

**MEETING YOUR DUTY OF CARE IN  
TRANSPORTATION:  
Providing Safe and Secure  
Ground Transportation for your  
Mobile Workforce**

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**iJET<sup>®</sup>**

### Safety and Productivity

Secure ground transportation is a critical element in the safe movement of personnel from one point to another. Protecting an organization's most valuable assets – the human ones – is essential to effectively conducting business globally. Since travelers are most vulnerable during surface movements, secure ground transportation is an essential part of total security planning.

There are a number of potential hazards related to ground transport for business travelers, even in safe environments. Particularly in developing nations, safe transport for employees must be a priority. Annually, approximately 1.3 million people are killed and between 20 and 50 million are injured as a result of road traffic crashes. Significantly, over 90% of the world's fatalities on the roads occur in low-income and middle-income countries, even though these countries have less than half of the world's vehicles<sup>1</sup>. Traffic controls and driving laws in developing nations are limited, often disregarded, and frequently unenforced. Poor infrastructure and inadequate traffic signage can compound dangerous road travel situations. Only a professional and vetted driver can be trusted to follow local laws and common practice on the ground.

Poor infrastructure and inadequate traffic controls are among the many potential hazards that make secure ground transportation an essential part of total security planning.

Secure ground transport also increases an employee's efficiency while in country. Because he does not have to concern himself with navigating an unfamiliar setting or closely track his environment; he can maximize productivity by focusing on the business at hand during a secure transport operation.

### When Secure Transport is Necessary

When executives, key employees, or other high-value personnel require movement, especially in developing nations, secure transport is imperative. Ground transportation in any high-threat area likewise calls for a secure solution. Aside from satisfying the duty of care for employees, prudent organizations consider the cost of foregone economic opportunities, costs to replace key personnel, and business reputation or delays associated with having employees fall victim to a security incident that could have been averted by the use of secure ground transport.

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<sup>1</sup> Fact sheet N°358: Road traffic injuries. (World Health Organization. September 2011).

### Selecting a Ground Transport Provider

Selecting the right ground transportation provider is as important as making the decision to utilize secure ground transport. It is the predominant concern for any company managing or providing ground transport for a client. The transportation provider must be professional, reliable, licensed and insured.

If you are relying on a referral, ask about the relationship between the referring party and the transportation provider. Look for referrals based on established relationships. Often, personal or corporate relationships extend to experience in the military, government, law enforcement or the intelligence services. Ask about a vetting process. It's important that the vendor's capabilities are verified and professional references are checked as a standard part of the due diligence. Be sure to obtain copies of a vendor's licensing and professional liability insurance documentation.

Finally, ensure follow up with the employee after an operation to learn how the transportation vendor performed and, if problems arose, how well the vendor addressed the issues. Such inquiries and investigative efforts must be documented and archived to continually track a provider's performance as part of an ongoing vetting process.

### Integrating Intelligence and Ground Transport Operations

Integrating threat intelligence and a 24-hour watch operations into a secure ground transportation program can significantly enhance the safety and efficiency of ground transport operations. The main role of intelligence in ground transport operations is to increase the transport team's situational awareness, thereby reducing risks and costs associated with a roadway security crisis. By marrying actionable local intelligence with secure ground transportation, organizations are able to identify and analyze risk in the operational area, mitigate issues, and avoid or limit delays.

Having advance details on crimes such as carjacking, kidnapping, street crime, and terrorist acts is essential to developing a robust plan for secure ground transportation. Actionable intelligence can also forecast potential disruptions such as demonstrations, protests and other civil unrest; construction site locations and operations; adverse weather; and



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unplanned road closures. Once the areas of highest risk have been identified and defined, the operator can implement strategies for avoiding danger or delay – or take special safety precautions based on identified threats.

Monitoring the operating environment for the duration of a ground transport action provides the transportation team with critical situational awareness. It also allows the ground transportation professionals to make informed decisions about which methods, vehicles, and equipment are most advantageous for discrete movements. For example, if intelligence indicates that a tropical cyclone is expected to make landfall in an area of the city that has traditionally been prone to flooding, the ground transportation professional may choose an all-wheel drive vehicle with a high ground clearance to move through certain areas, or select a different transit route altogether.

## Value of Response Operations Centers

One of the main advantages of tying a Response Operations Center to ground transport missions is the facilitation and documentation of communication between the client, the traveler, and the ground transport professional. Regular reports ensure that stakeholders possess the latest information on each operation. Response Operations Centers regularly send reports at intervals in synchronization with operational tempo or at client-specified times in the form of emails and telephone calls, initiating conference calls when required or requested to address any client questions.

Response Operations management staff serve as the terminal escalation point for any problem or complex issue which may arise during a secure ground transportation operation, lending their experience to assist the employee and organization, as needed. A Response Operations Center easily serves as an extension of an organization's own response team, providing skilled and experienced resources when they are needed the most.

## Distinct, Integrated Process

There are many approaches to providing secure ground transport for high-profile employees or those traveling to high risk locations. iJET® International is a case study in providing an integrated process that marries on-the-ground service with 24x7 intelligence and response centers.

iJET brings to bear the full scope of its 24x7 Response and Intelligence Operations Centers on secure ground transportation missions. Highly trained and experienced Response Coordinators man client-specific emergency hotlines around the clock to solve problems reported from anywhere in the world. Response Coordinators use a set of pre-defined emergency protocols developed in close collaboration with each client. Robust, fault tolerant systems are in place at the Response Operations Center, including

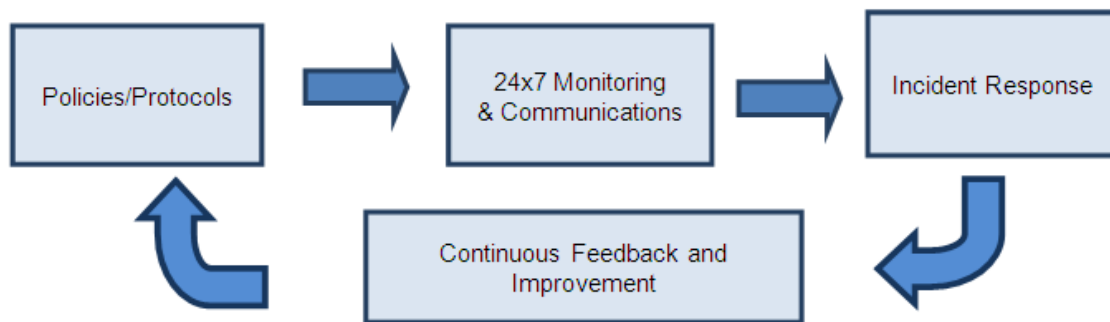
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remote and redundant data systems, diffuse telephony, multiple Internet connections from different Internet Service Providers, and back-up power generation systems. Additionally, Response Coordinators are supported by systems that support remote and secure access globally, providing tremendous flexibility and surge capacity to meet client needs.

Established client-driven protocols provide a defined set of instructions to ensure that all stakeholders are coordinated and mutually informed during an operation or an emergency. The client's emergency providers for security or medical services are defined in the protocol before an incident occurs – not as events on the ground unfold. iJET can also build a powerful messaging system into client protocols, allowing for simultaneous, multi-modal messaging to be sent to one or many recipients.

The iJET Intelligence Operations Center engages in 24x7 worldwide intelligence production. iJET employs dedicated resources that focus on a secure ground transport operations to provide full situational awareness for a client, traveler, and/or security professional. Experienced and regionally specialized analysts focus on their geographical areas of expertise. Leveraging open source intelligence, including social media, analysts apply their unique knowledge of the local culture, on-the-ground intelligence contacts, and language to generate actionable intelligence based on current and accurate information.



The Intelligence Operations Center provides the Response Operations Center team with relevant and actionable intelligence so that Response personnel can assist the client and travelers with intelligence-driven data to make informed decisions before and during a secure ground transportation operation.

A cadre of senior staff are integrated into the iJET process, available to lend their considerable problem-solving tools and experience, as needed. Collectively, the team possesses many years of experience in global emergency operations, security assistance, and intelligence.

### Conclusion

Secure ground transportation protects personnel during road travel while increasing productivity and efficiency. Integrating intelligence into transport operations enhances the transport team's situational awareness and gives transport professionals the foundation to make informed operational decisions – starting well before the mission begins. To this end, having a process to assess, vet, and document a transportation provider is a vital component of secure ground transportation operations. Finally, using a professionally-staffed, 24x7 Intelligence and Response Operations Center provides traveling employees, the client organization, and the secure transport team with a common operating picture and coordinated communications as the operation unfolds.

#### ABOUT iJET

**Driven by Intelligence. Powered by Technology.** For over a decade, iJET has delivered operational risk management solutions to multinational corporations and government organizations around the world. Integrating world-class open source intelligence with award-winning risk management technology and global response services, iJET provides more than 500 clients with the strategic support they need to anticipate, respond to and emerge from business disruptions with a competitive edge. iJET's unique combination of people, products, purpose and passion help us deliver intelligent risk management solutions. [www.iJET.com](http://www.iJET.com)