( <i>n</i> = 278)	Count	Percentage
Under 35	25	9.0
35 – 50	131	47.1
Over 50	118	42.4
No response	4	1.4

**Table 9**

*Reported Current Base of Operations for EP Services*

Base of Operations ( <i>n</i> = 278)	Count	Percentage
North America	198	71.2
Europe	32	11.5
South America	13	4.7
Africa	8	2.9
No currently serving	7	2.5
Asia	6	2.2
Australia	5	1.8
Other	5	1.8
<i>Embassy security</i>	1	0.2
<i>Global, Regional leads</i>	1	0.2
<i>Middle East</i>	2	0.4
<i>New Zealand</i>	1	0.2
No response	4	1.4

**Table 10**

*Reported Employment Status in EP Services*

Employment Status ( <i>n</i> = 278)	Count	Percentage
Full-time	178	64.0
Part-time	54	19.4
On-call	35	12.6
Retired	8	2.9
No Response	3	1.1

**Table 11***Reported Primary Role in EP Services*

Primary Role ( <i>n</i> = 278)	Count	Percentage
Management	126	45.3
Close Protection Operations	112	40.3
Security Driver	17	6.1
Other	21	7.6
No Response	2	0.7

**Table 12***Responses to Primary Role - Other*

Primary Role – Other
advance, protective intel
All of the above
As an Advisor
Close Protection, Security skills training, First Aid training, consulting and Management
Consultant
CSO
Director of Training
Director, Ops, Intel and Logistic Planning
Executive
Instructor
Intelligence Analyst
Logistics and Operations
Management & Close Protection Operations
Per Diem Contract
Program Management w/CP training
Protective Intelligence
Security Logistics and driver
Trainer

**Table 13***Reported Employment Length of EP Services*

EP Employment Length ( <i>n</i> = 278)	Count	Percentage
Less than 2 years	9	3.2
2-5 years	48	17.3
6-10 years	58	20.9
11-15 years	45	16.2
More than 15 years	115	41.4

**Table 14***Reported Employment Background*

Employment Background ( <i>n</i> = 278)	Count	Percentage
Corporate Security	177	63.7
Law Enforcement	147	52.9
Military	137	49.3
Investigations	113	40.6
Intelligence	82	29.5
Other First Responder	48	17.3
Other	33	11.9

*Note:* Respondents were able to select as many as applied, therefore counts and percentages do not sum to the total sample (*N* = 278).

**Table 15***Responses to Employment Background - Other*

Employment Background - Other
Armed Security w/ Arrest Authority
Basic Security
BSc Hons Agriculture
Business
Civilian
Close Protection, Standard Security Skills & Basic & Intermediate First aid instructor
Consulting
Contract executive protection
Defensive tactic instructor
Diplomatic Protection
EMT
Entertainment events
Family Office
Fire Fighter, Law Enforcement Scuba Diver
Fitness
Government
Hotel and restaurant
House of worship security / protection
Legal
Legal / lawyer
Management
marketing
martial arts
Military, Police Force and Corporate Security Industries
music tour manager, logistics
physical security
Private Security

**Table 16***Reported Areas of Experience in EP Services*

EP Experience ( <i>n</i> = 278)	Count	Percentage
Executive/Corporate Protection	235	84.5
Protective Security Detail	191	68.7
High Net-Worth	182	65.5
Law Enforcement/Government	146	52.5
Entertainment	112	40.3
Other	14	5.0
<i>Athletes</i>		
<i>Estates</i>		
<i>Faith Based / NGO</i>		
<i>Heads of State's</i>		
<i>High Value Assets Transportation</i>		
<i>Military</i>		
<i>minimum experience</i>		
<i>Protection of Royal Diplomats in UAE, Saudi Arabia and Bahrain</i>		
<i>Religious figures</i>		
<i>Remote &amp; Austere Environment and Armed Anti-Piracy operations</i>		
<i>Royalty</i>		

*Note:* Respondents were able to select as many as applied, therefore counts and percentages do not sum to the total sample (*N* = 278).

**Table 17***Reported Membership of Professional Organizations in the EP Field*

Professional Organization Membership	Count	Percentage
No	151	54.3
Yes	123	44.2
No response	4	1.4

## APPENDIX B: STATISTICAL ANALYSES

**Table 18**

*Capability Endorsement by Years in Field*

Capability Endorsement		≤ 10 Years		> 10 Years		Total	
		<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
<i>History in the EP Field</i>	Yes	50 <sup>a</sup>	62.5	96 <sup>b</sup>	80.0	146	73.0
	No	30 <sup>a</sup>	37.5	24 <sup>b</sup>	20.0	54	27.0
<i>Transportation Practices</i>	Yes	72 <sup>a</sup>	90.0	119 <sup>b</sup>	97.5	191	94.6
	No	8 <sup>a</sup>	10.0	3 <sup>b</sup>	2.5	11	5.4

Note: Each subscript letter denotes a subset of whose column proportions do not differ significantly from each other at the .05 level.

**Table 19**

*Capability Endorsement by Base of Operations*

Capability Endorsement		North America		International		Total	
		<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
<i>Basic Technology Security Risks</i>	Yes	132 <sup>a</sup>	91.0	47 <sup>b</sup>	100.0	179	93.2
	No	13 <sup>a</sup>	9.0	0 <sup>b</sup>	0.0	13	6.8
<i>Transportation Practices</i>	Yes	134 <sup>a</sup>	92.4	52 <sup>b</sup>	100.0	186	94.4
	No	11 <sup>a</sup>	7.6	0 <sup>b</sup>	0.0	11	5.6

Note: Each subscript letter denotes a subset of whose column proportions do not differ significantly from each other at the .05 level.

**Table 20**

*Transportation Practices by Employment Status*

Capability Endorsement		Full-Time		Part-Time		On-Call / Retired		Total	
		<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
<i>Transportation Practices</i>	Yes	122 <sup>a</sup>	97.6	39 <sup>b</sup>	88.6	29 <sup>a,b</sup>	90.6	190	94.5
	No	3 <sup>a</sup>	2.4	5 <sup>b</sup>	11.4	3 <sup>a,b</sup>	9.4	11	5.5

Note: Each subscript letter denotes a subset of whose column proportions do not differ significantly from each other at the .05 level.