Security and Working in Iraq

“Constructing With Security”

Captain Sam Dickson, USAF
Main Topics

- Current Situation
- Providing Security
- The Real Challenge
- Questions/Resources
Current Situation

Threats

• Large group
• Small group
• During movement
• Stationary
  – Job site
  – Base camps
• Criminal
Current Situation

Where occurring
Current Situation

Civilian contractors

- Involved < 2% of attacks
- Largely due to being in close proximity to coalition personnel/equipment
- No verified targeted attacks against a specific contractor
Current Situation

Bottom Line:

Iraq is a dangerous place.
Providing Security

CJTF-7

Coalition Military Forces
Providing Security

- Coalition Military Forces
- Iraqi Security Agencies
- Your Company
Providing Security

• Change your business paradigm
  – Learn to balance sizable security function with competing goals of efficiency, speed, etc.
Providing Security

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  – Learn to balance sizable security function with competing goals of efficiency, speed, etc.

• Strategize as if entering a totally unknown product market
  – Research & evaluate conditions & anticipated threats
  – Plan accordingly
Providing Security

Initial Steps

• Retain a dedicated security manager
  – Focus
  – Authority
  – Controlling Agent
  – Experienced
  – Security Clearance
Providing Security

Initial Steps

• Research area where you will be operating
  – Military
  – Iraqi Agencies
  – Threats
    • Movement & Stationary
  – Cultural Sensitivities
  – Housing
  – Indigenous support
Providing Security

Make Decisions

• Housing (local economy vs. build your own)
Providing Security

Make Decisions

• Housing (local economy vs. build your own)
• Vehicles
  – Armored vs. soft & the “SUV” dilemma
Providing Security

Toyota Land Cruiser (Armored)

Range Rover (Armored)
Providing Security

M-1A2 Main Battle Tank
(Armored)
Providing Security

Mercedes sedan (Armored)

GMC Suburban (Unarmored)
Providing Security

Make Decisions

• Housing (local economy vs. build your own)
• Vehicles
  – Armored vs. soft & the “SUV” dilemma
• Size of security personnel contingent (if any)
  – Weapons requirements
  – Security sources
Providing Security

Make Decisions

- Housing (local economy vs. build your own)
- Vehicles
  - Armored vs. soft & the “SUV” dilemma
- Size of security personnel contingent (if any)
  - Weapons requirements
  - Security sources
- Outsourcing contracted work
Providing Security

Make Decisions

- Housing (local economy vs. build your own)
- Vehicles
  - Armored vs. soft & the “SUV” dilemma
- Size of security personnel contingent (if any)
  - Weapons requirements
  - Security sources
- Outsourcing contracted work
- Communications
Providing Security

Prepare your people
Providing Security

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- Provide honest appraisal of situation
  - Policy on exiting should be clear as well
Providing Security

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• Personal Protective Equipment
  – Ballistic vest, helmet, eye protection
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• Immunizations
  – Anthrax, Smallpox & Malaria meds
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• Consider advanced tactical driver training
Providing Security

Implementation

• Security Organization
• Base camp security
• Worksite security
• Convoy/Vehicle Movement procedures
Providing Security

Implementation

• Security Organization
  – Part of first elements deployed
  – Usage of security sub contractor
  – Identify your organization to local Coalition units
  – Get “plugged in” to local formal/informal networks
Providing Security

Implementation

- Security Organization

- Base camp security
  - Establish perimeter control
    - Infiltrators and blast/impact weapons
      - Examples: Hesco barriers, “T” walls, wire fencing
Providing Security

Implementation

• Security Organization

• Base camp security
  – Establish perimeter control
    • Infiltrators and blast/impact weapons
      – Examples: Hesco barriers, “T” walls, wire fencing
    • Access procedures
Providing Security

Implementation

• Security Organization

• Base camp security
  – Establish perimeter control
    • Infiltrators and blast/impact weapons
      – Examples: Hesco barriers, “T” walls, wire fencing
    • Access procedures
  – Establish vehicular control
    • Protection against VBIED
    • Access & Inspection procedures
Providing Security

Implementation

• Security Organization

• Base camp security

• Worksite security
  – Coordinate with appropriate Iraqi Security element
    • PMO will assist
    • Use of “non-traditional” security arrangements
Providing Security

Implementation

• Security Organization

• Base camp security

• Worksite security
  – Coordinate with appropriate Iraqi Security element
    • PMO will assist
    • Use of “non-traditional” security arrangements
  – Plan for less than 24/7 coverage
    • Equipment & supplies
    • Sabotage
Providing Security

Implementation

• Security Organization
• Base camp security
• Worksite security
• Convoy/Vehicle Movement procedures
  – Use of military vs. on your own
Providing Security

Implementation

• Security Organization
• Base camp security
• Worksite security

• Convoy/Vehicle Movement procedures
  – Use of military vs. on your own
  – Establish firm, inviolable rules that all understand
    • e.g. min 2 vehicles, never after dark, etc.
Providing Security

Implementation

• Security Organization
• Base camp security
• Worksite security

• Convoy/Vehicle Movement procedures
  – Use of military vs. on your own
  – Establish firm, inviolable rules that all understand
    • e.g. min 2 vehicles, never after dark, etc.
  – Ultimate ‘Defensive Driver’ environment
Providing Security

Bottom Line:

Make yourself less vulnerable than other targets.
The Real Challenge

- Creating and Fostering an Environment of the “Security First” Mindset
The Real Challenge

• Creating and Fostering an Environment of the “Security First” Mindset
  – Operating in a War Zone
    • Pay attention to surroundings
The Real Challenge

• Creating and Fostering an Environment of the “Security First” Mindset
  – Operating in a War Zone
    • Pay attention to surroundings
  – OPSEC & COMSEC
The Real Challenge

Achieving the proper balance

• Security vs. speed
• Security vs. cost containment
• Security vs. mobility
• Security vs. trust
• Security vs. everything else
The Real Challenge

The Future is Bright

• Iraqi Security Agencies
• Current & Future efforts – combined effect
• You and your company can have a very direct impact
The Real Challenge

Take calculated risks. That is quite different from being rash.

– Gen. George Patton
Resources in Iraq

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