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Preparing Personnel to Live with a Protean Terrorist Threat

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I've been getting questions about what does this word *protean* mean and why I am using it. Well, I don't remember where I learned it, but it has to do with the monster from Greek mythology that had the ability to change forms and it was always grotesque. I don't think there's a better description of terrorism anywhere and it saves me about a paragraph of discussion.

Several people have mentioned that almost everything that we do or are involved in is a matter of perception. What I'm going to tell you will be a matter of perception. It will be, in part, a matter of my perceptions and, in part, of the perceptions of my people who work around the world. I'd better tell you that I'm the chief of physical security, not the director of security of the Agency, and that does include the safety and well-being of our people and our assets all over the world as well as in the United States.

I heard a story which I think will illustrate the issue of perspectives. It involves a rabbi and a priest and a minister who were having a discussion about when life begins. The priest said, "Morally, life begins at conception, there is absolutely no question about it." The minister said, "Well, I think it's an established scientific fact that life begins between the fifth and seventh month after conception." The rabbi hesitated and then said, "Well, you both have a point, but in fact, life begins when the children grow up and leave home and the dogs die."

So, there's room for a lot of different perceptions and what I'm going to bring you are mine. I'm going to tell you one other story. I'm not sure I know what it means. I've thought a lot about it, I've asked a lot of people, but I do know that it has to do with the fact that we do not understand terrorism.

Two years ago on an Easter Sunday, I was sitting with a senior Jordanian military officer and some other people on a picnic, overlooking the Dead Sea. We were talking, and I said, "You know what's wrong in the Middle East? I know all of the institutional things that we read and I studied the Bible when I was a kid in Tennessee and so on, but I really don't understand it, nothing I've heard or any place I go." So, he told me a story. He said that it was an Arab story.

One day a tortoise was down on the edge of the Jordan River (those of you who have seen the Jordan know that it really isn't a very big stream to have had so much to do as it has had over the years). The tortoise was getting ready to cross the Jordan and a scorpion, a deadly scorpion, came up and said to the tortoise, "How about giving me a ride over to the other side?" And the tortoise said, "I'd like to, but I know you and I know your

reputation and we'd get out in the middle of the river and you'd sting me and I'd drown." The scorpion thought a minute and he said, "No, I wouldn't do that because I can't swim, you know that, and I'd drown." So the tortoise contemplated that and against his better judgment he said, "Okay, get on, let's go." And so he paddled out and he was about halfway across the river and all of a sudden the scorpion stung him. As the tortoise was getting his last gasp of breath going down for the final time, he said, "Why did you do that? Now, you're going to drown too." And the scorpion said, "That's the way things are in the Middle East."

About 10 days after this occurred, I was taking a tour of Israel with an Israeli tourist guide—she's from Boston, went over there to live on a kibbutz and stayed. We were having lunch, the whole group of about 30 people, and she told the group that same story, so help me.

Two days before the Marine debacle at Beirut, sitting in the lobby of the Riviera Hotel in the Druse section, the manager of the hotel told me and the man traveling with us the same story. That's what you get, or at least that's what I got, when people are trying to explain the Middle East or terrorism in general, and I think that's where we really are where terrorism is concerned. We don't understand it. We've studied it and we know it has new dimensions and new forms. We've established task forces—I've been on two or three of them—and we've written papers until we were all crippled. Careers have been made and broken on them and I still don't think we understand terrorism.

I don't endorse the theory that we can't be proactive; I wish we could. But the nature of our society and the policy limitations we have, the way we operate as multinational corporations, the sense that we seldom have enough information to be proactive and, even if we do, the political apparatus or other circumstances beyond our control—all this keeps us from being proactive. Obviously there are exceptions but, generally speaking, against a terrorist trend we are not proactive.

Everybody has statistics. Somebody else mentioned there were 1,500-plus terrorist acts against Americans over a period of years. In preparation for this talk I asked our people to do a run for me on terrorism worldwide for the calendar year 1983. They gave me separate sheets this thick on 569 terrorist incidents worldwide in the calendar year 1983: kidnappings, barricades, hostage occupation, letter bombings, explosive bombings, things like Beirut, Ireland, crimes against U.S. business both at home and abroad, missile attacks, takeovers, assassinations (some of which you heard about and some of which,

I hope, you have not heard about, sabotage, break-ins, conspiracy, sniping—and on and on and on.

The forecast, as you've already heard here from the people who are able to speak a good deal more profoundly than I am, is for more and worse in the coming decade. I listened to General Williams from the Defense Intelligence Agency speak about 3 months ago on the forecast for the next two decades about pure terrorist acts, and it made me want to defect. It's there, ever-changing, consistently grotesque, always changing in forms, people using others' infrastructure.

My colleague from the New York City Police Department said he doesn't think the Chicanos will ever use the Puerto Rican infrastructure. I wish I believed that. I've seen in Europe places where people who don't speak to each other, who are cultures apart, use the infrastructure. It's there, they're oriented in that direction, they don't even care whom they're against. It's an opportunity to do something against the establishment. This covers everything from the "Golden Youth" of Germany to the completely disenfranchised in the form of the PLO. Terrorism does change and it's hard to get a handle on.

Now, what do we do when we have events like we had in Jerusalem where people were just in the market or riding the bus, or in Athens where you can't go to work without getting killed, or in Beirut, which you've already heard enough about, or in Kuwait where we're lucky as hell they didn't blow up the whole city. Only about 10 percent of the explosives went off—the boosters did not go—and they went to the wrong building in the compound. Otherwise, nothing would be there.

What has been our reaction? We have the head-in-the-sand syndrome. I used to have a cartoon on the wall in my office; when you have your head in the sand, your butt's up in the air and you're easy to kick. We've had the react syndrome. Out in our headquarters we have spent more money on concrete than Yeonah has, building barricades around the place. We've used every bus that we could find across our roadways at night so that the terrorist won't come in with 4,000 pounds of explosives. Who says that it has to be 4,000 pounds of explosives? Why can't they ride in on the bus? Who says they have to go under your building? Who says there isn't a threat?

But that's what we've done. We've reacted to whatever came along and I think that's what we'll continue to do. I don't know that I really think there's a choice, as far as what we can do, except the things that have already been mentioned. But I do have a plan. It isn't my plan. It's a plan that we have come upon, largely by trial and error. We've worked with some of the other

people in training and indoctrination; we used the flow of intelligence that we get, usually belatedly, from the different areas in trying to equip our people going into the field and to prepare ourselves for briefings.

Because we have to continue to operate (because that's the business we're in, whether we're the U.S. Government, whether we're an intelligence operation, whether we're an open civil agency, whether we're a multinational corporation operating in South Africa or Central America), we have to find ways of strengthening our people's ability to survive in the field.

Some of our people are out-and-out CIA around the world, and that's a little tough. Many of you who have worked with our people in different places say, "Well, hell, everybody knows who they are no matter what they say they are," and I suspect you're right. But maybe not always, maybe not always. At least our Chief of Station in Athens, whoever he is, doesn't have to wear a uniform, and I hope to God he doesn't go to work the same way every day because if he does, they're going to kill him. And that's the message I'm going to bring you. If you take the easy way out, if you don't take it on your own shoulders, you're going to die if they want you. Even if they can't get your boss, they'll get you, because maybe he's more prudent or has better protection, and any one American is better than no American.

So, how are we going to do this? How are we going to strengthen our people's ability or prepare them to cope with the problems in the field? Well, at the risk of sounding like somebody giving a military presentation at the height of his career, let me say that we are going to select the people, train them, condition them, educate them, support them whenever we can, monitor their existence in the field on a contemporary basis, evaluate how they're doing whenever we can, and sometimes pull them out, for a variety of reasons. I hope you'll see it from my perspective as I go along.

The selection of people for the right job at the right location is an overwhelming task without adding the terrorist element, and I won't dwell on those problems. We test our people to death and then about five or six of us sit down at a career board and say, "I don't care what the tests say, this guy's no good, or this is a great guy."

Suffice it to say that the foundation on which this issue or any other issue relies is the building of your people to go along with you and try to live in a particular environment. If they can't live and function in a particular environment, whether it's in Germany because they drink too much beer and can't make it to their post on time or whether it's someplace like Beirut where they

come unglued, then you have no show. You have got to have people who are producing, or else you're just flying the flag and the terrorists have already won. We've already seen that in some places, officially, around the world where we've become virtually paralyzed by the fact that we've gone into a siege posture. There's no getting around it, that has happened and it's happened sometimes without a shot being fired.

I remember in Turkey in 1980 (there are a couple of people here who were there), I went down to help the military people on a couple of investigations where four Americans were killed. They had been going home the same route every day for 3 or 4 years; one was a GI and the other three were civilians. The terrorists were sitting waiting for them and they had really cased the place, they knew where they stopped every day, they had exit routes and everything else. So, what we did was overreact.

In fact, the terrorists in Turkey were just a few—but deadly—ultra-left-wingers. But, all of a sudden, all of the American contractors pulled out. The school buses had guards on them—I don't think the Turks kill women and children (maybe in blood feuds, but they didn't even do that to the Armenians, at least not out in public). We had a belated assessment—six people got killed, four in one group, two in another very quickly—and so we were paralyzed.

After that the State Department and their enhancement program, with our people helping them, and a lot of other government agencies, started in Turkey. About 2 years later we finally got some systems in effect and some enhanced briefings that we thought would help people. By then the junta had taken over, and there's probably not a safer place in the world to live than in Turkey.

You've got to find some way to help your people now instead of 2 years down the line. You can't overreact or you'll have no program at all. What we think is that you have to select the right people, you have to try to equip them to live in a lot of different places. Think about it. We're talking about places like Capitol Hill. There was a bomb on Capitol Hill.

We get rumors that there are bombs down in Rosslyn; we have a couple of buildings down there that are open CIA. You'd think they were in Saigon. Every morning they're calling my headquarters security branch saying, "What are we going to do, they're gonna blow us up, they can get under our vehicle." How many 4,000-pound vehicles of explosives have ever blown up in Washington, D.C., or Arlington, Virginia? It doesn't

do any good to tell people that it might happen with a trailer truck loaded with gasoline, that terrorists don't need 4,000 pounds of explosives. Or they can stand outside and wait for you to come out, they don't have to come in after you. Everybody's scared. It happens, and it's going to happen again and again, so we're trying to select our people a little better and we're also trying to condition them.

You go to Beirut and there are still Americans living in Beirut, there are still bakers in Beirut, there are still official people in Beirut—State Department, military people, other people. Beirut is a combat zone with amenities, pure and simple. There are about two or three hotels in the whole town where the lights don't go off all the time, where you can still drink your wine, but probably your waiter and probably the lady who takes care of your room are reporting on you. They know what time you leave, just like they knew when Colonel Dorman walked out the front door of the Riviera Hotel. There wasn't any place else he could live because all of the rooms are taken in the Durford Building; the senior State Department people are already in there, and they're wise, see, they don't have to walk as far, they're not out on the street.

So, how do you go about getting your people prepared to live? You select good people and then you start to condition them. You've got to get people who have their heads screwed on and it really isn't always easy. You know, macho is good at happy hour but it ain't worth a damn when you're out on the street. It'll get you killed; it'll get you killed quickly. It's good when you're a PFC in a rifle company, but those of you who have lived through combat and are now colonels sitting in this audience, you know that it doesn't work too long. It doesn't work with the terrorist. You're not fighting somebody who is playing by our rules.

We try to condition our people. What does this mean? As a nation, I think we have a very difficult time in individually overcoming our cultural biases. I think we are basically a very decent people who are reared with very sound institutions. We are brought up to believe that the purpose of government is to give us peace and security. We're brought up to believe that basically people are good, and it's hard for us to accept that some people are no damn good (even when we get bad fitness reports, and things like that).

So it's very difficult to get our people, any American, to believe that there are other people out there who do not have our values and who look at things totally differently than we do. But if you can't do that, then there

will really be trouble when you send people to live in Afghanistan, in Pakistan and Central America, in Beirut and other places, or if you send them on vacation up in San Sebastian in Spain and they look like they're not Basque, they're liable to get shot on the sidewalk. It actually happened, as many of you know.

About 3 years ago in Madrid, a prosperous Spanish lawyer who lived in a five-unit luxury apartment was shot coming out of his building; he was almost identical in appearance with the leader of the B'nai B'rith in Spain, and the PLO shot him, right in front of his 5-year-old son. He was the victim of coincidence, but he's dead. What do you do about that? I don't know, but you have to think about it.

If you're an American overseas, or here in the States in some areas, you have to believe that there are a lot of people out there who don't have your values. You have to try, even though you may become cynical before your time, to believe as they believe or at least put yourself on their side of the fence and think that way. We try to tell our people that—with limited success, I might add. I don't want to leave you with the impression that we have a panacea.

We try to condition our people by telling them who the terrorists are and why they are terrorists. What are their values? Do they really have values? How can you identify with the values of a kid who has lived in a PLO compound in Syria and been fed pabulum about how bad the West and the Israelis are all his life? They're into the second or third generation in some cases and there's no greater accomplishment for them than to get out of the camp and go out and kill a few people. We can't identify with that—at least I can't, and I grew up in a place where we loved everybody except Yankees.

We try to instill caution in our people, but fairly brave caution. Otherwise you're hiding and you slink and you become unglued. We have some training programs where we help brainwash our people into believing, "Yeah, you can live there and it'll be all right, if you'll just watch what you're doing." Again, we try to leave them with the warm fuzzy feeling, give them a little confidence.

We hope what comes out of this conditioning is that our people are sensitized to the environment they're going into, that they at least have some idea about what's happening and enough sense to talk to people and be prudent in what they do. Somebody has said that we hope they end up with a disciplined paranoia, whatever that is. They've got to believe, "They're going to get me, but I'm going to be disciplined and I'm going to be careful

and if they get me it's going to be because of an accident, not because I was easy," and we work on that.

But, I have to tell you: It's a short hop from sensitizing people, from making them sensitive to their environment and equipping them to live with it, to fear. It is very difficult to draw that line, and we have to be very careful. We've talked to our psychologists about it; they review our people in the field, and so does the State Department, the military, everybody else, especially in certain areas. Sometimes my people visit and they come back and one will say, "You know, I was having dinner with this guy and he's going to come unglued," and you go back and look in the records and you don't find any signs of it—he seemed to be one who was going to do well. It will take its toll after they've been there for a while.

We ask them to know the enemy, at least know who the enemy is likely to be, so they can stay away from them. Why? We talk to them about things like the Turkey example, where they really don't hate the Turks: "Don't be scared to death of the Turks, they're not all bad, they don't hate Americans—maybe they should, the way we treat them, but they don't. So, realize, don't stand out on the corner every morning at the same time with your uniform on with all the medals on it, that's all, and don't tell your housekeeper that you're really not a GS-5, you're a GS-18 and you're undercover, because then they'll be looking for you, and they'll get you."

There are all kinds of terrorist threats, so you have to equip people to live. I'll give you a few examples, like Turkey I've talked about:

- The capital building in Spain, where you're liable to get killed for being in the wrong place, eating at the best tofa bar in town.
- Chang Mi, Thailand, where a couple of Americans who had nothing to do with the official establishment have been killed. People thought they were Drug Enforcement Administration people, and that's Dodge City in 1870 out there, so it's a different kind of terrorism.
- Paris. All kinds of people have been killed in Paris, and more of them are going to get killed in Paris. We make it easy for the killers. Even the Israeli who was killed in the lobby of his apartment had his guard down. It's not much trouble to kill somebody who walks down the street every morning at the same place in his uniform, waiting to get in the car.

We're all creatures of habit. It's hard, if not impossible, to overcome it, but if you want to live out there

you have to work on it. That's what we try to condition our people to believe.

We train them. We try to educate them in addition to conditioning them. Some people say that is brainwashing, but I don't agree. For example, we teach defensive driving—that's a valid technique. A few years ago in South America the favored technique of two or three groups was blocking streets and killing people or kidnapping them, so we got into the defensive driving business in a big way. It's no help in a place like Beirut, because the streets are too narrow and half of the cars are sitting there bombed out or they are potential bombs. So you don't have much of a chance in such a place because you have no room to maneuver. But it is applicable in many parts of the world, certainly in a place like Paris or Buenos Aires.

We try to teach our people through various exercises to work on around-the-clock awareness. We have a little exercise that we call the good neighbor policy. I hope you won't go away thinking that everybody's as cynical as I am, but the good neighbor policy is where you make your house and your family a harder target than the guy who lives down the street and has the same grade that you have, so that when the terrorists come and they can't watch you with any regularity, they'll go down and get him instead.

We teach our people area familiarization. Some of them are experts already. I think an expert is a fool more than 35 miles away from home. We teach our people hostage survival. We have a special course in that. We don't teach all of them, but we teach the people who are going into certain areas how to survive a hostage environment—and there have been some cases where they managed to do it. The State Department does a pretty good job, belatedly, on the same thing. A number of people out in industry purport to do a good job and I have to assume that they do, since I've never been a hostage and had to be rescued by them.

We teach our people what's available in the way of hardware, like armoring for vehicles and what it costs and whether we think they ought to use it in particular areas. I might add that there's a great deal of disagreement in-house on what is prudent in some places and what is not.

We tell them about Kevlar [an extremely lightweight material used for bullet proof vests] and we tell them about various security hardware for their homes and things of that sort, but we try to leave them with the belief that all of this isn't worth anything unless they, as individuals, are willing to accept the fact that they're the

target and that their survival is first and foremost and always their responsibility. It's hard to do, almost impossible to do. But you have to keep trying and maybe we save a few along the way. They have to admit to themselves that they're potential targets. All of us like to feel important. It's unbelievable, the lies you can hear at a bar at an embassy, or if you go someplace and you listen to people who don't know you know them. You don't want to do that, you really don't, because you'll wind up getting hit, sure as a whirl.

I made a note to myself here that we have to work on awareness, we have to work on routines and all of the things that all of you heard and have seen in the hand-outs. Last week, when the British Government man was shot in Greece, the last sentence in the *Washington Post* story on that incident said he and three of his Greek colleagues were riding home from work by the route that they always took. Now, do you want to be killed, want to be a hero? Go home the same way every day. I can give you 40 cases where this has happened around the world, businessmen in Iran, people in Central America. Roll down the window to listen, if you're in an armored car and you're down in Central America, you're asking for it. You'll get it if you look like an American, especially if you're wearing fatigues or a three-piece suit. It may not even be a terrorist. In Beirut it may be a lady going to work, she'd have a gun in a bread basket or something. So, you'll have to watch it. Be a hard target. I already mentioned that, send them next door.

But the other thing you have to do is train yourself and sometimes even your family, depending on the environment you're in. You'd be surprised what kids see. You have to train them—you and your family and other people—to be observant. You have to come to the place that you can detect surveillance. Everybody involved in surveillance is not like the people in the old Criminal Investigation Division "white shoes" training films, which some of you remember. They're also not trained—people from behind the Iron Curtain or people who are wearing outrageous uniforms or people who are wearing beards or are looking out from behind capes or have daggers in their mouths. Surveillants are all kinds of people. In the Middle East they may be children. More often than not, they will not be people that you have seen before and they won't be the people who come there to kill you. They'll be some other folks sent around to take a look at you. You can talk to your neighbors and find out, if they're locals, why these people are here, have they been here before.

I guarantee you that surveillance will be present if

you are going to become a target specifically because you are an American. If you just have some people in town who decide they're going to kill somebody and walk out, that's a different ballgame, but in the classical sense of terrorism, you will find surveillance. It will be there, sometimes for weeks, sometimes longer. If you are a hard target, unless you're a General Dozier, they'll go somewhere else. They usually will make a "go/no-go" on a single hit, based on their casing and how well they can follow your routes and where you're moving. We try to teach our people this. We remind them over and over and over again. In some cases we have not been successful and the people didn't make it. They might have been had otherwise, but we like to think that they had a chance.

Most hits that we know about do not come in homes. General Dozier is an exception. That was a kidnapping, not an assassination. I think it's a miracle that he got out alive, and I still don't understand how it happened, but I thank God for it. Generally speaking, terrorists are fairly rational even if somebody said that they're crazy; they're bright, they're not stupid. They don't go into 10-story buildings after people, except maybe the Israelis with their hit teams and they're so professional that it doesn't matter, or at least that's what I've read. Terrorists will wait for you to come out on the street. Why should they come inside after you? And, if you do get people coming inside after you, except in a pseudo-military operation, most of the time they may not stay if you have got a noisemaker or a radio or if you shoot off a gun. We've had cases where this happened, even in the Middle East, because they were sent in, it was a first-time deal for them, and maybe they didn't get a double dose of Khomieni or whatever happened.

We teach our people to be careful about traveling, using main roads, following different routes. I have about 15 examples here where people have been zapped because they went the same way every day at the same time or they sat in the same cafe or what have you. Terrorists use different ploys. We tell our people about the ploys. There are pages of them, things like people masquerading as policemen, runners (which seems to be an Armenian tactic), people pushing baby carriages, either in front of a vehicle or actually using them as a dodge. We have a couple of examples where this has happened in so-called civilized society, where people have literally been lured into looking in a baby carriage and zapped. So it happens. Another thing that has happened—children, children have been used to divert people. Emergency calls ascertain where you are or get you to

come to a particular place, where they sometimes blow you up.

They've been able to get people at lunches pretty easily because people eat at the same place every day, drink too much wine, or what have you—even in Beirut. Even in Beirut in October, I saw Americans who went to the same little sandwich bar every day. A guy's been kidnapped there since then. They went there every day at the same time in the same car to pick up their sandwiches. You know, "Who's gonna get me? I'm a good old boy from Culpeper, Virginia, who would want to capture me?" Well, they've got him—I don't know, maybe we'll find out who did it one of these days.

We try to tell our people never to relax. We tell them that it will be them, not because they're necessarily a primary target but because the killers can't get to the hard target and any American is better than no American if you are sent out to do a job and you can't get the guy you're going after. Sometimes they don't know who they're going after. Frequently they don't give a damn who they're going after.

Residential security—we teach our people about servants, procedures. We remind them that once a terrorist is inside the house he's no longer on the offensive, so he's not likely to come.

We talk to them about weapons. We've been arguing in our business, debating whether our people ought to have weapons and where they ought to have weapons, since I came to this organization. At this point, I'm still prepared to say, except on a case-by-case basis, "If you don't have trained people whose mission would ordinarily give them a gun, don't give it to them. If you do, somebody's gonna get killed or in jail." That's my own position. Contrary to the James Bond movies, many of our people are analysts and many of our case officers and our communicators and the people who spent a good deal of their lives overseas are not really much with weapons. We have some people who do do that sort of thing, but we have found over the years that giving guns to Americans who are not disciplined, trained in school with weapons, is looking for a disaster. We do arm or advocate arming some of our people in some places for what we think are very good reasons, or we cover them in some activities with countersurveillance that's armed. But there is no policy to arm people unilaterally and routinely, because we think it's counterproductive.

We teach our people to get along with the neighbors. We tell them they have to build a safe haven in their house, not to hold out against the hordes, but if they're in an area where there's a fairly reliable police force and

they have any kind of communications with a base station (which most Americans, including multinational corporations, either should have or do have around the world today), they can hold out against some people in a safe haven in a house for 15 or 20 minutes or more. We also recommend escape routes. We've had at least one case where a man is alive today in Turkey because he had an escape route, because he was paranoid and he had a rope out the bathroom window. Without that rope he would have been a dead man because they came in after him. They were after him because he was an American, but also because he was having an affair with a local lady and they felt that they would never be accused. They didn't want credit for it.

We tell our people that they must brief their families, on strangers, on servicemen, on packages, on calls, on mail. We tell them that all of the family, the children included, must have emergency numbers and check-in times. Finally we tell them, "Be sure that your personal affairs are in order and that somebody knows where all of your papers are and what to do—not because we think everybody's going to get killed, but because of the business you're in." We're trying to take care of people, we're trying to support them, we're trying to make them feel like they belong to an entity, whether it's a multinational corporation or the CIA, where somebody cares. And you really have chaos when the principal of the family disappears, nobody knows where the checkbook is, or the will, or anything else. So, we work on that too.

I have a list of tactics here, different tactics terrorists use in different places, and I'll touch on those briefly. One of the things that we found is that if you're on foot, you'll be apprehended. We've had people apprehended. Almost everybody here that's in a big outfit has had people apprehended when they were walking; some of them have been turned loose. Sometimes it happens in the "have and have not" nations and then it really isn't terrorism, except to the individual who is grabbed.

People have been killed not only by weapons but by vehicles. Three years ago in South America several Americans were zapped, run over by vehicles on the street.

Remote detonated charges, you've heard that. Everybody knows about the case of the Cubans here in Washington. I'm not sure we trained those people, but they sure did a good job. It seems to be a favorite tactic more and more, especially with the Iranians.

People have been killed by mines. When I was in Europe a few years ago I remember being notified that x number of truckloads of antitank mines were missing

over a period of years from Army arsenals in Germany. Subsequent to the General Haig incident, people wondered where the explosives came from. What I'm surprised at is that they didn't blow up all of NATO, rather that just one car.

We tell our people that you can't feel safe socially. You can't feel safe shopping. We have a good example of that in Jerusalem and it can happen anywhere else where there are cranks. We talk too about the random acts we are getting more and more, not in an effort to scare them but so they will at least be aware of the problem. The Harrods incident in England is a good example, the Israeli buses, the recent bombing in Amman where one bomb went off in the courtyard across from the American embassy and four more were found and disarmed in the Intercontinental Hotel, just before the Queen arrived. So there you are in the Intercontinental, on a good Baptist tour from the Middle West, and you get blown up.

We try to tell our people to try to control their vehicles. Those of you who have been in Vietnam and other hazardous places know that that is standard but very difficult. You have to know your vehicle, you have to know what it looks like so that you can at least see if somebody's stuck something on it. Some of our people use different little traps on their gas tanks to be sure that nobody's been fooling around with them. Whether it has saved anybody, I don't know, but it makes us feel better. It's one more measure, and it's good to get in a routine of doing things that will protect you as you go along.

We tell our people to know where their dependents are at all times. Dependents have been used many times as lures, and it is a good way to get even the toughest among us into the wrong place at the right time.

Now, after we try to educate and train and condition our people, we recommend trying to monitor them. I know that some multinational corporations do this, at least with their key people. Try to develop a profile approach on your people, depending on their location and their particular task and whether you think they're a threat or not. It is a subjective thing, in spite of everything that we do.

This approach can be used to provide alerting data on critical personnel, but you have to be careful in setting priorities, because, if you're a Government agency, you can burn out all your resources on the wrong target.

You have to stay on top of what's happening with your people after they get out there. We're in contact with our people, both domestically and in the field. We

have good communications, but we don't have someone out there looking around as often as we'd like. We try to support our people. We try to be responsive to their needs while they're in the field.

We try to recognize it if some of them become alarmists, and sometimes we do. Now, that's a real task. I don't suppose people in big multinational corporations have problems with bureaucracy, but we can get somebody who's a basket case, and if they didn't come apart at the ambassador's house or something equally obvious, it can be hell to convince anybody to pull them out. You have to support them and you have to pull them out if they can't work in their environment, because you cannot control a terrorist environment.

Last but not least: If you have substantial reason to believe that one of your people is a target—and this may apply to multinationals as much as, if not more than, it does to Government—and you believe that the group that has targeted him or her has both the intent and the capability to carry out their mission, you better pull that person out because they're going to be dead, and that's the only option that you have.

There have been a number of ambassadors, there

have been some of our people, there have been people out of multinational corporations whose lives might have been saved if anybody had stopped and looked or could have conveyed when some indication was made to the principals that they were a target for people who were going to kill them. That's an option you have to be willing to use and you have to be willing to bite a bullet on it, or else you're going to lose some of your key people. And finally, don't compound the problem by relying on dated assumptions which you believed the last time you went to school, regarding people or terrorist track records or the environment. Stay current. It will keep your people alive and working. It's a hard job. It's damn near an impossible job.

I think the guidelines that we use have been productive for us, and I don't believe they are applicable only to our people. They're applicable to anyone who is out in an environment where they're faced with potential terrorism, and I really don't know where you can go that that isn't true. It is just a matter of assessing the threat and identifying the resources you can dedicate to a particular area.

Billy Hix is beginning his 31st year in the security business, 28 as a professional Security Officer in the CIA where he is currently the Chief of Physical Security with worldwide responsibilities. Since the late 1960's, he has been actively involved in countering terrorism, developing personnel protection programs, and designing protective packages for installations, homes, vehicles, and people, both in the United States and abroad. He has extensive on-site international experience, including the Middle East.