

MCRP 3-02E
(Coordinating Draft)

The Individual's Guide for Understanding and Surviving Terrorism



U.S. MARINE CORPS

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MARINE CORPS COMBAT DEVELOPMENT COMMAND
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Subj: COORDINATING DRAFT FOR MCRP 3-02E, *THE INDIVIDUAL'S GUIDE FOR UNDERSTANDING AND SURVIVING TERRORISM*

Encl: (1) MCRP 3-02E, *The Individual's Guide for Understanding and Surviving Terrorism* (Coordinating Draft)

1. The enclosure is provided for your review.
2. This draft was compiled to update and replace FMFRP 7-14A, *The Individual's Guide for Understanding and Surviving Terrorism*. It provides individuals with the basic information required to understand, recognize and avoid terrorism and its effects. It serves as a training reference manual, and provides an overview of terrorism, explains individual protective measures that help identify and avoid terrorist actions, and provides information that will increase chances of surviving if a victim of terrorism. It fulfills the antiterrorism training program requirements for the individual level as currently mandated by the Department of Defense. The publication is designed to be used in conjunction with MCRP 3-02D, *Combating Terrorism*, also being reviewed.
3. We request your comments and recommendations on this draft by 29 May 1998 to include corrections (excluding editorial, unless they affect meaning), deletions, additions, and changes required to enhance understanding or standardization. Comments should include verbatim portion of the text where changes are being recommended and should identify page and paragraph numbers. Negative response are requested. Reply by mail, naval message, electronic mail, or fax to:

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Chapter 1

An Overview of Terrorism

3 What is Terrorism?

4 Terrorism is *the calculated use of violence or threat of violence to inculcate fear; intended to*
5 *coerce or to intimidate governments or societies in the pursuit of goals that are generally*
6 *political, religious, or ideological.* (Jt Pub 1-02, *Department of Defense Dictionary of Military*
7 *and Associated Terms*) Terrorists or terrorist groups are people or organizations that conduct
8 these acts.

9 Terrorism influences an audience beyond the immediate victim. Immediate victims are bargaining
10 chips used to influence the real target, usually a government. The 11 Israelis who died at the
11 1972 Munich Olympics were immediate victims. The true target was the estimated 1 billion
12 people who watched on television, the most important weapon of modern terrorism. As a result,
13 the Black September Organization (BSO) was extremely successful in publicizing its view of the
14 plight of the Palestinian refugees. The October 1983 bombing of the Marine Battalion Landing
15 Team Headquarters at Beirut International Airport killed 241 U.S. military personnel and
16 wounded over 100 others. The real target was the American people and the U.S. Congress. The
17 withdrawal of the Marines was a terrorist success. Terrorists are so aware of television for
18 publicity that they plan attacks to coincide with prime time broadcasts in
19 the target country.

20 A Traditional Tactic

21 Terrorism is not new. In 50 B.C., Julius Caesar encouraged taking hostages to ensure the
22 obedience of conquered tribes. "Terror" is Latin for "frighten," but the word "terrorism" first
23 came into widespread use during the French Revolution. During the Reign of Terror, over
24 300,000 people were arbitrarily arrested and 17,000 executed without trial. In the second half of
25 the 19th century, radical political views and violence used as a political tool spread through
26 Europe. In the early 1900's, the emphasis of political terrorism shifted to single acts of violence.
27 Acts were usually directed at heads of state or members of the ruling elite. In 1919, Lenin
28 convened the Third International and encouraged international terrorism in its then modern sense.

29 Today's Threat

30 Terrorism today is a product of civil unrest of the late 1960's and the early 1970's. Civil rights,
31 nuclear disarmament, and the Vietnam War became rallying points for college students. Seeking a
32 way to right what they saw as society's wrongs, they produced radical groups who turned to
33 violence to achieve their goals.

34 Over the past 20 years, terrorists have committed extremely violent acts for alleged political
35 reasons. To many people, it seemed that these acts were committed without rhyme or reason by

1 the insane who had no regard for destroying property or killing or maiming innocent people.
2 Terrorists are often intelligent, rational people deeply committed to a cause. They think that
3 violence is morally justified to achieve their goals.

4 A breakdown of worldwide terrorists incidents for 1996 indicates that approximately 39.1 percent
5 were bombings, 23.9 percent were firebombings; 13.1 percent were armed attacks, 10.4 percent
6 were arson, 9.4 percent were kidnappings/hostage taking, .7 percent were hijackings, and 3
7 percent were other type incidents.

8 Where does the future of terrorism lie? Many feel it is only a matter of time before some of these
9 groups obtain nuclear, chemical, or biological weapons with which they may truly hold the free
10 world hostage. Could democracy survive such an assault? Only time will tell. Because you
11 represent the U.S., you are a likely potential victim of terrorism. Especially overseas, you and
12 your dependents may become pawns in a violent, deadly game where terrorist goals are fear,
13 anarchy, and world revolution. Remember the U.S. policy: "**We will not negotiate, we will not**
14 **pay a ransom, and we will not release prisoners.**"

15 **Perspectives**

16 Terrorism has always been hard to define. Different people see the same act and interpret it
17 according to their experience and prejudices. The phrase "one man's terrorist is another man's
18 freedom fighter" is overused because in many ways it is true.

19 Terrorists do not see themselves as evil. They think they are legitimate combatants, fighting for
20 what they believe in however they can. Victims see all acts of violence committed by their
21 opponents as terrorism.

22 Public opinion, which is the most important perspective, will ultimately supply the pressure that
23 causes target governments or groups to act in such a way that determines the success or failure of
24 the terrorists' goals. Part of the audience will always be for or against terrorist actions. Terrorist
25 acts do not elicit neutral responses. However, one thing is certain. Many large terrorist groups
26 spend large amounts of money on sophisticated public relations and propaganda campaigns to
27 foster "Robin Hood" images.

28 **Motivation**

29 What motivates terrorists? Political ideology, nationalism, religion, and special interests.

30 **Political ideology** ranges from the far left to the far right. Politics of the extreme left come in
31 many forms. Marxists/Leninists believe in a revolution of urban workers led by a group of
32 revolutionary elite. This elite will establish a communist state where there is no private property
33 and the means of production are controlled by the workers. Maoists also want a communist state,
34 but they hope to achieve it by mobilizing peasants. Fascists stress the importance of the state
35 above the rights of people. A dictatorship of the far right is typically sustained by merging state

1 and business leadership. Belligerent nationalism plays an important role in fascism, where
2 foreigners and minorities are scorned.

3 **Nationalism** alone is a strong, motivating ideology. People, mostly of the same ethnic
4 background, bind together by the nationalistic urge to establish or regain a homeland. The
5 Euzkadi Ta Askatasuna (ETA) in Spain is driven by nationalism. The Basque people share a
6 common ethnic background, motivated by a strong nationalistic urge to establish a homeland in
7 the Pyrenees mountains.

8 **Religion** has driven many violent acts through the recorded history of mankind. Religion
9 motivated the Moslem Brotherhood, a fundamentalist Sunna group that murdered Anwar Sadat;
10 Hizbollah or Party of God, a radical Shiite group that followed the Ayatollah Khomeini; and the
11 Ulster Defense League, a Protestant group based in Northern Ireland.

12 **Special interests** include radical fringes of many legitimate causes. Many people use terrorism to
13 support anti-abortion views, animal rights fanatics, and radical environmentalists.

14 **Long-Range Goals**

15 What do terrorists hope to achieve? Long-range goals fit into at least one of three broad
16 categories: revolutionary, sub-revolutionary, and establishment.

17 **Revolutionary**

18 The terrorist's goal is revolutionary when his intent is to help bring about the complete overthrow
19 of an incumbent government. The threat may come from within the country, such as the Red
20 Brigade in Italy, or from the outside such as the Popular Front for the Liberation of Palestine
21 (PFLP) with respect to Israel. Some groups are anarchists. They use violence to achieve world
22 revolution and to eliminate all governments.

23 **Subrevolutionary**

24 The terrorist's goal is subrevolutionary when it is intended only to influence a government or other
25 group of people to change against its will. The sought-after changes are usually of a political,
26 social, or economic nature. The ETA uses terrorism with the goal of causing the Spanish
27 government to grant the Basque people an autonomous country. Special interest groups such as
28 radical environmentalists want to change government policy on specific issues. Their long-range
29 goals also fit into the subrevolutionary category.

30 **Establishment**

31 When the use of terrorism is directly controlled or at least tolerated by a particular state
32 government, then the long-range goal is categorized as establishment. This use of terrorism can
33 be directed at either foreign or domestic enemies. Examples of foreign targets would be the "hit
34 squads" sponsored by Libyan dictator Muammar Qudaffi or the suicide bombers of the Islamic

1 Jihad, sponsored by Iran and the Ayatollah Khomeini. Examples of domestic targets are actions
2 of the military Juntas in Chile and Argentina and the Salvadoran "death squads" allegedly
3 associated with the treasury police before President Duarte was elected in El Salvador.
4 Remember, although long-range goals fall into one of these three broad categories, the
5 perspectives of terrorism play a major role in determining them. For example, from Israel's point
6 of view, the long-rang goals of the PFLP are revolutionary. However, the U.S. views them merely
7 as subrevolutionary. PFLP actions against the U.S. are intended only to change our policies with
8 Israel and the Middle East.

9 Short-Range Goals

10 Rarely does one act of terrorism achieve a group's long-range goals. Each act usually achieves
11 something specific, such as to -

- 12 - Obtain worldwide, national, or local recognition for their cause. This vital publicity
13 advertises the movement, bringing national and international attention to their grievances.
14 It attracts money, international sponsorship, and recruits to their cause.
- 15 - Cause the government to overreact by making special anti-terrorist laws that allow
16 searching without warrants holding people in custody without charges, or modifying the
17 rules of evidence. People see these acts as violations of their rights, creating an atmosphere
18 more sympathetic to the terrorists.
- 19 - Harass, weaken, or embarrass government security forces. Calling in false alarms, killing
20 security personnel, or conducting sophisticated raids and ambushes reduces the
21 effectiveness of security forces and erodes public confidence.
- 22 - Steal or extort money and equipment, especially weapons and ammunition vital to their
23 cause. Major acts of a successful terrorist campaign can also attract foreign support.
- 24 - Destroy facilities or disrupt lines of communication.
- 25 - Discourage foreign investments or assistance programs that can affect the target country's
26 economy. Unemployment rises; revenues fall. This results in a loss of prestige and
27 solvency leading to internal dissent.
- 28 - Influence government decisions, legislation, or other decisions. The bombing of the Marine
29 Battalion Landing Team Headquarters at Beirut International Airport in October 1983
30 caused the Marines' withdrawal. In Italy, the Red Brigade tries to influence law
31 enforcement and judicial processes. They killed public officials and judges known to be
32 hard on terrorists.
- 33 - Free prisoners. Freeing prisoners is a frequent demand of terrorists, especially airline
34 hijackers. The three BSO terrorists captured at Munich 1972 spent less than a month in

1 custody. They were released as part of a deal in solving the hijacking of a Lufthansa
2 aircraft.

3 - Satisfy vengeance. The most brutal acts of terrorism are reserved for informants or other
4 traitors. The Irish Republican Army (IRA) is very brutal when punishing its members.
5 Vengeance may also be of an international nature; e.g., the Armenians sought revenge
6 against the Turks for slaughtering Armenians during World War I.

7 - Turn the tide in a guerrilla war. Terrorism is an integral part of insurgency. In rural areas,
8 it is usually used to punish government supporters. In urbanized areas, it can also divert
9 government troops from the countryside where they are needed to fight guerrillas.

10 Terrorist Groups

11 A terrorist group is *a politically, religiously, or ideologically oriented group which uses*
12 *terrorism as its prime mode of operation.* (Jt. Pub. 1-02) This definition excludes many groups
13 that use terrorism but not as their prime mode of operation. In this guide, we call any
14 organization that uses terrorism in a systematic way to achieve its goals a terrorist group; e.g., the
15 Faribundo Marti Popular Liberation Front (FPL) of El Salvador. Known for planning kidnappings
16 and killings, they take credit for killing Lieutenant Commander Albert Schauffelberger, III in 1983.

17 Types

18 Remember, few if any groups are composed of individual members who have only one common
19 ideology. The Armenian Secret Army for the Liberation of Armenia is primarily motivated by
20 nationalism, but also has a strong Marxist/Leninist political ideology. It is important to understand
21 the following commonly used terms, but remember-not all groups restrict their operations to just
22 one country or even to one region.

23 A **transnational** group operates without regard to national boundaries and is not controlled by
24 any state. The Popular Front for the Liberation of Palestine (PFLP) is a transnational group that
25 has carried out operations in many countries, to include Israel, Lebanon, France, Uganda, and
26 Singapore. The PFLP's leader, George Habash, a Christian medical doctor, once stated, "In
27 today's world, no one is innocent, no one is neutral."

28 An **international** group also operates across national boundaries, but is controlled by a sovereign
29 state and is therefore restricted to varying degrees in its area of operations by the policy of the
30 controlling state. The Palestinian group As-Sai'ga is also an international terrorist group. It is
31 controlled by the Syrian government which specifies where it will operate.

32 A **national** group restricts its operation primarily to one country. The Cinchoneros of Honduras
33 train in Nicaragua or Cuba, but conduct all of their operations in Honduras.

34 **Government Affiliation.** A terrorist group's selection of targets and tactics is also a function of
35 the group's governmental affiliation. In addition to being categorized by its operational

1 characteristics (national, transnational, and international) a terrorist group is also categorized by
2 government affiliation. This helps security planners identify potential terrorist targets, the terrorist
3 intelligence network and possible weaponry. Three general categories of government affiliation
4 are as follows:

5 - **Non-state supported.** A non-state supported terrorist group operates autonomously,
6 receiving no significant support from any government.

7 - **State Supported.** A state supported terrorist group generally operates independently but
8 receives support from one or more governments.

9 - **State Directed.** A state directed terrorist group operates as an agent of a government. In
10 return, the government provides substantial intelligence, logistics, and operational support
11 to the terrorist group.

12 **Characteristics**

13 The effectiveness of terrorism lies not in the act itself, but in the public's or government's reaction.
14 Most terrorist groups --

15 - Seek to intimidate by promoting fear.

16 - Are militarily weak. Even though some groups have tanks, artillery, and aircraft, they are
17 still weaker than the governments they fight.

18 - Do not equate tactical success with mission success. Although the act may not achieve its
19 desired results, it may still be a success if it publicizes the cause.

20 - Are usually urban-based and highly mobile. Being urban-based, terrorists have access to
21 transportation systems. Those with international contacts also have access to forged
22 passports and safe havens in other countries.

23 - Generally operate clandestinely. Although some large insurgent organizations have overt
24 branches, the active terrorist cell always maintains strict security.

25 **Terrorism Operations**

26 Terrorist operations are the same type of criminal activity you witness daily on the news. Of
27 course not every story you hear is the result of terrorism. However, you should consider
28 terrorism as a possibility. All terrorist groups, no matter how they are categorized or what their
29 goal may be, carry out similar operations. The following are common operations conducted by
30 terrorists:

31 - **Bombing (explosives).** Many explosive devices are inexpensive and easy to make.
32 Modern explosive devices are smaller, contain greater destructive capability, and are harder

- 1 to detect. The April 1995 bombing of the Federal Building in Oklahoma City is a good
2 example of the ease with which explosive devices can be made and employed.
- 3 - **Arson.** Incendiary devices are cheap and easy to hide. Arson is a useful tactic against
4 public utilities, hotels, houses of government, and industrial centers. Terrorists use arson
5 to draw a crowd, which in turn provides terrorists with the opportunity to use explosives or
6 other weapons.
- 7 - **Skyjacking and Aircraft Theft.** Skyjacking provides terrorists with hostages and draws
8 media attention. An aircraft theft provides terrorists with a tool for conducting kamikaze
9 attacks. Aircraft mobility and distance make retaliation difficult.
- 10 - **Kidnapping.** Kidnapping is a preferred terrorist tactic. Kidnapping of prominent
11 personnel can force a government into acceding to terrorist demands in order to safeguard
12 the release of prisoners.
- 13 - **Hostage-taking.** Hostage-taking is overt and designed for maximum media coverage.
14 Threats on hostages lives can be used to gain concessions from governments. The power in
15 hostage-taking is the life of the hostage. The terrorists' intended target is the audience
16 affected by the hostages confinement, not the hostages.
- 17 - **Nuclear, Biological, and Chemical (NBC) Attack.** NBC attacks have been almost
18 non-existent in the past. However, the use of chemical devices in the Japanese subway in
19 the summer of 1995 confirms that the threat of a terrorist NBC attack cannot be dismissed.
20 Always consider the potential use of NBC when combating terrorism.

21 **Internal Structure**

22 It is hard to learn about the internal structure of a terrorist group. The basic unit is the cell.
23 Types of cells usually found in a well-organized terrorist group are the operational, intelligence,
24 and auxiliary (or support) cells. Number and size depend on the cell function, security measures
25 employed, and the sophistication of the group.

26 The **operational cell** is the cadre-the action arm of the group. In sophisticated groups, these cells
27 may be highly specialized with bombers, assassins, or personnel performing other specific
28 functions. In newer or less sophisticated groups, operational cells may perform many jobs,
29 including intelligence and support. Size is usually three to five people.

30 The **intelligence cell** collects information on potential targets. It is highly compartmentalized and
31 follows very strict security. Size varies greatly.

32 The **auxiliary cell** usually performs support functions such as raising funds, screening recruits,
33 and distributing propaganda. Auxiliary cells are often larger and less strictly compartmentalized
34 than other cells. They can consist entirely of terrorist sympathizers and supporters other than
35 cadre.

1 The structure of a well-organized terrorist organization may include a **national command**
2 responsible for overall operations. This command is further divided into subcommands down to
3 the cells. The Red Brigade has a national command and regional columns, each consisting of one
4 or more fronts, and each front consisting of one or more cells.

5 **Group members** hold positions according to their level of participation.

6 The **hard core leadership** are the planners, organizers, and leaders. Well-trained and
7 indoctrinated, they devote considerable time and effort to the cause.

8 The **active cadre** are the doers. In carrying out their leader's orders, they do will anything for the
9 cause.

10 The **active supporters** are people who believe in the cause and want to help further it, but they
11 are not yet ready or willing to commit an act of terrorism. They may provide money, safe houses,
12 intelligence, and other types of support. Active supporters often come from the professional
13 class.

14 The **passive supporters** are the hardest to identify. As the mass support base that is vital to the
15 terrorists, they supply the target audience for propaganda. Terrorists rely on them to spread the
16 word. The passive support provided may take the form of demonstrations or other publicity
17 producing events. These events are seldom criminal in nature.

18 **Training**

19 Terrorist training is oriented to the mission, area, and security environment where terrorists must
20 operate. Discipline is strictly enforced. Trainees are constantly watched. Much of the training is
21 standardized. Most training camps use Carlos Marighella's *MiniManual for the Urban Guerrilla*
22 and, surprisingly, the U.S. Army's *Special Forces Operational Techniques* and *Ranger Handbook*
23 as guides.

24 Usually, internal training is conducted secretly by group members within the target country. If
25 secure bases are available, permanent training camps may be built, such as those used by many
26 Palestinian factions in Arab countries. If secure areas are unavailable, training is conducted in safe
27 houses. Even small arms training is conducted using air guns or other near silent weapons.

28 External training is conducted by non-group members, often outside the target country. Most
29 known international training camps are in the Middle East. Libya boasts more than 70. The Junta
30 for Revolutionary Coordination (JRC) has its headquarters in Havana. Branch offices are in
31 Nicaragua, Mexico, the U.S., Canada, France, Belgium, Switzerland, Germany, and Sweden The
32 former Soviet Union and other east block countries also provide training camps, as well as China,
33 North Korea, and Vietnam.

34 Training for fighters may last up to 1 year. Leaders may train for up to 4 years. Training usually
35 includes instruction in --

- 1 - Individual physical and mental conditioning.
- 2 - Weapons and explosives.
- 3 - Political indoctrination.
- 4 - General tactics and combat techniques.
- 5 - Intelligence.
- 6 - Psychological warfare.
- 7 - Survival.
- 8 - Communications.

Chapter 2

Protection Through Awareness

3 Attitude

4 "If a terrorist really wants you, he is going to get you no matter what you do to try and stop him!
5 This is a typical comment from the average person. "When you are hungry, it is foolish to hunt a
6 tiger when there are plenty of sheep to be had." This statement was made by a leader of a
7 terrorist group, after his failure to abduct a victim, proved the victim was considered undesirable
8 because of his security profile and unpredictability.

9 From a terrorist's point of view, he prefers a target that involves little risk and a high probability
10 of success. A terrorist is not likely to select a target that involves high risks with little or no
11 chance of success.

12 This chapter is intended to help you protect yourself against terrorism through awareness.
13 Awareness is an individual responsibility. How far you carry it out depends entirely on how much
14 you value your life.

15 Ease Versus Value

16 Ease

17 A terrorist is not going to attack a hard target unless he had specific orders to do so. Usually, he
18 will simply pick another target that is easier (a soft target). By being a soft target, you make it
19 easy for the terrorists. What is the difference between a hard and a soft target?

20 Soft targets are --

- 21 - Accessible. Intended victims are easy to get to.
- 22 - Predictable. Intended victims are predictable because of routines or patterns.
- 23 - Unaware. Intended victims are complacent, are not security-conscious, and do not take
24 individual protective measures.
- 25 - Less able to attract police assistance due to their travel patterns or routines near their home
26 or place of work.

27 Hard targets are --

- 1 - Inaccessible. Intended victims are difficult to get to. Quarters and the area around the
2 quarters are well-lit. They own a dog.
- 3 - Unpredictable. Intended victims come and go without any pattern or routine.
- 4 - Aware. Intended victims are security-conscious, are aware of surroundings, and adhere to
5 individual protective measures.
- 6 - Able to attract police intervention. Intended victims travel along routes with police
7 presence and are able to contact police quickly, if required.
- 8 Hard targets **do not** --
- 9 - Run or stroll every day at the same time.
- 10 - Wash cars, mow lawns, or have family cookouts the same day every week.
- 11 - Shop the same day of each week at the same store. Many families or single individuals living
12 together make this mistake.
- 13 - Leave and pick up children at the same time and location and go home on the same route.
- 14 - Attend church services at the same time and place each week.
- 15 - Sit in the same seat in a vehicle, restaurant, church, etc.
- 16 - Take the same route to work every day, arrive at work at the same time, go to lunch at the
17 same time, or leave work at the same time each day.
- 18 - Go out each morning at the same time to pick up the newspaper or mail or to walk or feed
19 the dog.
- 20 - Go to the same restaurants or to American restaurants. Americans, when overseas, like to
21 eat at restaurants that serve American food or that have inexpensive prices. Often because
22 they like the atmosphere of a certain restaurant, they will continue to patronize only that
23 particular place.
- 24 - Go to the same bars/night clubs that cater to Americans. Americans patronize them because
25 other Americans go there.
- 26 - Park at the same spot when going to work, church, social events, etc.
- 27 - Earn the reputation of a Good Samaritan. Helping at roadside emergencies and picking up
28 hitchhikers are risky acts of kindness that may get you captured or killed.

1 Value

2 What value is the terrorist going to get out of the act? How important are you and what benefit
3 can the terrorist get out of targeting you?

4 How much terror are they going to generate by perpetrating an act against you? Terrorists
5 believe in "kill 10 and frighten 10,000." Can they get a ransom for you? If you are military, they
6 will not get a ransom, and they know it. U.S. policy is "**We will not negotiate, we will not pay**
7 **a ransom, and we will not release prisoners.**"

8 Terrorists might take you as a hostage to demand release of their comrades who are imprisoned.
9 The U.S. will not release prisoners and encourages its allies not to, but freedom for comrades
10 remains a potential goal for the terrorists.

11 If everything else fails, they might want a safe escort out of the country. A 1975 Rand study
12 shows that terrorists have historically had an 83 percent chance of obtaining safe passage after
13 other demands were dropped. The same Rand study shows that when hostages are taken there is
14 a:

15 - Sixty-nine percent probability that some or all of the terrorist's demands, beyond just safe
16 passage, will be met.

17 - Seventy-nine percent probability that all of the terrorists will escape punishment or death.

18 - One hundred percent probability of gaining publicity for the terrorists' cause.

19 Know the Threat for Your Area

20 As soon as you find out you're going to be assigned into a high-risk area, start learning about that
21 area's terrorist activity. Are the terrorist groups well-organized, well-equipped, and, well-led, or
22 are they just a bunch of ragtag, fly-by-night groups? The more sophisticated a group, the graver
23 the threat. Use any source available. See your S-2. Go to the library. Read newspapers,
24 magazines, and books. Talk to people from that area and people who have been there. Contact
25 any DOD school that conducts training on combating terrorism. Once in-country, get more
26 information from the U.S. Embassy, U.S. military group, and the host country.

27 Determine how the terrorist groups are organized. The typical terrorist organization is a cellular
28 structure which makes it very difficult to combat or infiltrate. Knowing the history of the
29 operating groups will help explain their dynamics and identify probable targets.

30 Determine local popular support. Some groups have it, some don't. It is not wise to go into
31 certain areas (for whatever reason) if terrorist groups are popular. In the beginning, the Red
32 Army Faction (RAF) enjoyed a certain degree of popular support because their acts supported the
33 working class against the exploitations of industrial giants. However, they started losing support
34 as they became more isolated and their acts became more criminal. Today they are seen by the

1 general population as nothing more than common criminals. Older expatriate South Moluccans
2 (from what has been part of Indonesia since World War II) have been agitating for years to return
3 to an independent island republic. The young South Moluccans activists have never seen the
4 islands, but they have a good degree of support from the older South Moluccans.

5 What nationality of intended victims do terrorists prefer? If you are the same nationality, it
6 indicates that you must be more careful than ever.

7 What is the present terrorist activity level? Are the terrorist groups operating in the area active,
8 or are they in an organizing or reorganizing posture? What is the potential for violence? Some
9 groups are more violent than others; e.g., the Japanese Red Army (JRA). These terrorists are
10 extremely violent. In a killing orgy in Japan, they killed 14 of their own members for not
11 conducting themselves as true revolutionaries. Israel's Lod Airport massacre of 1972 was another
12 act committed by the JRA. They killed 26 people and wounded 76 by submachine fire and
13 grenades. Their mission was to kill Jews but the majority of those killed were Puerto Ricans on a
14 pilgrim tour of the Holy Land. Only two of the victims were Jews. The three JRA terrorists had
15 made a death pact that they would not come out of the operation alive. All three died.

16 Be aware of methods of operation. Generally, when a terrorist group is successful with a certain
17 method of operation, they reuse it, or it will be used by other terrorist groups. Pushing a baby
18 carriage in front of a moving car to get it to stop, or loading a vehicle with explosives and driving
19 it into a building are commonly used methods of operation.

20 **High Visibility**

21 Anyone who is highly visible is a high-risk victim. Victims can be targeted due to being:

- 22 - American
- 23 - In a high military position. General Haig, while Commander of NATO forces in Europe,
24 was selected as a terrorist target because he represented U.S. military presence in Europe.
- 25 - A victim by association; e.g., being with a person who has previously been selected as a
26 target when the attack occurs.
- 27 - A target of opportunity. You present yourself as a target, and terrorists capitalize on the
28 opportunity.
- 29 - A political figure.
- 30 - A high-ranking officer, especially of general grade.
- 31 - A very important person (VIP). The most important, the higher the risk.

- 1 - A key businessman. Since many U.S. civilian firms operate overseas, certain U.S.
2 businessmen are high on the terrorist's lists, especially for kidnapping for ransom.

3 Identification by Recognition as American

4 The best way to keep from being selected as a target is not to say, do, wear, use, display, or drive
5 anything that will help the terrorists identify you as an American.

- 6 - **Uniforms.** Wearing uniforms; e.g., greens, blues, etc., will identify you as an American.
7 When a uniform is required at work, by all means wear it with pride. But when driving to
8 and from work, wear civilian clothes. Take a few minutes to change. If you must wear a
9 uniform while traveling, at least remove your cover.
- 10 - **License Plates.** In many overseas countries, Americans are issued different-colored license
11 plates than the locals, or are given certain number or letter indicators. Get and use local
12 plates.
- 13 - **Dress.** The way we dress sets us apart from the locals, especially when we wear loud
14 clothes and T-shirts with civilian and military slogans written on them. Wear what the
15 locals wear.
- 16 - **Speech.** The way we talk gives us away, even if we speak the language. This is hard to
17 counter unless you do not talk. Avoid using military terminology and American slang.
- 18 - **Customs and Habits.** Even if American physically blend in with the locals, our customs
19 and habits give us away. Adopt local customs and habits.
- 20 - **Personal Behavior.** Some of our behavior, which is accepted here in the U.S., is not
21 well-received in many overseas countries. Many Americans when overseas have the
22 tendency to be loud and obnoxious. Do not be the "ugly American." Do not draw attention
23 to yourself. Keep a low profile. Try to blend in as much as possible. Also, leave your
24 ethnocentrism scale at home. This is one of the biggest, if not the biggest, mistakes
25 Americans make overseas.
- 26 - **Tattoos.** If you have tattoos with military or civilian slogans or logos, wear a long-sleeved
27 shirt to cover them up when you go out.
- 28 - **Displaying the Flag.** Anyone displaying an American flag, especially overseas in a
29 high-risk area, will have no trouble being identified. There is nothing wrong with being
30 patriotic, but do not advertise it, especially in a high-risk area.
- 31 - **Nationality Indicators.** it is not wise to go around advertising your nationality by
32 displaying decals or logos on your vehicles, clothes, or in front of your home or place of
33 employment, especially in a high-risk area. Do not display or wear anything that identifies
34 your nationality. Nobody really cares what nationality you are except a terrorist.

- 1 - **U.S. Government Bus Stops.** In overseas countries that have U.S. Government bus stops,
2 it is easy to figure out who uses them - Americans. Do not stand for long periods at the bus
3 stop. When you see the bus approaching, walk to it and then board. Do not wait around in
4 a large group.
- 5 - **Currency.** Use local currency. Do not flash it around. Anyone using U.S. currency can
6 help a terrorist identify him as an American, in addition to making himself a good target for
7 hard - working thieves.

8 Identification Based on Beliefs of Importance

9 Many people, including terrorists, equate certain ways of lifestyles with prominence. Even if this
10 is not true, it does not matter. It is what many believe. Examples are --

- 11 - **Politicians.** Politicians are in the public eye and therefore project an appearance of
12 importance. When signing something, they do not sign as Billy Smith, but Senator Billy
13 Smith. A wife identifies herself not as Mrs. Billy Smith, but as Mrs. Senator Billy Smith.
14 Politicians and other well-known personalities should avoid using their rank, title, or
15 position when introducing themselves or when signing their name.
- 16 - **VIPs.** VIPs usually get the red carpet treatment everywhere they go. In many countries,
17 Americans are treated by the host government as VIPs out of respect or gratefulness.
18 Whenever possible, you should discourage the red carpet treatment and maintain a low
19 profile.
- 20 - **Expensive Privately Owned Vehicles (POVs).** Many people think anyone who drives an
21 expensive POV has to be important. If you're important, you would not be driving a
22 Toyota, Datsun, or a Volkswagen. Avoid using expensive POVs even if you can afford
23 one. Use the type of vehicle that is common in that country.
- 24 - **Using Staff Cars.** People think that anyone driving around in a staff car from the Embassy
25 must be important. Limit their use.
- 26 - **Employing Bodyguards.** The more important you are, the more bodyguards you may feel
27 you need. If you do not need them, do not use them. If you must have them, keep them to
28 a minimum and insure they blend in with other personnel around you. They should not be
29 obvious.
- 30 - **Employing Chauffeurs.** If you are important, you may feel you need a chauffeur. So
31 naturally, people think anybody who has a chauffeur must be important. Do your own
32 driving. If you must have a chauffeur, use him until you get familiar with the area and
33 routes, and then decline his services.

- 1 - **Riding in the Rear Seat.** Naturally, if you have a chauffeur, you may think you cannot sit
2 up front with the driver, so you are going to sit in the back seat. Where? Left Side? The
3 middle? No, the right side because it's reserved for VIPs. Don't sit there. Rotate your
4 seating position often.

- 5 - **Briefcases.** People think anyone carrying a briefcase must be important. Avoid carrying
6 one.

- 7 - **License Plate Number or Decal.** The more important an individual, the lower the number.
8 Commanding generals rate a 1. So don't have any license number or decal that will identify
9 your rank, position, or title, or that you are an American.

- 10 - **Diplomatic Plates/Decals.** Any vehicle with diplomatic plates/decals makes someone think
11 that somebody important is using it. Decline an offer of its use.

- 12 - **Diplomatic/Official Passports.** Anyone observed using one of these will certainly be
13 considered to be of important status. Use your tourist passport whenever possible. If you
14 must travel with a diplomatic passport, leave it and your I.D. card in your carry-on luggage.

- 15 - **Reserved Parking.** Important people warrant their own parking spots. They are usually
16 very close to offices. Do not have any designated space for yourself. Park any place and
17 rotate your parking area. A little walking to get to your place of employment is not going
18 to kill you, while parking in the same spot every day might.

19 Identification by Name

20 Once a terrorist has your name, he can get endless information on your home, your job, and your
21 family. Your name can be found by the following means:

- 22 - **Aircraft Loading Manifests.** If a copy of the manifest is obtained from the aircrew,
23 sending unit, receiving unit, departing or landing air facilities, it will provide the terrorists
24 with a good choice of targets. Maintain tight control of it from your end.

- 25 - **Bill of Lading.** A list of names can also be obtained from this source. It is easy to check
26 with household goods, hold baggage, or POV shipment personnel. Security managers must
27 make sure that these documents are properly controlled and disposed of by conducting
28 liaison with U.S. and host government agencies and with civilian contractors.

- 29 - **Immigration Records.** Either on the departure end or destination end, records can be used
30 to obtain names of personnel. Security managers must also make sure that these documents
31 are properly controlled and disposed of by conducting liaison with U.S. and host
32 government agencies and with civilian contractors.

- 33 - **Unit Rosters.** Unit rosters are an excellent source for names and additional information.
34 Getting them is easy for just about anyone. Varying from unit to unit, they can provide the

- 1 individual's name, spouse's name, number and names of dependents, addresses, and
2 telephone numbers. A unit will have a certain number printed and issued to company
3 commanders, platoon sergeant, quarters managers, and some staff sections. They should be
4 controlled and kept out of sight.
- 5 - **Manning Boards.** Just about every unit has a manning board. Kept either by the S-1 or
6 commander, it is broken down by the individual's name, duty position, squad, platoon, etc.,
7 in view for anybody who walks in the office during duty or non-duty hours. Some
8 commanders go as far as to have a picture of each individual. All a person would have to
9 do is walk in and take a picture of it, and he has the whole breakdown of the unit. If
10 possible, don't use manning boards. If used, cover them up when not in use. Keep the
11 office locked during non-duty hours.
- 12 - **Housing Assignments.** Names can be easily obtained from the billeting office, especially
13 overseas where you might employ indigenous personnel. Security managers are responsible
14 for ensuring billeting offices establish procedures to prevent unauthorized disclosure of
15 personal information. It is your responsibility to make sure the security managers are doing
16 their job.
- 17 - **Telephone Books.** Telephone books are another good source for obtaining names. You
18 not only get the individual's name, but his address and the post he lives on as well. If you
19 must be listed in a telephone book, request that only your name and number be included, no
20 address or rank.
- 21 - **A Who's Who Book.** Although good for obtaining names of VIPs, naturally, privates or
22 2nd lieutenants would not be listed in a Who's Who. Don't feel left out. You are safer if
23 your name is not listed. Lots of units and schools also publish a Who's Who book. Your
24 best bet is not to be in one.
- 25 - **Penetrations Into Home or Office.** Whenever you suspect surreptitious entry, have your
26 home and place of work searched for electronic eavesdropping equipment and bombs. If
27 possible, conduct periodic spot searches.
- 28 - **Past Identification Files.** Files kept by any source should be destroyed by the person
29 responsible for them. Help yourself by making sure they are destroyed.
- 30 - **Duty Rosters.** Duty rosters for staff duty, driver, details, etc., should be destroyed, not
31 thrown away, when they become obsolete.
- 32 - **Mail.** Discarded mail can easily be picked up and used to identify you, the person who
33 wrote to you, and the place from which it was sent. This information could be used to start
34 a dossier on a person and used later should he become a hostage. Either keep the mail or
35 destroy it when you are through reading.

Terrorism

- 1 - **Credit Cards.** Credit cards can provide your name to someone through the receipts or the
2 discarded carbon copy. Your best bet is to use cash. If you must use your credit card, ask
3 for the carbon copy. Do not flash your credit cards around to impress people. You might
4 impress the wrong person.
- 5 - **Checks.** Keep the information printed on the front of your checks to a minimum. Provide
6 the same security for your checkbook as you do for your wallet.
- 7 - **Receipts.** When you send out laundry from a hotel, receipts will provide your name and
8 room number. Consider using a nickname or an assumed name.
- 9 - **Name Plates.** Do not use name plates. They make it very easy to find you in an office or
10 to find your office if placed on a door. Business associates will usually not mind this
11 inconvenience.
- 12 - **Office Correspondence.** Discarded leave requests, memos, etc., can all provide valuable
13 information. Destroy them when no longer needed.
- 14 - **Luggage.** Names, identification tags, stenciling, and decals of place of origin on you
15 luggage will help identify you. All the terrorist has to do is wait and see who picks up the
16 luggage and then follow you. Do not have any identification or anything that will identify
17 you as an American.

19 Letter Bombs

20 Consider **any** suspicious-looking mail (letter or package) a bomb. Do not shake or submerge in
21 water! Contact the military police or other appropriate authorities and let them investigate. Most
22 letter bombs have unique characteristics. Examine the mail for suspicious features like:

- 23 - It is from a stranger or an unknown place?
- 24 - Is the return address missing?
- 25 - Is there an excessive amount of postage?
- 26 - Is the size excessive or unusual?
- 27 - Are there external wires or strings that go inside?
- 28 - Is the spelling correct?
- 29 - Are the return address and the place of the postmark the same?
- 30 - Does the handwriting appear to be foreign?

- 1 - Does it smell peculiar?
- 2 - Is it unusually heavy or light?
- 3 - Is it unbalanced (lopsided)?

4 Vehicle Bomb Search

5 Today's terrorists are usually members of a well-financed organization, fighting for a political
6 cause and able to employ simple or sophisticated weapons to further their cause. Eighty percent
7 of all their attacks take place in or around a vehicle. In 67% of those attacks their weapon is a
8 bomb. Procedures and tips for conducting vehicle bomb searches can be found in appendix A.

9 Travel

10 Establish a number of alternate routes from each starting place to each destination. Make sure at
11 least one person you work with and your family are aware of these routes and the approximate
12 time it takes to travel them. Keep travel arrangements confidential. Maintain a low profile. Get
13 in the habit of checking in before you depart and after you reach your destination. Report any
14 unexpected changes. Get a detailed briefing from your S-2 on the cities you plan to visit including
15 the threat, best routes, safe havens, areas to avoid, and anything else pertaining to your mission
16 and safety.

17 Know how to ask for help in the local language, as well as know to use public phones. Carry
18 change (in the local currency) at all times. Learn the names and phone numbers of persons to
19 contact at your destination. Embassy Marine security guards are a good source of information
20 and assistance.

21 If driving --

22 Avoid traveling alone and during late hours. Try to travel only on busy, well-traveled
23 thoroughfares. Stay away from isolated back country roads. Know where the dangerous areas in
24 the city are and avoid them.

25 Know en route safe havens such as police and fire stations, military posts, and checkpoints you
26 can drive to if you feel you are being followed.

27 Avoid carrying classified material. If driving, lock materials in the trunk.

28 If you drive to and from work, use different routes. Vary departure and arrival times. If possible,
29 use different entrances and exits. Dress to blend in with the locals. Don't wear your uniform! A
30 sport shirt, jeans, and tennis shoes are fine in the States, but you stand out if everyone else is
31 wearing dress slacks and leather shoes.

32 If Walking --

1 Train yourself to walk facing traffic at all times. When attacking from a moving vehicle, terrorists
2 like to approach from the rear. This is hard to do when you have put the oncoming traffic
3 between yourself and them. If they try to assault you from the front as you walk facing traffic,
4 you will be able to see them and their weapons. If you are alert, you'll have time to react. When
5 walking on the sidewalk, do not walk near the street side since someone could push you out into
6 the street to be run over by his buddy. Walk along the building edge of the sidewalk. Be careful
7 when walking across alley entrances or other places where a terrorist could be hiding. If you have
8 any doubts about walking in or through an area, turn around and find another route.

9 Walk only in lighted areas. Avoid walking in noisy areas, such as construction site. If you are
10 attacked, it will be hard to hear your cry for help.

11 Stay near people. Don't walk in isolated areas, like alleys.

12 Avoid hostile crowds by turning back or crossing the street. It could be a terrorist setup.

13 Stay out of bad sections of town.

14 If Flying --

15 The less time at the airport, the better! Choose flights that will route you through an airport with
16 a history of good security measures. Bypass countries, airports, or airlines which are currently
17 targets of international and transnational terrorist organizations. Find out about airport screening
18 procedures. Ask your airline if they use security personnel aboard the aircraft. Some American
19 airlines train their personnel to profile potential hijackers and to deal with them if hijacked. Some
20 foreign airlines do not take these precautions.

21 Buy your ticket at a travel agency that offers you seat selection and gives you a boarding pass
22 when you buy your ticket. (You won't have to stand in line at the airport's ticket counter where
23 you would make a good target.) Buy your ticket at the last possible moment to prevent
24 unauthorized personnel from finding out about your travel plans. If curb service is available,
25 check your baggage at the curb service booth and proceed to the gate. Stay alert! Keep your
26 eyes open for any suspicious activity such as an individual who gets up and leaves behind bags,
27 packages, etc. If you see something suspicious, get out quickly! You are better off appearing
28 stupid and paranoid than being dead. You can always take another flight. If you are going to
29 have a couple of hours' layover, do not stay at the airport.

30 Once aboard, sit in the gray area; i.e., window seats somewhere in the middle and towards the
31 rear of the aircraft, but not in the last five rows. Avoid seats in first class, too. In first class, you
32 make a good target since you will be considered affluent. If the terrorists take control of the
33 aircraft, the front and rear will be the two key areas where they will position themselves. Most
34 likely the command post will be close to the cockpit. If you are not seated next to an emergency
35 exit, count the number of seats to the closest emergency exit so that you will be able to find your
36 way out in case the lights go out or if the compartment fills with smoke. Experience has shown

1 that people sitting in aisle seats are chosen for random acts of violence because they are targets of
2 opportunity.

3 Do not tell another passenger that you are in the military, or otherwise confide in them. He could
4 be a terrorist, or if the plane is hijacked, this casual acquaintance would be the first to identify you
5 as military if questioned by the terrorists.

6 Hijackings usually take place in the first 15-60 minutes of the flight. At the first indication of a
7 hijacking, fasten your seat belt if you have not done so already! An explosion or a weapon
8 discharging could cause a hole in the fuselage creating rapid decompression.

9 Aircraft altitude will determine the severity of the hole and the suction to follow. If you do not
10 have your seat belt fastened, you may be sucked out. Immediately hide all documents,
11 identification cards, and official passports that could identify you as military. If asked, show
12 civilian identification; e.g., tourist passport, drivers license, etc. Do not identify yourself as
13 military. Remember that terrorists will be looking for military persons who may represent a threat
14 to their mission.

15 Do not say or do **anything** that will upset, offend, or disturb the terrorists. Do not take on a
16 threatening image or make threatening gestures. When it comes time to execute someone, anyone
17 they see as a threat will make a good candidate. They will not hesitate to kill you.

18 When a hijacked plane lands, a rescue attempt may be initiated, especially if any hostages have
19 been executed. At the first indication of a rescue attempt, get down and lie as flat as possible.
20 **FREEZE! DO NOT MOVE! DO NOT ATTEMPT TO HELP! DO NOT PANIC! DO**
21 **NOT SAY ANYTHING!** This is a very dangerous period. Rescue forces have no idea who is
22 friend or foe. Any sudden movement by you could result in injury or death to you or your fellow
23 hostages, or could distract the rescue force, which in turn, could lead to their injury or death. If
24 the plane catches fire due to an explosion, get out as quickly as possible through the nearest exit
25 and get away! Keep your hands in the air. Shout that you are a passenger or that you are friendly.
26 You do not want to be mistaken for a terrorist and get shot by security forces.

27 **Staying in Hotels**

28 If a room has been reserved for you, request another one. Others besides the hotel staff may also
29 know which rooms have been reserved for some incoming Americans.

30 Avoid street-level rooms. They are easier to get into, and it is easier to throw something through
31 your window. Get a room between the second and tenth floors, but no higher. In case of fire,
32 most firefighting ladders do not reach higher than the tenth floor.

33 Never answer hotel paging. You have no way of knowing who it is. It might be a ploy for final
34 identification or for a hit by a terrorist. If you are expecting someone, go to the lobby, but don't
35 go to the desk and identify yourself. Check to see if the caller is whom you are waiting for.

- 1 Keep your room key on you at all times.
- 2 When entering/exiting rooms, halls, lobbies, or public areas, watch for anyone loitering in the area
3 or carrying objects that could be used as possible weapons.
- 4 Avoid loitering in public areas; e.g., lobbies and public toilets. These are favorite places for
5 terrorist bombs.
- 6 Vary arrival/departure times. If you can, vary use of hotel entrances as well as its elevators and
7 stairwells.
- 8 Know the location of all emergency exits and fire extinguishers.
- 9 Keep your draperies closed. If you leave your room during daylight and you don't expect to
10 return until after dark, close your draperies and leave the lights on. When you return, you are not
11 advertising you are back by turning the lights on and possibly exposing yourself to sniper fire.
- 12 When you first enter your room, inspect it thoroughly. Keep your room and personal effects neat
13 and orderly. This will help you recognize tampering or strange, out-of-place objects. Place a
14 piece of tape on the door crack or a string in the door jam. If it has moved while you were out
15 you will know that someone has entered during your absence.
- 16 Then lock the door and use the chain. A good technique to use with the lock and chain is to place
17 a 1-inch screw between the door frame and the door. Someone may have made a copy of your
18 key long before you checked in. The screw will act as a wedge and keep terrorists from easily
19 opening the door. Intruders will then have to use some force to get the door open, thereby
20 creating noise. This gives you early warning and maybe time to get out through an exit or to lock
21 yourself in the bathroom. Get in the bathtub and scream for dear life to attract attention. The tub
22 will usually afford some cover and protection, unless it is made of fiberglass.
- 23 Never admit strangers.
- 24 Find out if the hotel has security guards. If so, determine how many, their hours of duty,
25 equipment they use, and their expertise. Know how to locate them by phone and in person. If
26 you take a taxi when leaving your hotel, do not take the first taxi in line. A terrorist could be
27 waiting for you, especially if they know you use taxis. Walk away from the hotel and flag down
28 another one.

29 Brief Your Dependents

- 30 Brief your dependents, who may be released before you, and other family members not traveling
31 with you, on what to do if your flight is skyjacked. They should not get in front of television
32 cameras and the press and say thing that will help the terrorists select you as a victim to be
33 executed. These are statements such as "I fear for my husband's safety because he is a Marine and
34 the terrorists might hurt him," or "I fear for my spouse's life because he is Jewish, and the

1 terrorists are anti-Semitic, so I'm afraid they might kill him." Another is, "I fear for my husband's
2 life because he has a high-security job in the military."

3 Terrorists have been known to carry radios with them so they can listen to the news or to receive
4 further instructions from their superiors. If one of your family members is heard on the news,
5 crying about how they fear for your safety because you are a highly trained killer, know all kinds
6 of top secrets, or are Jewish, they have just singled you out for special attention from your
7 captors.

8 Tell your family members not to grant interviews to the media. If they cannot pass up the chance
9 to be on television, then the only thing they should say is that they hope the terrorists will release
10 the hostages and that the ordeal will be over soon. If not, they may increase the danger to you
11 and prolong your ordeal.

Chapter 3

Hostage Survival

3 Your Role as a Hostage

4 You may never become a hostage, but if you do, remember that 96 percent of all hostages walk
5 out of the ordeal. Knowing how best to survive improves your chances. In a hostage survival
6 situation, it's just that, survival. It is not a game. It's real, and death is real. Your role as a
7 hostage is to survive -- not to kill the terrorists, not to get you or your fellow hostages killed. If
8 you can survive with honor, God bless you. If not, welcome back. But don't do or say anything
9 that will cost your life or a fellow hostage's life.

10 Why Take Hostages?

11 Hostage-taking has been used to gain control for centuries. This crime will remain an effective
12 method of gaining control as long as we value human life.

13 The media has been paramount in advertising "how to" instructions for future hostage-takers. A
14 hostage may be one who elicits widespread publicity. Terrorists are not going to kidnap
15 someone and then not tell anybody. The higher the status this individual enjoys, the greater the
16 publicity the event will create.

17 A hostage may be chosen because he is prominent due to a job, social status, or simply nationality
18 as an American. A hostage may be hated by his abductors. Terrorist groups may blame him
19 directly for any setbacks they may have suffered or may foresee disaster in the near future due to
20 his work. The U.S. advisors in El Salvador, especially combat advisors, are despised by the
21 terrorists of the Frente Faribundo Marti Para la Liberacion Nacional (FMLN).

22 Sometimes a victim is chosen because he is valuable to someone other than our government; e.g.,
23 families, hometown friends, or employers. Families have paid ransoms. Contribution drives were
24 started in the hostage's hometown to collect the ransom. Sixty million dollars was paid to the
25 Montoneros of Argentina for the release of the Born brothers. Paid by their father, this ransom is
26 the record paid for group release. Exxon paid a record \$14.2 million for one of their executive
27 held in Latin America. Civilian firms are forced to pay ransoms because if they do not pay,
28 employees won't want to work overseas.

29 The hostage may be seen as a threat to the terrorists. In Colombia, the terrorist groups M-19 and
30 the Armed Revolutionary Forces of Colombia (FARC), who make more than \$100 million each
31 year from cocaine sales, could target special agents of the U.S. Drug Enforcement Administration.

32 Hostage-Takers

1 Dr. Frederick Hacker, author of *Crusaders, Criminals and Crazies: Terror and Terrorism in Our*
2 *Time*, divides hostage-takers into three main groups in his book title. This is an easy way to
3 remember broad but still accurate categories of hostage-takers. However, hostage-takers may not
4 be clearly categorized into only one specific group. A hostage-taker may pretend to be in one
5 group when he really belongs to another. The lower you go in the ranks of a terrorist
6 organization, the wider the range of personalities present-the disillusioned, the mentally ill, the
7 sociopaths recruited from prisons, the ideologically motivated and the monetarily motivated or
8 "mercenary" terrorists.

9 Most hostage incidents involve **political extremists**. The political extremist is a crusader and
10 may be a criminal, and a crazy. These hostage-takers are very difficult to cope with. Their plans
11 are extensive, intricate, and complete. These people are often from upper-or upper-middle-class
12 families with parents who are politically active but not violent. They come from professional
13 parents and have either professional training themselves or incomplete professional training.
14 Usually they are single, urban, bright, and dedicated people, often from such professions as
15 medicine and law. Terrorist backgrounds and personality styles tend to vary from country to
16 country, and they tend to be abnormally idealistic and inflexible. They may have immediate
17 demands such as the release of prisoners, but generally, demands are also part of a set of
18 long-range goals such as anarchy or the spread of Marxism. This group of hostage-takers is often
19 backed by an organization that is outside the hostage-holding area. Sometimes they are prepared
20 to die for their cause because of their dedication or because of pressure from the outside
21 organization. They are not likely to give up hostages unless their own escape is guaranteed.
22 Usually, if any terrorist with significant group backing is freed, he will only take hostages again.
23 This explains why many countries kill hostage-takers if they are from an international group.

24 The **fleeing criminal** plays outside of society's rules. This person is not the kind of criminal you
25 find in a political extremist group, but one who has been frustrated in completing his crime. He
26 takes hostages on impulse to avoid immediate apprehension and to have a bargaining chip for
27 escape. He often settles for much less than originally demanded if he slowly perceives his
28 powerlessness and is allowed to give up with dignity. A too sudden loss of power can create
29 agitation, despair, or panic. With those emotions stirring, an impulsive killing of a hostage can
30 occur. Time is on the side of peaceful resolution. In this age of the electronic media, the fleeing
31 criminal may resort to political rhetoric during the negotiation process. Remember, he does not
32 want to die nor does he want to kill, especially if he has killed before and that crime is recorded.
33 If he wanted to kill his hostages, the authorities would be investigating a homicide case, not a
34 hostage situation.

35 The **wronged person** seeks to notify society of the defects in the "system" or the "Establishment"
36 because of some disagreeable experience. He may be trying to "right that wrong" or publicize it.
37 He tries to take justice into his own hands. Group dynamics outside the hostage situation may
38 become complicated because other people who have suffered the same type of social injustice
39 then start backing the hostage-taker. The wronged person is motivated by personal revenge. He
40 is convinced that he is absolutely right and behaves in a grandiose fashion.

1 These factors are accentuated by media coverage of the event and of sympathetic outside groups.
2 In the hostage-taker's mind, this coverage and sympathy may justify violence toward the hostage.
3 The hostage may represent the "system" or whatever the hostage-taker wishes to harm, and
4 therefore the hostage is in danger. This situation often recurs in clusters because of the attention
5 of the media and outside sympathetic groups. The more attention the hostage-taker gets, the
6 more likely it will cause an epidemic of "wronged person" hostage-taking. Gentle persuasion is
7 required to convince the hostage-taker that what he needs to end the situation will be provided.

8 To deal with the **religious fanatic** requires time, patience, and sensitivity. Often a failure who
9 looks for divine powers to bolster his self-esteem, he may join a cult or religious group for the
10 satisfaction of strong affiliative needs. He may consciously see himself as superior simply because
11 of his beliefs. Those religious groups that perceive their adherents to be in an adversary position
12 with the rest of mankind spawn the most dangerous hostage-takers. The hostage-taker perceives
13 his source of power as coming from outside the hostage-holding area, whether that be his God or
14 the leaders of his group. If the hostage-taker belongs to a group or cult, usually the leader is not
15 directly involved in the actual hostage-taking. He just gives the orders. Some cults attract people
16 from the fringes of society, and tend to make them even stranger. A member may feel that he
17 must succeed or die for his faith. If he does not die for his faith, he may believe that he will have
18 to relinquish it. In fact, some religious fanatics believe that to die at the hand of the non-believer
19 is the holiest achievement possible. He may be suicidal as the result of that belief. He may seek a
20 violent resolution to the situation by killing hostages in order to satisfy the conscious or
21 unconscious drive to die himself.

22 Obviously, the threat to the hostage may be very high throughout the entire incident. The hostage
23 can also be seen as a sacrificial lamb and led to his death. The fanatic can act as a loner or as part
24 of a group. If he is part of a group, it is unwise to demean his leader. The religious fanatic who is
25 a loner and who claims to be operating on direct divine orders is probably the most dangerous and
26 the least susceptible to reason. The fanatic hostage-taker generally is very touchy and defensive
27 about his religion. He may not tolerate any misdirection of it, so it's important not make any
28 assumptions about his motive. Attempting to change the hostage-taker's beliefs as a method of
29 gaining surrender will probably lead to defeat.

30 Not normally associated with an organized terrorist group, the **mentally disturbed person**
31 category represents 52 percent of hostage-takers within the United States. Hostage-taking may
32 be spontaneous or planned. It is surprising how well-planned situations may be in spite of the
33 hostage-taker's obvious psychosis. For many mentally ill persons, there are intermittent periods of
34 lucidity, so it may take some extended period of contact before mental illness is revealed in the
35 hostage-taker's speech. The delusions and hallucinations probably will not impair his ability to
36 accomplish his goal. Rapport may be difficult to achieve and maintain, but efforts should be
37 consistent. Usually, the mentally ill hostage-taker acts alone. He may be capable of hurting
38 hostages, just like other hostage-takers. The mentally ill hostage-taker may also have a death wish
39 that can be satisfied by the murder of the hostages, suicide, or both.

40 **Personal Contingency Planning**

1 Remember, as a member of the Armed Forces, you are a potential hostage. When you arrive at a
2 high-terrorist-risk area, one of the first things to do is prepare for your own personal
3 contingencies. You can prepare yourself for the rigors of captivity, which in turn will provide for
4 a degree of peace of mind.

5 To lessen the trauma on you and your family, family and personal affairs should be maintained in
6 good order. Wills should be current, appropriate powers of attorney drawn up, and measures
7 taken to ensure family financial security. Samples of handwriting should be taken under various
8 conditions such as writing on the hood of a car and writing on the bare ground. Discuss with
9 your family what they should do in the event of your abduction. Make a packet containing
10 instructions, money, airline tickets, credit cards, insurance policies, and the name of the person or
11 agency to contact for survivor assistance. Some hostages who didn't plan added this worry to
12 their hours in captivity.

13 Carry a week's supply of all essential medicine (if possible, generic brands). If taken hostage,
14 explain the importance of it to your captors. If necessary, request more. If they wanted you
15 dead, you wouldn't be alive and asking for medicine. Don't be reluctant to accept what is
16 provided.

17 Documents and other sensitive or potentially embarrassing items should not be carried in
18 briefcases or on your person. If taken hostage, be prepared to explain telephone numbers,
19 addresses, names, and any other items carried at the time of capture. During captivity, try to
20 convince your captors that they have kidnapped the wrong person. The terrorists may not be
21 convinced, but don't give up. Obviously, you cannot use this approach if the terrorist intended to
22 kidnap the defense attaché and you are carrying documents that prove you are the attaché.

23 Knowledge of Occurrences-The Stockholm Syndrome

24 Because you are a potential hostage, you should know and understand the Stockholm syndrome.
25 If taken hostage either individually or in a group, you will be able to recognize what is happening
26 to you or other hostages. It seems to be an automatic, probably unconscious, emotional response
27 to the trauma of becoming a victim. Observed around the world, the Stockholm syndrome
28 includes a high level of stress as participants are cast together in this new level of adaptation. It
29 results in a positive bond, a phenomenon that affects both the hostage and the hostage-taker. The
30 positive emotional bond, born in or perhaps because of the stress of being in a closed room under
31 siege, unites its victims against the outside world. An attitude of "It's us against them" seems to
32 develop.

33 No one knows how long the syndrome lasts. Like the automatic reflex action of the knee, this
34 bond seems to be beyond the control of the hostage and the hostage-taker. It usually develops,
35 but not always. The British ambassador to Uruguay, Geoffrey Jackson, was abducted and held by
36 Tupamaro terrorists for 244 days. While in captivity he remained in thought and actions the
37 ambassador, the queen's representative. He so impressed his captors with his dignity that they
38 were forced to regularly change his guards and isolate him for fear he might convince the guards
39 that his cause was just and theirs was foolish. Others, such as the U.S. Embassy agricultural

1 attaché Claude Fly, held by the Tupamaros for 208 days in 1970, have also avoided identifying
2 with the abductor or his cause. During his captivity, Fly wrote a 50-page "Christian Checklist" in
3 which he analyzed the New Testament. Like Geoffrey Jackson, he created his own world and
4 insulated himself against the surrounding hostile pressure.

5 In the case of Fly, Jackson, and other hostages, the terrorist organization had to remove the
6 guards who were falling under their influence. However, most victims of terrorist or criminal
7 abductors are not individuals of the stature of Fly or Jackson and do not retain an aura of
8 aloofness during their captivity.

9 Who will be a victim of the Stockholm syndrome? No type of personality or person is more
10 susceptible than others, although some think women are more so than men. This is not
11 necessarily true. Women may be more compassionate but not more susceptible.

12 **Origin of Syndrome**

13 On August 23, 1973, the quiet early morning routine of the Credit Bank in Stockholm, Sweden,
14 was destroyed by the chatter of a submachine gun. As clouds of plaster dust and a rain of broken
15 glass settled around the 60 stunned occupants, a heavily armed lone gunman called out in English
16 "The party has just begun." The party was to continue for 131 hours, permanently affecting the
17 lives of four young hostages and giving birth to the name of a psychological phenomenon, the
18 Stockholm syndrome.

19 Four employees were held hostage until 9:00 p.m., August 28, 1973. They were three women
20 ranging in ages from 21 to 31-years old and one man, 25 years old. They were held by Jan-Erik
21 Olsson, a 32-year old thief, burglar, and prison escapee. Their jail was an 11 foot-by-47 inch
22 carpeted bank vault which they came to share with another criminal and former cell mate of
23 Olsson's-Clark Olofsson, aged 26. Olofsson joined the group after Olsson demanded his release
24 from prison. This particular hostage situation gained long-lasting notoriety primarily because the
25 electronic media exploited the fears of the victims, as well as the sequence of events. Contrary to
26 what had been expected, it was found that victims feared the police more than they feared the
27 robbers. In a phone call to Premier Olof Palme, one of the hostages expressed these feelings of
28 the group when she said, "The robbers are protecting us from the police." After they were
29 released other hostages puzzled over this feeling. "Why don't we hate the robbers?" they asked.
30 For weeks after the incident and while under the care of psychiatrists, some of the hostages
31 experienced the paradox that they suffered nightmares over the possible escape of the jailed
32 abductors and yet felt no hatred for them. In fact, they felt that Olsson and Olofsson had given
33 them their lives back and that they were emotionally indebted to them for this generosity.

34 **The Id, the Ego, and the Superego**

35 Many years ago, Dr. Sigmund Freud divided the mind into three parts; the id, the ego, and the
36 superego. The id is man's expression of instinctual drive without regard to reality or morality. It
37 contains the drive for preservation and destruction as well as the appetite for pleasure. The
38 superego dictates how the demands of the id are to be satisfied. It is, in effect, the conscience and

1 is usually developed by internalization of parental ideals and prohibitions during early childhood.
2 In the well-adjusted person, the ego is the executive of the personality, controlling and governing
3 the id and the superego and maintaining commerce with the external world in the interest of the
4 total personality and its far-flung needs. When the ego is performing its executive functions
5 wisely, harmony and adjustment prevail. Instead of pleasure, the ego is governed by reality.

6 **Defense Mechanisms**

7 The ego enables the mind to continue to function, even during the most powerful experience-such
8 as being taken hostage by terrorists. The sequence of self is threatened and the ego must cope
9 under a great deal of stress. The hostage wants to survive, and the ego seeks ways to achieve
10 survival. One way is by denial. Another is by regression.

11 **Denial** is a primitive but effective psychological defense mechanism. There are times when the
12 mind is so overloaded with trauma that it cannot handle the situation. To survive, the mind reacts
13 as if the incident is not happening. Hostages respond, "Oh no! Not me!" or "This must be a
14 dream!" or "This is not happening!" These are all effective stress relieving techniques. Denial is
15 but one stage of coping with the impossible turn of events. Each victim who copes effectively has
16 a strong will to survive. One may deal with the stress by believing he is dreaming and will soon
17 wake up and it will all be over. Some deal with stress by sleeping. Frequently, hostages gradually
18 accept their situation, but find a safety valve in the thought that their fate is not fixed. They view
19 the situation as temporary, sure that they will be rescued. This gradual change from denial to
20 delusions of reprieve reflects a growing acceptance of the facts. Although the hostage accepts
21 that he is "just a hostage," he believes freedom will soon come.

22 Most frequently used by hostages, **regression** is a return to a more elementary level of
23 development such as that of an infant or a 5-year-old who identifies with a parent. The 5-year-old
24 is able to feed himself, speak for himself, and has locomotion. A hostage is more like the infant
25 who must cry for food, cannot speak, and may be bound. Like an infant a hostage is in a state of
26 extreme dependence and subject to fright. The infant is blessed with a mother figure who sees to
27 his needs. As the needs are met, the child begins to love this person who is protecting him from
28 the outside world. The mother figure or adult is capable of loving and leading the infant out of
29 dependence and fear. So it is with the hostage-with his extreme dependence and every need met,
30 as a gift from the terrorist. He is now as dependent as he was an infant. The controlling,
31 all-powerful adult is again present; the outside world is threatening once again. The weapons the
32 authorities have deployed against the terrorist are also, in the infant mind of the hostage, deployed
33 against him. As once again he is dependent, also once again there is a powerful authority figure
34 who can help, this time the hostage-taker. So the behavior that worked for the dependent infant
35 surfaces again as a coping device, a defense mechanism, to lead the way to survival.

36 **Identification with the Aggressor**

37 The ego seeks to protect itself against authority figures who have generated anxiety. The ego's
38 purpose with an aggressor is to avoid the wrath, the potential punishment, of the enemy. The
39 hostage identifies out of fear rather than out of love. It appears that the healthy ego evaluates the

1 situation and elects from its arsenal of defenses that mechanism which served it best when faced
2 with similar trauma. The normal developing personality makes effective use of the defense
3 mechanism of identification, generally out of love, as when modeling itself after a parent.
4 Identification often is part of imitative learning, as when a boy identifies with his father and uses
5 him as a model. However, when this parent is abusive, we see identification serving a dual
6 purpose of protection and ego defense. This bond, although strong, has logical limits. If a person
7 is nice to another, positive feelings develop, even if one of them is an armed robber, a hijacker in
8 aircraft, a kidnapper, or a prisoner attempting to escape. The victim's need to survive is stronger
9 than his impulse to hate the person who has created his dilemma. His ego is functioning and has
10 performed its primary task of enabling the self to survive. At an unconscious level, the ego has
11 activated the proper defense mechanisms in the correct sequence - denial, regression,
12 identification or introjection - to achieve survival. The Stockholm Syndrome is just another
13 example of the ability of the healthy ego to cope with and adjust to difficult stress brought about
14 by a traumatic situation.

15 Common Experiences

16 The first experience that the victims of the syndrome share is **positive contact** with the abductors.
17 It is generated by a lack of negative experiences such as beatings, rapes, or physical abuse, rather
18 than any actual positive act by the abductors. A few injured hostages who evidenced the
19 syndrome rationalized their abuse. They convinced themselves that the abductor's show of force
20 was necessary to take control of the situation, that perhaps their resistance precipitated the
21 abductor's force. Self-blame by victims is very evident.

22 The second common experience of victims is that they **sense and identify** with the human quality
23 of their abductors. Dr. Hacker calls it the "poor devil" syndrome. Terrorists may talk to their
24 hostages a great deal about their own mental and physical suffering, about how they and their
25 families were oppressed, abused, and exploited (the justifying self-pity is always the same). The
26 victims begin to feel with them and for them and start to "understand" their captors. The
27 abductors are seen as desperate, confused, deprived individuals, victims themselves who by
28 circumstances rather than by evil intent, act against others. The victims come to feel that the
29 terrorists are entitled to protection and care, possibly even help and support. The former "devils"
30 have become the "poor devils."

31 The robber at the bank in Stockholm told the hostages of his own childhood, his wasted life in
32 prison. He talked about the senselessness and injustice of the criminal justice system and aroused
33 the hostages' pity when he spoke about his fear of returning to prison again. Poor devil, what he
34 needed was brotherly understanding, sisterly love, motherly care! Without exception, that is how
35 the hostages in Stockholm felt. They all wanted to protect the unfortunates who had threatened
36 them and almost taken their lives. They cared for and wanted to take care of the poor devil.
37 They could do no more, but they felt compelled to do no less. At times, this feeling is more
38 imagined than real.

39 The key here is the definition of the Stockholm syndrome as an automatic, probably unconscious
40 emotional response to the trauma of becoming a victim. "Probably unconscious" means that all

1 this occurs at the unconscious level as the ego activates its defense mechanisms. Defense
2 mechanism's are narrowly defined as the essential unconscious physiological adjustment that the
3 individual makes to a present danger and its attendant anxiety. They are largely influenced by the
4 personality of the individual and are often characteristic of his response in many different
5 situations. Here, once again, we are talking about the unconscious level. So what happens when
6 a victim decides consciously that the most advantageous behavior in this predicament is to
7 befriend his captor? Then we are no longer employing defense mechanisms at the unconscious
8 level. We are employing a mental process known as **coping**.

9 Coping is an ongoing, active process used to meet the task requirements of adapting to a
10 relatively difficult situation. Coping involves innovative rather than routine behaviors. It differs
11 from defense mechanisms in that it is not restricted to unconscious psychological mechanisms, but
12 also involves conscious, deliberate behavior as well. Coping, if used properly, is a good device
13 for employing rapport-building techniques. It does have a drawback in that many people,
14 including terrorists, don't like to be patronized.

15 **Resist or Surrender?**

16 During the initial moment of capture, you must make an instant decision-resist or surrender?
17 Even though it is the most dangerous time of a hostage ordeal, you must not panic! Do not make
18 any sudden movement which may rattle an already anxious gunman. Abductors are tense;
19 adrenaline is flowing. Unintentional violence can be committed with the slightest provocation.
20 Raising a hand to scratch one's scalp may be wrongly interpreted and trigger a deadly response.
21 You may need to reassure your abductors that you are not trying to escape.

22 Abductors meticulously plan to capture hostages. Initiative, time, location, and circumstances of
23 the capture favor abductors, not hostages. Manpower and firepower brought to bear at the
24 moment of capture leave little opportunity for escape.

25 Many who have tried to escape have been killed or injured. But there are also circumstances
26 where it is more risky to be captured. If captured by Central American terrorists, you should
27 consider escape regardless of the risk. The record for such hostages has been grim where their
28 governments believe in no concessions. Our government believes in no concessions. Tragically,
29 the U.S. Ambassador to Guatemala, Gordon Mein, was killed as he tried to escape. He took only
30 a few steps before he was shot down by a submachinegun burst. Others who have resisted were
31 lucky to receive only cuts, bruises, or smashed spectacles, an inauspicious way to begin an
32 indeterminate period of incarceration.

33 If you decide in advance to try to escape, try to plan and practice doing so. For example, you can
34 observe possible points of interception and plan the best courses of action. Plans to resist at home
35 or work can also be mentally visualized.

36 **Survival Techniques**

1 Remember, the terrorists want you alive! While they may use drugs, blindfolds, or gags when
2 they abduct you, do not be alarmed or resist unduly. Struggling is likely to result in even more
3 severe measures.

4 Terrorists have drugged some of their victims, usually at the beginning of an operation. This was
5 done to put the victim to sleep or keep him pacified. This experience should not be alarming. At
6 this stage, the hostage's life is almost as important to the terrorist as it is to the victim. It is
7 natural for victims to fear that drugs will be used against them in order to produce harmful
8 physical effects such as hallucinations, addiction, and painful withdrawal. Such drugs may include
9 heroin, lysergic acid diethylamide (LSD), or sleeping pills. In all cases, drugs used to quiet or put
10 to sleep do not have lasting effects. The human system can tolerate these blows as well as, if not
11 better than, physical abuse. The "truth serum" drugs, if used on the hostage, are quite inefficient,
12 and their results are similar to those of alcohol. The hostage can judge their effects by comparing
13 them to his reaction to one or two alcoholic drinks. Generally, the victim discovers that his
14 defenses are down, and he is more loquacious. Even under these circumstances, however, he can
15 maintain security.

16 Terrorists may use blindfolds or hoods on the victims. These could be used to keep the victim
17 from knowing where he is being taken, as well as to prevent the victim from identifying the
18 terrorists later. If the latter is the case, it is best not to remove the blindfold when an opportunity
19 arises. You will leave the terrorist no alternative but to kill you. For the same reason, if the
20 terrorists are masked or hooded, do not attempt to unmask them.

21 Stay alert! If blindfolded and gagged during transportation, occupy your mind by noting-for later
22 reference-sounds, direction of movement, passage of time, conversations of the terrorists, and
23 other information or circumstances that might be useful. For example, you might hear train sounds
24 that might indicate you are near a train station or going by railroad tracks. Sounds from crossing
25 a bridge or hearing a ship's horn would indicate you are crossing a river or near a body of water.
26 If you can hear the terrorists talk, try to pick up a traffic direction, such as "make a left at
27 McDonald's." With these indicators and passage of time, you might be able to guess the possible
28 route and the area where they have taken you. All this information will be very useful if you are
29 released or if you escape while the terrorists are still holding other hostages.

30 Adjusting to Captivity

31 If you get this far in a hostage ordeal, then you wisely elected to surrender rather than resist.
32 Now you have a 96 percent chance of surviving. But to survive, you must adjust. It's too late to
33 do what you should have done to avoid capture. Don't call yourself stupid and attempt to kick
34 yourself, though you may be right in thinking that.

35 The **living conditions** hostages have endured have varied from incident to incident. Hostages
36 have been held for days in a bus, airliner, or train where heat or lack of heat and lack of adequate
37 water, food, and toilet facilities can be almost unbearable. However, a process of humanization
38 can take place while hostages and captors are locked together. When a hostage can build
39 empathy while maintaining dignity, he can lessen the aggression of a captor. Most people cannot

1 inflict pain on another unless their victim becomes dehumanized. In some hostage situations,
2 victims are locked in another room, or they have been in the same room but have been hooded or
3 tied, gagged, and forced to face the wall or away from the captors. During the seizure of an office
4 or residence, hostages may be in familiar, comfortable surroundings where they have worked or
5 lived. Kidnap victims, on the other hand, have frequently been forced to live in makeshift
6 "peoples' prisons" in attics, basements, or remote hideouts. Usually, the cells, in these prisons are
7 quite small and in some cases prevent the hostage from easily standing or moving around.
8 Sleeping and toilet facilities may be poor, consisting of a cot or mattress and a bucket or tin can
9 for body waste. Even these toilet facilities may not be provided, thereby forcing the hostage to
10 soil his living space as well as himself. Such an experience may be further compounded to total
11 lack of privacy. Feeling utter helplessness and dependency upon the terrorists for every necessity
12 of life is what the terrorists want. Maintaining one's dignity and self-respect can be very difficult
13 but very important. Self-respect and dignity may be the keys to retaining status as a human being
14 in the eyes of the terrorists.

15 The **fear of death** is greatest during the first few hours of capture. As this fear subsides, a
16 hostage begins to hear he "owes his life" to the captor, who has "allowed him to live." The
17 captors hold the hostage's life on a thread of hope. Fear is the most important tool of the
18 terrorist. They use it to control, intimidate, and wear down the hostage and the negotiators as
19 well as a larger national or international audience sympathetic to the hostage's plight. They induce
20 fear by loading and unloading weapons in the hostage's presence, displaying excesses of temper,
21 resorting to physical abuse, and staging mock executions. Fear of dying is real, and it can become
22 overwhelming, especially during the early phase of captivity. Even after the victims begin to have
23 hopes of rescue or release, terrorists may raise again the specter of death. Although death is a real
24 possibility, remember, 96 percent of all hostages walk out of the ordeal.

25 Experience has shown that the **more time** that passes, the better are the chances of being released
26 or rescued. While the passage of time without rescue or release can be depressing, this time lapse
27 is actually to your advantage. Time is a factor in the development of the Stockholm syndrome.
28 Time's passage can produce a positive or negative bond, depending on the interaction of the
29 hostage-takers and hostages. If the hostage-taker does not abuse his hostage, hours spent
30 together will most likely produce positive results. Time alone will not do so, but it may be a
31 catalyst in non-abusive situations. With the passage of time and the occurrence of positive
32 experience, your chances of survival increase.

33 To ward off boredom and stress, try to develop and maintain a **daily physical fitness program**.
34 Staying physically fit might be the deciding factor if an escape opportunity presents itself. You
35 may have to run or walk a considerable distance to reach safety. It may be hard to exercise
36 because of cramped space or physical restraints. Run in place. Do pushups and sit-ups.
37 However, avoid excess or injury. Isometric exercise may be substituted to overcome space or
38 physical restraints. Engage in creative mental activity. Read, write, daydream, or use your
39 imagination and ingenuity to construct your dream home, step-by-step. You do not have to be
40 completely self-reliant. Ask for amenities such as reading material, a radio, or a phonograph.
41 Such requests have been granted. Other ways to keep active are to use deliberately slow methods

1 to brush your teeth, make up the bed, or perhaps study ants parading in and out of the cell. If it is
2 your day of worship, mentally walk through the various parts of the service.

3 Usually, terrorists want to keep hostages **alive and well**. Do not hesitate to complain and ask for
4 medication. Terrorists who want hostages alive are not likely to take changes by providing the
5 wrong medicine. Terrorists have often provided medical care to hostages who were suffering
6 from illness and/or injury. A side effect of captivity for some hostages is weight loss. Although
7 this may be considerable, it generally does not cause health problems. Weight loss may occur
8 even with adequate food since sometimes captives lose their appetites. Hostages may suffer
9 gastrointestinal upset, including nausea, vomiting, diarrhea, and/or constipation. Although these
10 symptoms can be debilitating, they are usually not life-threatening.

11 Make every attempt to **establish rapport** with the terrorists, but do it with dignity and
12 self-respect. It may save your life. Make eye contact. Greet them. Smile. Try to talk to them,
13 especially about your family. If you are caring any family photos, show them. If a terrorist wants
14 to talk about his cause, act interested even though you're not. Explain that you might not agree
15 with him, but you're interested in his point view. Don't argue with him! In establishing rapport,
16 you make a transition from a faceless symbol who has been dehumanized to one who is a human
17 again. On the other hand, do not get emotional and start begging, crying that you have a wife and
18 family, and you're too young and don't want to die. A terrorist down not want to hear it. You
19 probably represent everything he's against, and you're the reason he's there when he could be
20 elsewhere with his loved ones.

21 It is hard if not impossible to establish rapport if the terrorists have isolated you. They are
22 familiar with the Stockholm syndrome and isolate hostages for that reason. Consciously or
23 unconsciously, the terrorist dehumanized you, thereby making it easier to kill you. As long as you
24 are isolated, the Stockholm syndrome will not be a force that might save your life. The only thing
25 you can do is maintain you dignity and self-respect.

26 As time passes and positive contact between hostage and hostage-taker begins, the Stockholm
27 syndrome also begins to take its effect on the hostage-taker. It was evident at Entebbe in July
28 1976, when one of the terrorists, who had talked with a hostage, elected at the moment of the
29 attack to shoot Israeli commandos rather than execute hostages.

30 Another moving account of this relationship was presented by Dr. Frank Ochberg. Mr. Gerard
31 50s, was one of many hostages of the South Moluccans in
32 December 1975. Mr. Vaders related his experience to Dr. Ochberg: "On the second night, they
33 tied me again to be a living shield and left me in that position for 7 hours. The one who was the
34 most psychopathic kept telling me 'Your time has come. Say your prayers.' They selected me for
35 the third execution. In the morning, when I knew I was going to be executed, I asked to talk to
36 Prins (another hostage) to give him a message to take to my family. I wanted to explain my
37 family situation. My foster child, whose parents had been killed, did not get along too well with
38 my wife, and I had at that time a crisis in my marriage just behind me. There were other things,
39 too. Somewhere, I had the feeling that I had failed as human being. I explained all this, and the
40 terrorists insisted on listening."

1 When Mr. Vaders completed his conversation with Mr. Prins and announced his readiness to die,
2 the South Moluccans said, "No, someone else goes first." Dr. Ochberg observed that Mr. Vader
3 was no longer a faceless symbol. He was human. In the presence of his executioners, he made
4 the transition from a symbol to be executed to a human to be spared. Tragically, the Moluccans
5 selected another passenger, Mr. Bierling, led him away and executed him before they had the
6 opportunity to know him.

7 **Rescue or Release?**

8 Having adjusted to captivity, you are now faced with a new possibility-rescue or release?
9 Remember, if demands are not met, terrorists have and will kill hostages. In some countries, once
10 the first hostage is killed, it serves as the green light for rescue forces to go in and rescue
11 hostages. Negotiations cease. Then you as a hostage must be mentally prepared for this.

12 During the rescue attempt, both the hostage and the rescue force are in extreme danger. Most
13 hostages who die or are killed during rescue attempts. You must be especially alert, cautious, and
14 obedient to instruction should you or the terrorists suspect such an attempt is imminent or is
15 occurring. If the doors fly open followed by rescue forces, drop to the floor immediately, and lie
16 as flat as possible. **FREEZE! DO NOT MOVE! DO NOT ATTEMPT TO HELP! DO NOT**
17 **PANIC! DO NOT SAY ANYTHING!** As the central figure in a rescue attempt, you must
18 avoid any movement especially with the hands. Rescue forces have no idea whether a person
19 moving is friend or foe. Any movement you make could result in injury or death to you or your
20 fellow hostages. It could distract the rescue force, which, in turn, could lead to their injury or
21 death. During a rescue operation at Entebbe, a woman hostage threw her hands up in a natural
22 gesture of joy as the commandos came bursting in. The commandos shot her. This also happened
23 to two hostages in the South Moluccan train when Dutch commandos assaulted the train.

24 Do not run because both the rescuers and the terrorists may shoot you. Even if you can don't
25 pick up a gun to assist rescue forces. After order has been restored by rescue forces, you might
26 be handled roughly and ordered up against the wall. You will probably be handcuffed, searched,
27 and possibly gagged and/or blindfolded. This is a common procedure for rescue forces, and must
28 be done until everyone is positively identified.

29 Terrorists have used "sleepers" in their hostage operation. A sleeper is really a terrorist posing as
30 a hostage to inform on the real hostages or to evaluate the operation. Terrorists have also thrown
31 their weapons and masks away to pass themselves off as hostages. Under the influence of the
32 Stockholm syndrome, hostages have hidden and helped terrorists to pass themselves off as
33 hostages.

34 The moment of imminent release, like the moment of capture, is very dangerous. The
35 hostage-takers, as well as the hostages, are likely to feel threatened and even panic. The terrorists
36 will be extremely nervous during any release phase especially if negotiations are drawn out. They
37 will also be anxious to evade capture and punishment. They also will fear being double-crossed
38 by the authorities since they are letting their bargaining chip (you) go. So pay close attention to

1 the instruction the terrorists give you when the release takes place. Do not panic. Do not run.
2 The terrorists may shoot you.

3 Once you are safely in the hands of the authorities, remember to cooperate fully with them,
4 especially if others are still being held. As soon as you can, write down everything you can
5 remember-guard location, weapons and explosives description and placement, and any other
6 information which might help rescue forces.

7 Surprisingly, few hostages bear any grudge against their abductors for turning them into human
8 pawns. Indeed, they frequently develop positive relationships with them. Inside embassies
9 surrounded by soldiers and policemen, they chat and share sandwiches. When released, they often
10 part company amiably and wish each other well. Some former kidnap victims recall their "hosts"
11 almost fondly. One said they were "exceptionally polite, especially for terrorist". A U.S. counsel
12 said, after having been held for 95 hours by a Japanese terrorist, "I hope they might some day be
13 people with whom I can sit down and have a cup of coffee and talk politics." Others speak of
14 their abductors with begrudging admiration. "They were dedicated men," and "Their sincerity
15 should be respected." Some develop something close to affection for their abductors. A few fall
16 in love. Sometimes hostages go beyond compliance at gunpoint and actively collaborate. They
17 may even try to protect their abductors. Several years ago, when police stormed a bank vault in
18 Stockholm, one hostage held by two bank robbers shouted to police "I won't let you hurt him!"
19 For most, the effects wears off quickly after release but not always. A stewardess, once held at
20 gunpoint by a hijacker, continued to bring him gifts in prison long after his arrest. Grateful for
21 having been spared? Fearful of retribution? Uncommonly compassionate? Latently sympathetic
22 toward the political aims of the captors? Brainwashed? For whatever reason, don't forget it was
23 the terrorists who put you in the position to be terrorized.

24 Having cooperated fully with the authorities so that fellow hostages can be rescued, or, if you
25 were a lone hostage, having provided the authorities with valuable information, you can now start
26 mentally preparing yourself for the aftermath. The news media will immediately be there wanting
27 an interview. Your mind will probably be in no condition to give good reasonable responses. Say
28 only that you are grateful to be alive and thankful to the terrorists for releasing you. Do not say
29 anything that might be harmful to your fellow-hostages who are still in captivity. Do not say
30 anything that is sympathetic to the terrorist cause which might gain support for them. Be mentally
31 prepared to be debriefed by government and military officials. It might be tiring and boring, and
32 you probably will want to do many other things. Remember that what you provide the authorities
33 won't help you, but it may keep a fellow Marine from committing the same mistakes. If you were
34 a victim of circumstance, it may help others to avoid similar circumstances.

35 Many victims after a hostage ordeal feel guilty for not having conducted themselves in a heroic,
36 macho-type manner, but yet very hostile at their government. They feel their government did not
37 do enough or did nothing at all. A human life is very sacred, especially when it's yours.
38 Remember that the government, by not giving in, is actually helping the public. Not negotiating
39 discourages future acts of terrorism against Americans and sends a message to all terrorists
40 worldwide: "We will not Negotiate, we will not pay a ransom, and we will not release political

1 prisoners." The dramatic climax of the Achille Lauro sea-jacking is one example showing that
2 even though the U.S. Government does not negotiate with terrorists, it will not forget you.

Appendix A

Vehicle Bomb Search

1
2
3 **1. Background.** Today's terrorists are usually members of a well-financed organization, fighting
4 for a political cause and able to employ simple or sophisticated weapons to further their cause.
5 They can be male or female, young or old. Eighty percent of all their attacks take place in or
6 around a vehicle. In 67% of those attacks their weapon is a bomb.

7 The reasons are simple: car bombs are easy to make and have a devastating impact. Vehicles are
8 inviting targets. They are exposed and often left unattended for long periods. They frequently
9 carry important people. In addition, vehicles have their own electrical power supply and carry a
10 store of explosive fuel. One gallon of vaporized gasoline has the explosive equivalent of seven
11 sticks of dynamite. Whether the bomb is remotely controlled or time-delayed, the explosion and
12 resulting fire give the terrorist time to escape the scene.

13 Drivers should learn to recognize danger signs. Learn how to search a vehicle for signs of
14 tampering or explosive devices, and call for help if you need it.

15 **2. Prevention.** Certain procedures apply that may help prevent your becoming a victim of a
16 vehicle bombing.

17 a. Be suspicious and aware of what is going on around you.

18 b. Check your vehicle at irregular times to prevent establishing a pattern.

19 c. Always lock your vehicle to limit easy access.

20 d. Let a fine coat of dust remain on the vehicle surface or apply talc powder to help detect
21 tampering.

22 e. Secure transparent tape to vehicle doors, trunk, and hood to help detect tampering.

23 f. Install two bolts in an X pattern over the open end of the exhaust pipe. This is one
24 place a terrorist can easily and quickly place a bomb. Another favorite spot is the fuel tank. Use a
25 locking gas cap and install or have installed a mesh strainer in the mouth of the filler tube.

26 g. Don't wait for passengers in an idling or parked vehicle. Get outside where you can
27 see everything that's happening.

28 **3. Exterior Search.** Unless your vehicle has been under 24-hour guard, always assume that it

1 has been rigged with a bomb. Here's how you can search your vehicle to find that bomb. **NOTE:**
2 If you find a bomb, **DO NOT TOUCH IT.** Contact an explosive ordnance disposal (EOD) unit.
3 Know your vehicle inside and out so you can quickly recognize something wrong.

4 a. If possible, search in pairs. Start by searching the area around the vehicle.

5 b. Examine the exterior surfaces of the vehicle. Look for signs of tampering: wires
6 hanging down, doors, hood, or trunk left ajar, anything that appears different than when you left
7 it.

8 (1). Check the film of dust or talc powder (see paragraph 2d). Is it undisturbed?
9 Has another layer of dust appeared?

10 (2). Has the transparent tape been removed or broken (see paragraph 2e)?

11 (3). Has the hood or trunk lock been jimmied? Look; do not lift it. Are there any
12 other signs of forced entry? Broken windows, scratched paint, bent or damaged metal?

13 c. Look closely for any bits of tape or wire lying around inside or outside.

14 d. Look for any unusual marks on the ground. Examine the ground near the wheels for
15 any signs of digging.

16 e. Now check the gas tank. Remove the cap and look inside.

17 f. Check in and around the exhaust pipes.

18 g. Now check the undercarriage. If you can, use a long-handled mirror to help in your
19 search.

20 h. Look for disturbed dirt, suspicious tape or wires, or objects that don't belong there.

21 i. Look in the wheel wells and behind the bumpers.

22 j. Use extreme caution when searching any external compartments. Open just a crack
23 first, look, and then feel gently with your finger for a trip wire. If none is found, the compartment
24 can be opened all the way.

25 k. Look everywhere: steps, handholds, even the canvas tops of tactical vehicles.

26 **4. Interior Search.** Use extreme caution! Always *look* inside before you *move* inside.

27 a. Looking through the windows, do you see anything out of place? Has anything been
28 moved?

- 1 b. Has anything been added: a package or briefcase that does not belong there?
- 2 c. Do you see tapes or wires hanging down?
- 3 d. Unlock a door and open it very carefully a quarter of an inch.
- 4 e. Look around the door edges for trip wires. If all is clear, open the door.
- 5 f. Look at the carpet or floor mats for any suspicious bulges. Look as far as you can
6 under the seat and around and behind it.
- 7 g. Don't touch anything yet. Make a visual search of the interior. Look under and around
8 the seat. **Never rest your hand on the seat.**
- 9 h. Look around and behind all the other seats.
- 10 i. Now slip into the seat and check the ashtray, adjustable headrest, and seatbelt.
- 11 j. In a sedan, pay special attention to the right rear passenger seat.
- 12 k. Carefully check the glove compartment.
- 13 l. Look under the dash, checking especially for strange tapes and wires.
- 14 m. Use a flashlight to check the air conditioning ducts and other cavities.
- 15 n. Carefully examine the sun visors and mirror for signs of tampering.
- 16 **5. Engine and Trunk Search.** Now exit the vehicle and open the hood, a quarter-inch at first.
17 Be very thorough in feeling gently for wires along the length of the hood.
- 18 a. Raise the hood and make a thorough search of the engine compartment and fire wall.
- 19 b. First, look for any strange or new-looking wires attached to the battery, to the clutch,
20 coil, accelerator, or any power-operated equipment.
- 21 c. Check in cavities for anything that looks like it does not belong there and anything out
22 of place.
- 23 d. Open the air filter and look inside. Pay special attention to the spark plug wires, the
24 distributor, the ignition area, and the exhaust manifold.
- 25 e. Next, open the trunk just a quarter-inch. Feel for wires along all the edges. Then open
26 it to check all the items inside. Anything rearranged? Anything new?

- 1 f. Check the spare tire to ensure it is filled with air.

- 2 **6. Careful Start.** If everything looks OK so far, get into the driver's seat and check the
3 dashboard.

- 4 a. Look at the turn signals and lights. Nothing unusual? Then turn them on. Do the same
5 - look first, then try - with the wipers and washer, radio and horn

- 6 b. Start the vehicle, let it run for about 2 minutes, then go on about your business.

- 7 **7. Summary.** Try to develop a sixth sense about potential danger in your area.

- 8 a. Search your vehicle at irregular times, but always use the same routine so you do not
9 overlook anything.

- 10 b. Know your car inside and out so you can recognize anything different.

- 11 c. The minutes spent searching your vehicle can mean a lifetime for you and your
12 passengers.

- 13 d. If you do find a suspicious-looking item, don't touch it; call EOD immediately