Chapter 7: Protective Service Operations

1. Introduction.

   a. Protective operations are an integral part of the NCIS mission and provide a vital service to the Department of the Navy (DON), the Department of Defense (DoD), and the United States Government. The term “protective operations” is generally defined to be all security and law enforcement measures taken to identify threats or vulnerabilities to specific principals and to provide security for those principals. This ranges from personal security training to the assignment of a Personal Security Detail (PSD).

   **NCIS 3-35, Paragraph 35-1b, Protective Operations**

2. Authority.

   a. NCIS is the executive agent for all Protective Service matters within the DON. As such, NCIS executes exclusive jurisdiction and authority to conduct and coordinate Protective Service Operations for designated DON High Risk Billets (HRB) and other designated individuals except as otherwise authorized by a Combatant Commander. In addition, NCIS performs the following related functions:

   **SECNAVINST 5430.107, Paragraph 7.b.(11), Mission and Function of the Naval Criminal Investigative Service**

   (1) Participates in the review and validation of DON HRBs as Subject Matter Experts.

   (2) Conducts Personal Security Vulnerability Assessments for designated DON HRBs to determine the level of risk and vulnerability from terrorist or criminal activities and to determine the appropriate level of protection.

   (3) Executes primary jurisdiction within the DON for support to the United States Secret Service and to DoD and non-DoD agencies conducting Protective Service Operations for U.S. government and foreign Officials.

3. Protection Detail Establishment.

   a. NCIS protective operations program involves a wide range of support to DON, DoD, and non-DoD agencies. Protective operations may be undertaken for the following reasons:
(1) When recommended by a Personal Security Vulnerability Assessment. A PSVA is an assessment to determine the vulnerability of a particular individual to attack. It identifies specific areas of improvement to withstand, mitigate, or deter acts of violence or terrorism against the individual. PSVAs are initiated within 90 days of an official’s assignment to a permanent High Risk Billet (HRB) and will be reviewed annually and updated by threat, vulnerabilities, or terrorism threat level changes.

(2) Due to an increase in the general threat within an area or region.

(3) In response to a specific threat to an individual.

(4) Following a request for support from DoD, DON, or another U.S. Government agency.

(5) In response to special circumstances or events (when approved by NCISHQ).

NCIS 3-35, Paragraph 35-1, Protective Operations


a. HRB - Authorized personnel billets based on grade, assignment, travel itinerary, or symbolic value may make a person filling it an attractive or accessible target to terrorists. HRBs are normally reserved for the rank of General, Admiral, or Senior Executive Service equivalent assigned in a country with a Defense Intelligence Agency (DIA) terrorist threat level of “Significant” or higher.

DoD O-2000.22, Appendix E2, Designation and Physical Protection of DoD High Risk Personnel

(1) Note: High Risk Personnel (HRP) in combat zones and areas outside of the United States where contingency or expeditionary operations are underway which are not limited HRP protection and do not require prior authorization for protective support. Commands located in a combat environment may use military personnel serving at their command to provide protection for HRPs. Sailors serving in these Combat Security Elements (CSE) do not require the 2009 NEC.

DoD O-2000.22, Appendix E2, Designation and Physical Protection of DoD High Risk Personnel
5. High Risk Personnel.
   a. There are three levels of HRPs. Each level is assigned varying degrees of protection based upon the threat associated with the HRP to include PSD support. (PSDs are trained and armed protective security officials capable of providing continuous protection for a designated individual.) Description of the HRP protection levels are provided below:

   (1) HRP Level One Protection - PSD support provided to an official who requires continuous protection as recommended by the Personal Security Vulnerability Assessment (PSVA).

   (2) HRP Level Two Protection - PSD support provided to an official who requires protection during periods of official duty or travel as recommended by the PSVA.

   (3) HRP Level Three Protection - Support provided to an official who requires advanced individual antiterrorism awareness and personal protection training.

6. Permanent HRBs.

   a. The following positions are designed as permanent level 1 protection HRBs:

   (1) Secretary of Defense

   (2) Chairman of the Joint Chiefs of Staff

   (3) Deputy Secretary of Defense

   b. The following Permanent positions may be Level 1 or 2 designated based on approval of the Deputy Secretary of Defense:

   (1) Vice Chairman of the Joint Chiefs of Staff

   (2) Secretaries of the Military Departments

   (3) Service Chiefs

   (4) Combatant Commanders
(5) Director, National Security Agency

7. Protection Providing Organization. (PPO)

   a. The term PPO refers collectively to the various DoD entities authorized to carry out protective operation missions and includes the U.S. Army Criminal Investigation Command (CID), the Naval Criminal Investigative Service (NCIS), the U.S. Air Force Office of Special Investigations (AFOSI), the Defense Criminal Investigative Service (DCIS), the Pentagon Force Protection Agency (PFPA), and the National Security Agency (NSA).

   DoD O-2000.22, Appendix E2, Designation and Physical Protection of DoD High Risk Personnel

   b. NCIS is the PPO for the DON and is responsible to ensure Master-at-Arms performing protection have successfully completed the military occupational specialty or classification training required for PSSs. This training is provided by NCIS and includes the Protective Service Operations Training Program at the Federal Law Enforcement Training Center in Glynco, Georgia and the United States Army PSD School at Fort Leonard Wood, Missouri. Credentials are also issued by NCIS at the local field office in which a person performs assigned duties via NCISHQ.

8. Protective Service Details (PSD).

   a. A PSD is the highest level of protection afforded in a graduated response to increasing threat and vulnerability and is activated when there is a credible threat that the principal is a specific target.

   b. PSD is a full-time operation, requiring 24-hour-a-day, 7-day-a-week coverage. The PSD will accompany the principal at all times, whether on official or personal business. Whenever possible PSDs use armored vehicle support, command posts, vehicle trackers, personal body armor (for the PSD and the principal), and a full range of NCIS weapons and technical support.

   NCIS 3-35, Paragraph 35-12 A-C, Protective Operations
   DoD O-2000.22, NEED CHAPTER/PARAGRAPH, Designation and Physical Protection of DoD High Risk Personnel
9. PSD Structure.

a. Protective operations encompass a varying range of personnel and techniques including walking formations and motorcade movements. When resources allow, the suggested minimum protective support package for a motorcade is comprised of the following five positions:

**NCIS 3-35, Paragraph 35-14, Protective Operations**

1. **Personal Security Advisor (PSA)** - The PSA is a critical element of the NCIS Protective Operations Program. After the completion of a PSVA that recommends PSA support, NCISHQ will select an NCIS Special Agent PSA. PSA responsibilities vary with the nature of each protective billet. The primary role of the PSA, as the name implies, is that of an advisor. The PSA is the NCIS conduit and focal point for the flow of NCIS information and support relative to the personal security of the principal. The operational functions of the PSA are as provided:

**NCIS 3-35, Paragraph 35-11 A(1-6), Protective Operations**

(a) Provide security advice to the principal, family and staff

(b) Provide “close-in” personal security for the principal as required

(c) Provide liaison between the principal, NCIS and U.S. and foreign law enforcement and intelligence agencies

(d) Provide security support (using sound law enforcement principals) by resolving minor incidents and supporting the cover and evacuation of the principal in major incidents

(e) Designate responsibilities for personnel who are supporting the PSAs Protective Operations, whether full-time or temporarily

(f) Serve as the Detail Leader for assigned protective service support personnel

2. **Limo Driver** - Sets the pace for the motorcade and is under the tactical control of the Shift Leader. The Limo Driver follows the commands of the Shift Leader and changes lanes only when directed. It is essential that the Limo Driver maintain complete control of the vehicle at all times and ensure the ride
is as smooth as possible. The Limo Driver must be intimately familiar with the motorcades routes (primary and alternate), locations of hospitals, safe havens, and any other information pertinent to the movement.

**NCIS 3-35, Paragraph 35-16, Protective Operations**

(3) Follow Driver – Responsible for driving the vehicle directly behind the limo and primarily uses his/her vehicle to screen and block traffic. The follow vehicle can also be used as an evacuation platform in the event the limo is disabled. Because the Follow Driver could assume the role of Limo Driver at any time he/she must be equally as knowledgeable of all motorcade routes and information.

(4) Shift Leader – While the PSA has overall supervision and responsibility for the protective detail, the Shift Leader has tactical control of the detail. The Shift Leader will determine speed of vehicles (based on input from the Limo Driver/PSA), the use of emergency equipment, the need for blocking, and will direct the motorcade to take evasive actions when necessary.

(5) Advance – The Advance is the eyes and ears of the detail prior to the principal’s arrival. He/she is responsible for coordinating all security activities, plans and arrangements prior to and in connection with the visit of a principal to a given area. The Advance is also responsible for conducting a site survey of destinations prior to the principal’s arrival.


**NCIS 3-35, Paragraph 35-15, Protective Operations**

a. Once the motorcade arrives at its destination some members of the PSD may be required to dismount the vehicles and escort the principal by foot. Walking formations are dependent on the threat, the availability of personnel, the venue type (secure vice unsecured), and the desires of the PSA/principal. The proximity of protective personnel to the principal will vary depending on the situation. If the principal is moving through a crowd, protective personnel will be closer to the principal. On the other hand, if the principal is in an open area with little pedestrian traffic, protective personnel may need to spread out. Generally, the PSA will always be within an arms reach of the principal when traveling outside of a secured location. The following are the basic types of walking formations:
(1) Single Escort (PSA) – Protective team member at the right and rear of the principal.

(2) Wedge – One protective team member is at the point (lead), one protective team member is at the rear and left of the principal, and the PSA is at the rear and right of the principal.

(3) Diamond – The four protective team members are placed in a diamond placement (front, rear, left, right) around the PSA and principal.

(4) Defensive Circle – Protective team members are facing outward, arms interlocked (usually for severe crowd situations).

(5) Cave In – Protective team members are facing inward and providing cover from airborne objects.

(6) Fence-line (modified diamond) – a one-dimensional formation when the principal works a rope-line or fence-line. As the formation approaches the fence line, the point and left flank will be to the left of the principal, with the right flank and rear coming to the right of the principal. The PSA will remain behind the principal, watching the crowd’s interaction. If working a fence line is scheduled or anticipated, it is a good idea to place one or two protective personnel in the crowd, coming through the crowd parallel with the protective detail.

b. Walking Formation Guidelines.

(1) The detail needs to provide 360-degree security regardless of detail size.

(2) The site Advance Agent (when available) will lead the detail during walking movements.

(3) The Shift Leader is the tactical control of the formation. The Shift Leader makes sure the gaps are filled, personnel are repositioned as needed, and sets the dispersion of the formation.

(4) PSS should continually be thinking about what actions they will take should an attack occur. In the event of an attack upon the principal, PSDs will respond with the following action chain consisting of four main actions. The
names for those actions are Arm’s Reach, Sound Off, Cover, and Evacuate.

(a) Arm’s Reach - If the attacker is within an Arm’s Reach (0-7 feet) of the agent, the PSS should move to disable/neutralize the threat. The remainder of the team will cover and evacuate the principal.

(b) Sound-Off - Identify the threat by sounding off with the type of threat and direction it is coming from. When identifying the threat yell what it is (i.e., gun, knife, etc.). Use the standard 12-hour clock positions to identify the direction of the threat (12:00 o'clock is always the direction of movement of the Principle) to identify where the threat is coming from.

(c) Cover - Protect the principal with any and all resources available.

(d) Evacuate - Expeditiously remove the principal from the area of the threat.

1 Note: The PSD’s primary duty is to ensure the safety of the principal, not to arrest or apprehend the attackers.

c. Teamwork is essential. Protective personnel should train together whenever possible. If time permits, team members should walk through a few situations prior to starting a detail.

d. While working protective operations in general PSS must constantly be alert to any danger signs and, therefore, must be looking outward and not at the principal. This requires concentration and practice. Personnel working a protective operation must not only become familiar with the habits and idiosyncrasies of the principal. But also be familiar with the behavior and reactions of their fellow support personnel. When accompanying a principal, protective operations personnel must remember the following points: NCIS 3-35, Paragraph 35-14, Protective Operations

(1) Protect yourself in order to protect the principal.

(2) Your stance should be focused toward the crowd.

(3) Know your initial reaction to a physical assault.
(4) Learn the behavior and impulsive mannerisms of the principal.


**NCIS 3-35, Paragraph 35-13, Protective Operations**

a. Navy Master-at-Arms (MA) who have been trained in Protective Service Training and Antiterrorism Driving (CIN A-840-0001) are assigned the Navy Enlisted (NEC) 2009 Protective Service Specialists (PSS) and are operationally assigned to NCIS offices that have a protective operations mission.

b. In instances where MAs are assigned to NCIS, they report directly to the NCIS Personal Security Advisor (PSA). PSS duties include PSD member, security driving (lead, limo, and follow vehicles), site advances, protective surveillance, command post functions, and other security related duties as assigned. Trained and experienced PSSs may also be used as Shift Leaders, at the PSA’s discretion.

c. When MAs are assigned to a NCIS Protective operations billet, it is the responsibility of NCIS to provide their workspace, annual training, and other administrative functions. PSSs will follow existing NCIS policies regarding weapons and qualifications, use of force, government vehicle policy, etc.

12. Required Training:

a. U.S. Navy Master-at-Arms “A” School (CIN A-830-0011). The student will receive training and be tested on Anti-Terrorism, Force Protection and Basic Law Enforcement to include, but not limited to: Pier Sentry, Harbor Security, Force Protection Conditions, Physical Security Safeguards, Tactical Team Communications and Movements, Apprehension, Search and Seizure, Use/Application of Force as they pertain to the duties of a U.S. Navy Security Force Member. The student must obtain an academic score of 80% or better to successfully pass the course and must attain firearms proficiency with the M9 Service pistol, M500 shotgun, M16 rifle, and M60 medium machine gun as per **OPNAVINST 3591.1 (Series)**. This course is designated as high-risk IAW NPDCINST 5100.1 Series.

b. Navy Security Force Sentry (CIN A-830-2216) Taught by qualified Antiterrorism Training Supervisors (NEC 9501). Teaches basic sentry skills, to include weapons handling and non-lethal weapons. When taken with Security Reaction Force
Team Member – Basic (below), constitutes the Armed Sentry Course/Security Reaction Force Basic course of instruction.

c. Security Reaction Force Team Member – Basic (CIN A-830-2217) Taught by qualified Antiterrorism Training Supervisors (NEC 9501). Teaches basic tactical individual and team movements. When taken with Navy Security Force Sentry (above), constitutes the Armed Sentry Course/Security Reaction Force Basic course of instruction.


e. Protective Service Training and Antiterrorism Driving (NEC 2009) (CIN A-840-0001). Provide training in protective services to personnel who conduct Protective Service missions for executive level DoD leaders who are potential targets of terrorism.

13. Critical Task List. These skills were designated as critical tasks required by NCIS. This list is not all inclusive, and individual commands may have additional/less tasks.

14. Master-at-Arms Occupational Standards (OCCSTDS) Functional Areas. The following areas in the MA OCCSTDS apply to the Installation Security mission area:

   Security Operations