

The brutal slayings of Hans Martin Schleyer, President of the West German Confederation of Industries, and Jurgen Ponto, Chairman of the Board of the Dresdner Bank by the Red Army Faction and Aldo Moro, the former Premier of Italy by the Red Brigades captured the attention of the world.

Mobility, rapid communications, the most advanced arms and the careful selection of vulnerable targets are technical advantages modern day society offers revolutionary terrorists. At the same time, in democratic societies where anti-terrorist legislation is nonexistent or imprecise, law enforcement agencies bearing the investigative responsibility have been singularly unable to cope with terrorist groups. It is no wonder then that well over one hundred political terrorist groups presently exist in over fifty countries. In 1977, ninety three political terrorist kidnappings occurred in Columbia - and this is a conservative figure. In the same year, over two thousand political terrorist actions occurred in Italy.

Statistics gathered during the 1970-1977 period, clearly show that the odds favor the underground terrorist group. In politically motivated crimes, terrorists actually seized hostages 87% of the time, escaped any punishment whether they were successful or not in seizing the hostages in 79% of the actions, obtained safe passage for themselves and other "political prisoners" in 83% of the actions and 100% gained major publicity when such was a stated objective of the action. In the United States, bombings increased three-fold during 1973-1977, and only one arrest has been made.

When examining politically motivated kidnappings, statistics reveal that nearly eight of ten attempts were successful, nearly half of the kidnappings were businessmen and over three-fourths of the kidnappings occurred in the past three years. When considering assassinations, nearly 80% of the attempts were successful, and almost 70% of political assassinations occurred within the last three years. In attacks against corporate facilities, nearly two-thirds occurred in the countries of Argentina, Columbia, Uruguay, West Germany, Italy, France and Spain.

The unhappy conclusion is that in the present situation, every conceivable factor favors the revolutionary terrorist group. With government officials and property protected by a vast network of military and security personnel, and with the enactment of new anti-terrorist laws in many countries which severely limit governmental negotiations, revolutionaries have turned increasingly to the business and banking community as primary targets for exploitation.

Attitudes Toward Terrorism

Banking executives have vast responsibilities to the institutions they lead, to their families, to their government and, in some cases, to the governments of the host countries in which they do business. Ironically, an ambivalent attitude exists within the business and banking communities. Although bombings, kidnappings, hijackings, and even assassinations, have given rise to a general concern, many executives consider the potential threat as remote - something that happens to someone else in some other country.

In spite of alarming statistics which clearly point to the executive as the principal target of political terrorist actions, executives have too often ignored the potential problem. Such an attitude ignores their responsibilities to the bank and to themselves. Unfortunately, it is not until a crisis has occurred that the executive seriously considers his situation.

On the other hand, some security directors having had no previous experiences with political terrorists perceive the problem of protection only in terms of "hardening the target", eg, more alarms, more guards, etc and their superiors when faced with restrictive security will opt for no security whatsoever if the price is the loss of personal freedom. A balanced view of security requirements based on an awareness of the complex problem involved in the political terrorist abduction is necessary to set a reasonable course of procedures which will limit accessibility of the bank executive.

Realities of the Threat

Experience has shown that although banking institutions and executives have had to deal with kidnappings, bombings and extortion/hostage crisis situations, there are other problems that have surfaced after the crisis that have deeply effected the target bank. These are:

Negotiators dealing with political terrorist to gain the freedom of the kidnap victim have violated host country law and have consequently been imprisoned.

Corporations in their attempts to gain the freedom of a victim have violated host country law and have faced possible expropriation of their property.

Victims have entered lawsuits against their employers on the basis that not enough was done to either avoid the kidnap crisis or gain their freedom once the kidnapping had occurred.

Hence, corporations and banks must address themselves to three primary questions:

What actions should be taken to limit the potential terrorist attack?

What knowledge should be given the executive to ensure his safety?

In the event of a kidnapping, who will handle the negotiations for the bank?

There are many areas that must be covered in pre-planning crisis situations. The objective is to handle a crisis, such as a kidnapping, without having to simultaneously expend energy in obtaining background data that should have been gathered before the event occurred, or, more importantly, trying to find negotiating advisors after the crisis has occurred. Let us examine the general areas to cover.

Planning the Action

The Political Terrorist Risk Analysis For Host Countries

To determine vulnerability any evaluation must consider the social, economic, political and even historical background of the host country that has given rise to revolutionary groups that practice armed struggle eg, terrorism. The geographical location of the bank, its architectural presence, and the profiles of executives within the community, are factors that must be weighed. An in-depth analysis of current revolutionary organizations and their capability of terrorist actions against the bank must be determined.

Knowledge of Political Terrorist Groups

Faced with direct threats posed by terrorists, many executives have adopted the notion that nothing can be done or that the only option open is to increase the bank's defense posture with more armed guards and bigger and better security devices. This attitude ignores the very basis of a well designed defense - knowledge of the adversary.

There are many features that distinguish the actions of the political terrorist group from that of the criminal or psychopath who may commit similar acts of violence. The objective of the criminal or psychopath is generally a single issue, the motivation is for money or revenge, and when he acts alone, law enforcement techniques have been forged to effectively handle such forms of terrorism. Political terrorist groups that commit bombings, kidnappings, bank robberies and other acts of expropriation are, however, motivated by very complex reasons; social, economic and political, and within this framework, multidimensional. The primary distinguishing characteristics of the political terrorist group are their ideological beliefs and international alliances, their organizational structure and commitment to armed struggle. In a crisis situation, all of these factors must be carefully comprehended since they have a practical application in gaining the freedom of the victim.

Underground revolutionary terrorist groups are in constant motion: alterations in their ideological stance bring about internal factionalism, new international relations are established, new bases of operations develop, and new tactics are utilized in order to bring down "imperialism" and its primary "agents", banking institutions and major corporate structures.

In the ultimate crisis - the kidnapping - banking institutions must have expertise to understand the ideology of the political terrorist group and its methods of organization. The life of the victim, the well being of the victim's family, and the reputation of the banking institution may depend on this experience.

Executive Protection Plans & Profiles

Literally every business and banking institution has significant organizational differences which develop from the personalities and attitudes of the leading executives. No plan will be successful without the full cooperation of the chief operating officer and the Board of Directors.

Develop well constructed executive protection plans. Such plans should be reasonable and as simply conceived as possible. There are, of course, many factors that must be weighed when putting together executive protection plans, but the extent of coverage depends on the potential for political terrorist attacks against the bank and its executives. Overall, such plans must show an adaptability for use among various levels of management, and must reflect a concern for the privacy of the executive and his family.

Education

Executives and key operating personnel who regularly travel internationally should be provided with a wide variety of social, cultural, economic and political data about host countries. They must be encouraged to develop an awareness of the host country from sources outside the business community and, where operations are anticipated in a foreign country, the historical precedent for political terrorism must be determined.

Corporate security directors must educate themselves and their staffs to the characteristics which differentiate "political" terrorism from that of the criminal or psychopath. A compilation of pertinent data covering covert revolutionary organizations, their motivation and methods of violence, is essential both for the home country and overseas operations. Obtain briefings on revolutionary organizations. Learn their tactics.

Skills of observation for the most part must be developed, not only for security support personnel, eg, drivers, but also for executives. The talent to observe and take cognizance of available facts may save a life. When in a host country, take the time to learn the geography of your new assignment, both urban and rural. The terrain from which the political terrorist group operates is in many cases an extension of its strategy, hence, in a tense situation, the executives ability to orient himself may be essential to his survival.

There is a plethora of statistical data available today relating to types and kinds of crimes committed under the banner of political terrorism. A compilation of such data, while important as a yardstick of terrorist activity, is too often interpreted in a mechanistic way or, more importantly, is misinterpreted.

Training programs which include a knowledge of the theory and practice of underground terrorist groups are the basis for a well conceived security system. To deal with a crisis situation in a rational way requires a depth of knowledge beyond the simple compilation of statistics. If such expertise is not available in - house, then outside professional experience should be obtained.

Preplanning

A resolution must be enacted by the Board of Directors setting forth the authority of the negotiating team during a time of crisis, the lines of communication and procedures available to the negotiators and, of course, the funds available for payment.

The selection of the negotiating team is a most important decision. This selection will be better accomplished with the assistance of outside professional experience. Emotional stability, position in the management structure and other factors which are required of the negotiator will be more capably judged from the outside. Overall, any crisis plan encompasses elements which may reasonably be worked out in advance: legal factors, press relations, liaison with law enforcement are some of the areas that must be considered. However, at a time of crisis, systems and plans tend to deteriorate whereas experience remains a consistently reliable factor. In this sense, professionals who have had experience in tense situations offer the best assistance for the company negotiator.

The language of the revolutionary terrorist reflects his ideological commitment to the armed struggle tactics of political terrorism. In the ultimate crisis - the kidnapping - an in-depth understanding of the language used by the political terrorist group is absolutely essential in the negotiating process. Banking institutions which present a high profile target for the political terrorist must seek out this experience.

Establish liaison with law enforcement and governmental officials in host countries who will assume responsibility for the investigation in a crisis situation. Security directors should be encouraged to maintain such liaison in this country and at overseas sites, managers should receive assistance from either headquarters security personnel or from trained professionals in order to secure viable liaison relationships.

Problems During the Crisis - The Kidnapping

The political terrorist kidnapping involves a complex set of relationships that often come into conflict when efforts are being made to extricate the victim from his hostage situation. The primary advantage of the terrorist group is that it operates from a position of unity with a well defined set of objectives. However, the bank, the family, various law enforcement agencies, governmental officials that may be brought into the decision making process, political figures and the press - all may institute independent courses of action which complicate an already tense situation. Experience in the past decade has shown that political revolutionaries are most adept at creating fissures of discontent between the family and the bank, between law enforcement and the bank, between governmental officials and the bank.

Another weapon in the terrorist arsenal is their artful use of the press and television. Based on their early movement experiences when confronting law enforcement on the campuses and in the streets, the revolutionaries make ready use of sympathetic media outlets to spread their ideology.

Although the ransom demands are made directly to the bank, the contents of the demands involve spheres of influence far beyond the business life of the banking structure. If the bank has a trained negotiator or has hired an experienced professional, all of these competing elements may be collated in order that a united front may be presented during the tough negotiating period. In absence of such unity, the terrorists will sense indecisiveness and discord which only encourages them to increase their demands. No system can take into account every variation of the human equation brought into focus during the crisis situation, but without preplanning and experienced advisors to assist the bank, all advantages are retained by the terrorists.

The Negotiating Team and the Underground Communicue

The negotiating team must be small in number, report directly to designated authority (not through layers of hierarchy) and be available immediately in time of crisis. It should be understood that the members of the negotiating team must be available for assignment anywhere in the world where the bank has an interest. The most important qualities for the members are stability in tense situations, a grasp of ideologically motivated terrorist groups and an ability to sense reality in a precarious situation.

During the kidnapping when every effort is being made to free the victim, the ransom note itself becomes in many cases the sole factor to be weighed as to the motivation and intentions of the terrorists. In a criminal kidnapping, the ransom note primarily sets forth the amount of money demanded, a specific plan for the "pay-off", and a threat to the life of the victim should the demands not be met in the shortest possible time. The political kidnapping, although as dangerous to the victim as in the criminal abduction, has significant objectives written in a special language that must be judged by those who have a background in revolutionary terrorist groups.

The underground "communique" is normally written in a revolutionary language with seemingly impossible political demands. Those who are unschooled in revolutionary ideology may view the political terrorist group simply as "kooks" and their underground "communique" as a representative of a deranged mentality. To take such a view could cost the life of the victim. It is not simply the contents of the political terrorist demands that are so different from the criminal demand, but the language of the underground "communique" oft-times confuses negotiators and brings about erroneous conclusions which could adversely effect the victim. The language of the revolutionary terrorist is contained within an ideological framework of a special nature and requires specialized experience to properly interpret the sense of the "communique". Since the underground "communique" is the one link to the victim and the terrorists, a proper interpretation of its contents is vital to the negotiation. It is not enough to "wait them out"; the decision to wait or to initiate new forms of negotiations takes an expertise based on years of experience in dealing with revolutionary groups and their leaders.

Family & Victim

Unlike the criminal kidnapping where the motivation is solely for money and the lines of communication involve only the family and, in a sub rosa capacity, law enforcement, the political terrorist kidnapping influences as many elements as possible, the purpose being to obtain exposure for their ideology. Primary to their tactics is to so terrorize the family of the victim that the family will in turn put unreasonable pressure on the bank and government officials.

To ensure a unity of purpose between the family and the corporate structure during the crisis, prior arrangements of a very special kind are required. Only with a firm understanding of the types and kinds of harassments which are used by political terrorists is the family able to ~~stand~~ itself in the long term abduction. The family must have the assurance that the bank is, in fact, doing everything possible to bring about the freedom of the victim. To accomplish unity between the family and the bank, a ~~process~~ must be instituted at the earliest date detailing the ~~legal~~ and moral responsibilities that are assumed by the ~~banking~~ institution in the event of a kidnapping or hostage situation.

The victim also must have prior assurances that his ~~family~~ will be protected and provided for. With such assurances stipulated prior to the crisis, the victim will be better able to withstand the long period of confinement which is normal to the political terrorist kidnapping. The victim should be provided with hostage situation briefings when travel is anticipated. Overall, his moral posture must be substantial. He cannot take an ambivalent attitude towards his religion, his country or his bank, and he ~~must~~ be able to defend his moral stance; not in a provocative manner, but in a self-assured way which will engender ~~respect~~

Law Enforcement Liaison

As stated, constituted law enforcement has the authority and responsibility to investigate the kidnapping. The capability of law enforcement may vary from country to country; hence, the absolute necessity that a good liaison relationship with those responsible for actions that may directly involve the victim's life be developed. It must be recognized that an immediate objective of the ~~political~~ terrorist group is to cause distrust between the bank and law enforcement, and to create an image of inept law enforcement among the masses. Liaison is a key factor and must be handled with good judgment, and a realization of the pressures being exerted upon the responsible law enforcement officials.

Governmental Responsibilities

Recognizing that an immediate objective of the terrorist group is to create distrust of the governmental structure, demands undoubtedly will be included in the "underground communique" covering the question of "political prisoners". Hence, liaison with responsible governmental officials, particularly in host countries, is essential. Terrorists are adept at putting pressure on the banking institution in order to obtain indirectly an objective that cannot be obtained directly. An understanding of governmental functions and officials may become a key factor in the negotiations.

The Press

In a crisis situation, a responsible press is the bank's greatest ally; an irresponsible press however, endangers the life of the victim. With the understanding that revolutionaries are trained propagandists and have previously utilized the press to publicize their objectives, negotiators may face monumental problems. If the responsible law enforcement agency handling the investigation is able to handle the press, problems will diminish; if not, they will increase. Avoid all discussions which directly relate to the life of the victim.

Potential Legal Liabilities

In one case in the United States, an executive of a major corporation was held by a political terrorist group for eight months, has entered suit against the corporation for \$180,000,000.00. The victim contends that the corporation had no plans whatsoever to limit risks from terrorist attacks, did not take any action when he reported he was under surveillance, and failed to act quickly enough during the negotiations; thereby, prolonging his abduction. This case has brought about a high level of concern among corporations and banks in the United States.

In the same case, the corporation is facing federal suit in the host country for violating a law which restricted private negotiations directly with any political terrorist group. The potential is the loss of their corporate property in the host country.

Moral, legal and ethical considerations which come into play during a crisis situation are, unfortunately, not over with after the successful return of the victims.

Closing Comment

On September 30, 1977, members of the Japanese Red Army terrorist group hijacked a Japan Air Lines DC-8 over India, and forced the crew and one hundred fifty six passengers to fly to Dacca, Bangladesh. After the five day ordeal, one of the passengers in an interview with the press stated that John Gabriel, Montebello, California, banker, had been singled out for execution by the terrorists because "he was a banker and they thought he must be wealthy". According to the press interview, Mr. Gabriel "suffered the most at the hands of the hijackers; at one point they called him to the cabin of the plane and told him he was going to be executed".

Political terrorism is, unfortunately, a part of the life of business today and, according to the best estimates available, will be a factor to be contended with for the foreseeable future. Whether at home or overseas, banking institutions, leading executives and their families face the ugly fact that they could be subjected to a terrorist attack. Revolutionary trends constantly change; new alliances are established, new terrorist tactics are developed and an increasingly wider range of private sector targets are being selected for attack.

Today, in many countries, federal law enforcement agencies do not have the investigative capability to come to grips with underground terrorist groups which seemingly function without restraint in democratic societies. Given this situation, prudent executives who have the vast responsibilities of the banking institution placed upon them will seek out experienced advice to reduce their vulnerability. Executives and their families, should have the confidence that something positive - something more than just another alarm system - has been done to ensure their collective safety.

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POLITICAL TERRORISM!

Last year the Central Intelligence Agency predicted that European-style terrorism would reach the United States by 1980!

Recently, Robert H. Kupperman, co-author of the book "Terrorism: Threat, Reality, Response," remarked that "...the 1980's will be the decade of terrorism and unconventional warfare."

Environmental extremists - anti-nuclear groups in particular - are no longer concealing their affinity for the extreme Marxist left. All of the numerous Communist and Socialist organizations in the United States have made support for extreme environmental policies major issues on their agenda -- and many of these groups openly advocate force and violence!

Most terrorists are young (under 35), well-educated (college degree) and have present or past association with established radical organizations. Also, most terrorists are politically-motivated and knowledge of their political context can tell you a great deal about how, when and where they are likely to strike!

For example, my current analysis of extremist political movements leads me to believe that the next twelve months will see a dramatic increase in industrial sabotage. Target industries are refineries, power companies, pipelines, airlines, financial institutions and defense plants. Detailed information on this projection is part of the regular coverage contained in my journal, The Wilcox Report.

We invite you to subscribe to The Wilcox Report, a publication designed especially for individuals whose business it is to know what is going on in domestic organizations and movements that have potential for terrorism and violence. It also contains extensive information on anti-terrorist counter-measures, including new products and publications. It's described in detail in the accompanying brochure.

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Laird M. Wilcox, editor of THE WILCOX REPORT and author of the various directories, bibliographies, journals and special reports published by Editorial Research Service, is uniquely qualified to write about social and political movements. Founder of the WILCOX COLLECTION OF CONTEMPORARY POLITICAL MOVEMENTS in Kenneth Spencer Research Library at the University of Kansas, Mr. Wilcox is a recognized authority in his field. The WILCOX COLLECTION, established in 1965, occupies over 1,200 feet of shelf space and has been valued in excess of five hundred thousand dollars. It contains extensive holdings on both "left-wing" and "right-wing" political movements, including books, pamphlets, serials, audio recordings, vertical files and correspondence. It has been described by the Library as ".....one of the larger collections of political literature in this country." It is from this intensive academic background that Laird M. Wilcox acquires his unusually comprehensive knowledge and insight that prepares him to write THE WILCOX REPORT. Mr. Wilcox is a member of the MENSA Society and the International Legion of Intelligence. He is listed in numerous biographical works, including Who's Who In The Midwest.

Information on the WILCOX COLLECTION OF CONTEMPORARY POLITICAL MOVEMENTS can be obtained from Kenneth Spencer Research Library, University of Kansas, Lawrence, Kansas 66045.

THE WILCOX REPORT is published bi-monthly six times per year. Subscriptions are \$30.00 for six issues which includes first class postage. Back issues, when available, are \$6.00 each. ISSN 0049-7630. Editorial Research Service, Publisher. P. O. Box 1832, Kansas City, MO 64141



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I. TERRORISM

The history of political violence and terrorism can be traced back to the beginning of mankind. The threat of violence and violent acts under political motivation are not new. What is new is the form and degree of the acts of violence and the organized scale that is surfacing in America. We have observed political violence and terrorism escalate in other countries, but in the United States we have been relatively untouched by this unique use of violence until the last few years.

Let's first examine what we mean by terrorism. What exactly is it? According to Webster it's "The use of terror and or violence to intimidate, subjugate, especially as a political weapon or policy." It could be threats, coercion, and/or physical acts of intimidation of most any type.

Carlos Marighella stated in his "Mini-manual of the Urban Guerrilla" that "terrorism is an arm the revolutionary can never relinquish." Terrorism as an arm is most often directed at host governments and their representatives, i.e., law enforcement. It is a tool used selectively to further the goals of the revolutionary group. It has as its objective political motivation. It is conceived in a political frame, conducted by military or revolutionary arms and analyzed for political consequences.

With the surfacing of guerrilla/revolutionary organizations these small groups have learned that through the use of terrorism, the political objectives of extremist groups can be forced upon civilized societies, without the benefit of the democratic process. These small groups capitalize on the human concerns of people and nations by the commission of atrocities and violent acts upon selective citizens for political recognition and the furthering of their goals. Typically their goals are placed well above the respect for human life, not only their own, but anyone else.

THE TERRORIST

A terrorist is viewed from many fronts, what may be a terrorist to America may be a hero to Syria and what may be a terrorist to Uganda may be a hero to us, etc. The terrorist will, however, most likely be a revolutionary, "fighting" behind a "cause." In most cases he will not be an irrational, unthinking maniac, but will be a intelligent and calculating. He may vary from poorly trained indigenous personnel to the well-trained guerrilla. Recently, we have emerging on an international scale a new breed the "Mercenary" terrorist. Although so far, most have at least partially embraced the cause of world communism, i.e., the Carlos group, the Red Army faction, etc., its not far off when we will see the "pure Merc terrorists" begin to operate.

THE HISTORY

The history of civil disturbance in the United States has been the forerunner to the revolutionary/terrorist violence we see in America today. Although the forerunners of todays groups will be briefly noted and discussed we will concentrate on the terrorist violence it spurred.

Using California for a reference base, the California Senate Subcommittee on Civil Disorder noted that from 1968 to 1971 there were over 360 civil disorders in California alone. This amounted to two a week.

It is out of this period of unrest that many of our hard core terrorists and terrorist organizations began to develop. California, New York, Chicago became training grounds, very effective ones.

INTERNATIONAL TERRORISM

There has been a rather dramatic increase in revolutionary violence in the past 20 years. On the worldwide screen from 1946 to 1964 - 18 years - there have been over 380 successful revolutions. Many countries as many as 7 or 8 times, for example: Argentina--1951, 1955, 1955, 1955, 1960, 1962, 1962, 1963. Eight total. Three successful. Five failed.

Brazil--1945, 1955, 1964. Three, all successful.

Syria--1949, 1949, 1949, 1951, 1954, 1961, 1962, 1963. Eight total. Seven successful one failed.

All of these have utilized some form of terrorism, to some degree.

Brian Jenkins, Senior Staff member of the Rand Corp., noted over 507 acts of international terrorism in his report "International Terrorism: A Chronology 1968-1974," and although this report did not include domestic acts within a country, I'm sure you can begin to see the scope of the problem both internationally and domestically within the United States.

Some of the newer developments have been the coalitions forming between international and transnational terrorist organizations. This approach has entered a new dimension into the problem, making it even more complex to deal with. As with any guerrilla war, the boundaries and players become more obscure as expertise increases.

As you can see, terrorism and revolutionary warfare is not new. Not even to the United States, if you look at history closely. But, as noted earlier, the form and degree we see today is new. Hence, new approaches must be developed to deal with the problem

TERRORISM PROBLEMS? or PHENOMENA?

As with American technology we find ourselves faced with a complex set of situations and one reasons "the problem can be resolved quickly." Terrorism shows more elements of a phenomena than problem and there may not be any quick solution and there may not even be an acceptable solution at all.

Much like crime, we may find that part of the price of living in a modern democracy may be having to cope with degrees of terrorism and revolutionary violence.

We do know that there are no hard and fast answers to the phenomena at this point. A tremendous amount of research and inquiry is still needed. We do know, however,

that it is not an easy phenomena to deal with. Looking over the years of development, it may take "years" to begin to resolve, if it can be.

TERRORIST ORGANIZATION

The "typical" terrorist/revolutionary organization (if there is such an animal) must sooner or later come to deal with certain organization problems. Hence, a structure must emerge. In studying the terrorist organizations worldwide we begin to see areas of commonality.

Necessities develop for survival, broken down into five major categories, the following needs must be met:

1. Hard Core Leadership.

A Marxist approach to cell structure. The democratic centralism "Dictatorship of the Proletariat" forms. Urban intelligensia, usually locates in cities.

2. Underground Organization.

The clandestine, covert action component, develops cells, codes, dead drops, etc., implements cover and compartmentalization.

3. Guerrilla Force.

The militant arm of the resistance, the operational "fighting" units emerge, bombings, sabotage, kidnappings and assassinations increase.

4. Outside Support.

The basis of history shows this need, normally comes from a friendly communist nation in the form of economic psychological and emotional support.

5. Contiguous Foreign Support.

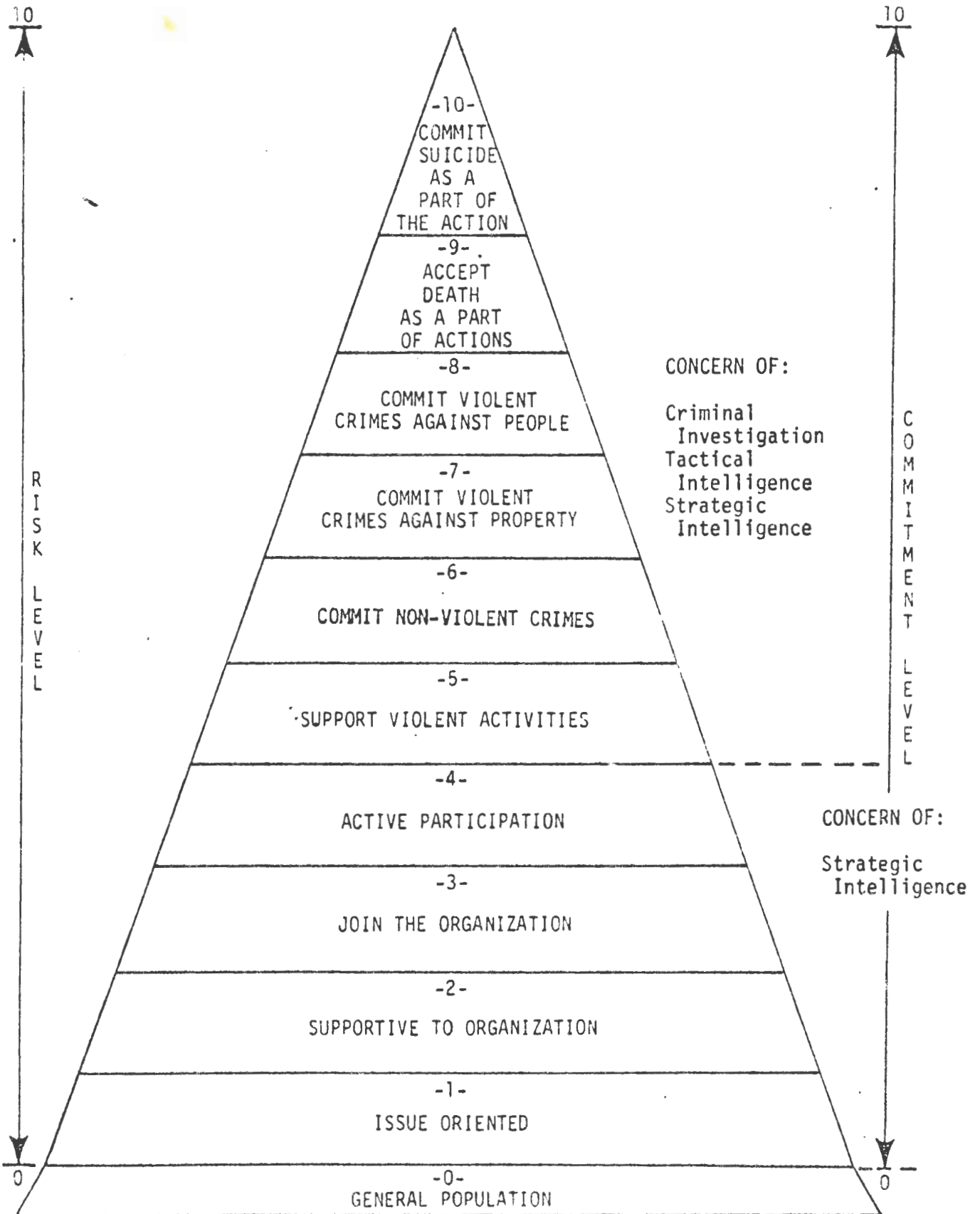
Closely related to outside support. In the past a neighboring nation has been a key for mounting raids, training etc., i.e., WUO--Cuba and Canada, China and Russia, FALN--Cuba and Latin America, Mexico, etc., Ireland and Southern Ireland, England, South African nations, etc.

FEDERATION

This has been a new emerging concept in California and New York. It should be studied closely. The old "Democratic Centralism" concept of the "Revolutionary Vanguard" is giving way to the concepts of many detached cells operating independently with no apparent central leadership faction, relying on behavioral contagion to spark increases in violent activities it operates similar to a coalition, but much more loose. As you can probably see, this will be extremely difficult to combat.

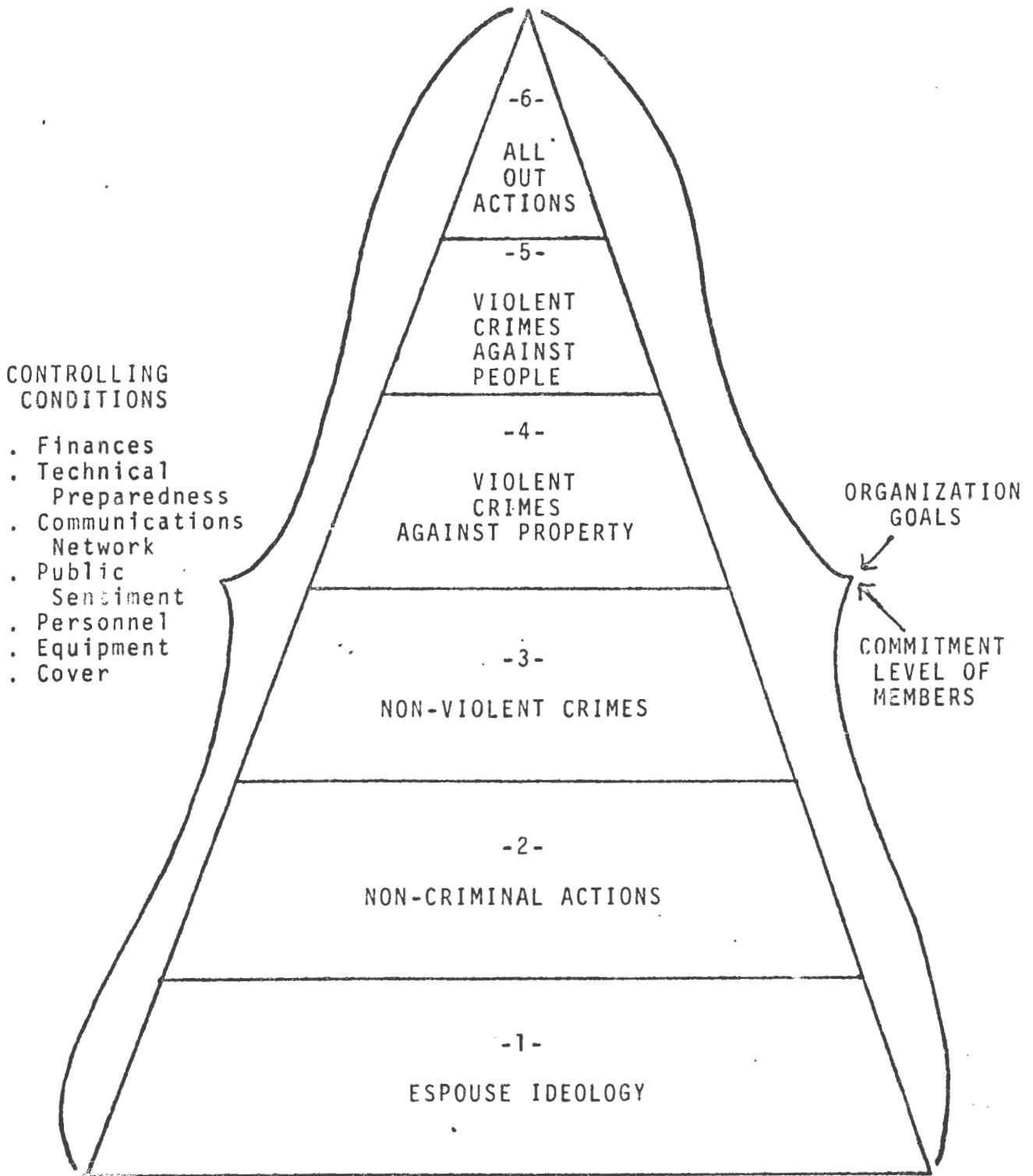
COMMITMENT/RISK MODEL

FIGURE 3-1

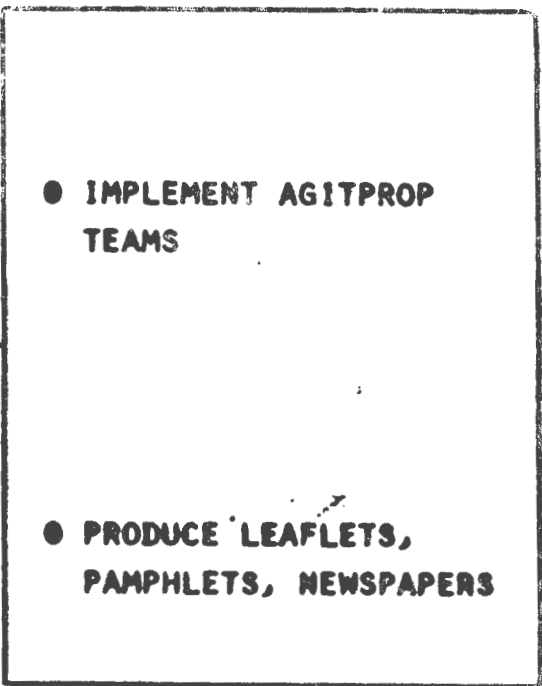
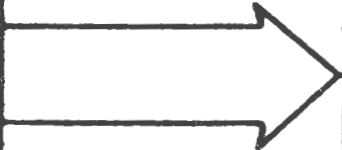
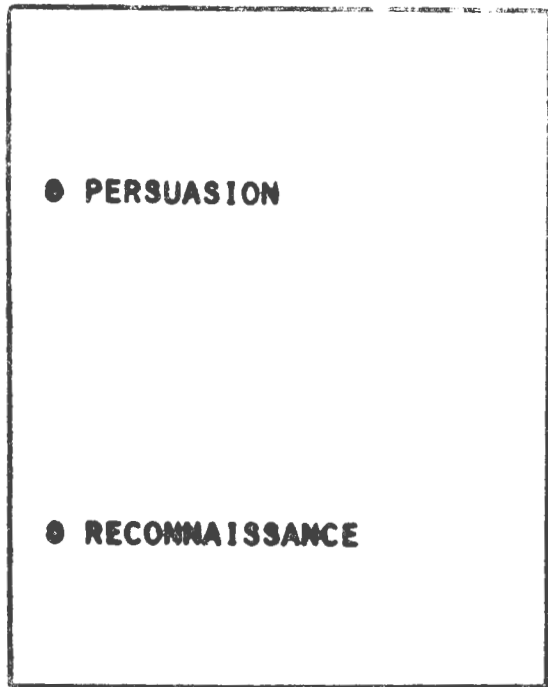


ORGANIZATION READINESS MODEL

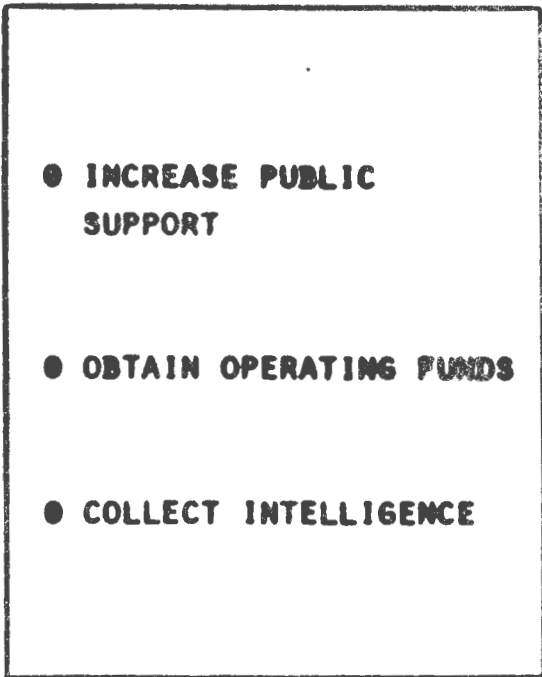
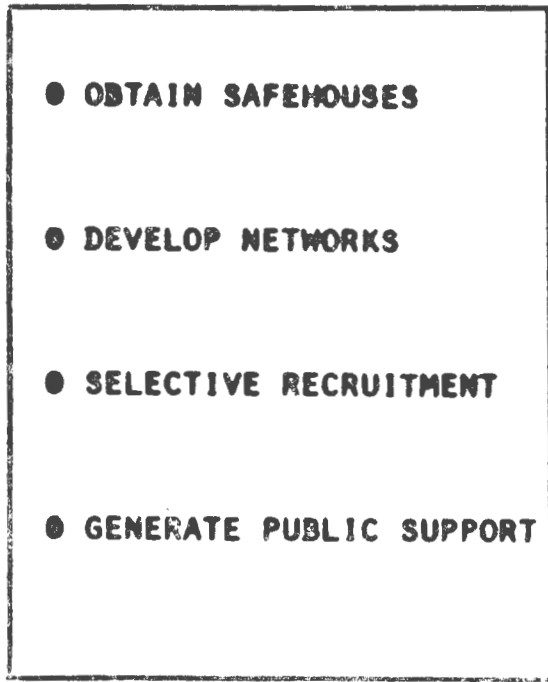
FIGURE 3-2



ACTIVITIES



OBJECTIVES



➤

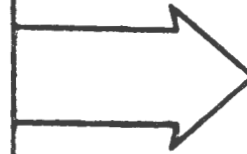
- MAINTAIN PROPAGANDA MOMENTUM

- INITIATE ACTS OF VIOLENCE

- STUDENT DEMONSTRATIONS

- RIOTS, ARSON AND LOOTING

- LABOR DEMONSTRATIONS



- INITIATE TERROR PHASE

- RECRUIT CRIMINALS

- ANTI BUSINESS RAIDS

- IMPLEMENT SPECIALIZED UNITS
FOR BOMBINGS, KIDNAPPINGS
AND SELECTIVE ASSASSINATIONS

- AUGMENT AGITPROP OPERATIONS TO
INCLUDE TERROR PSYCHOLOGY ON
POPULACE

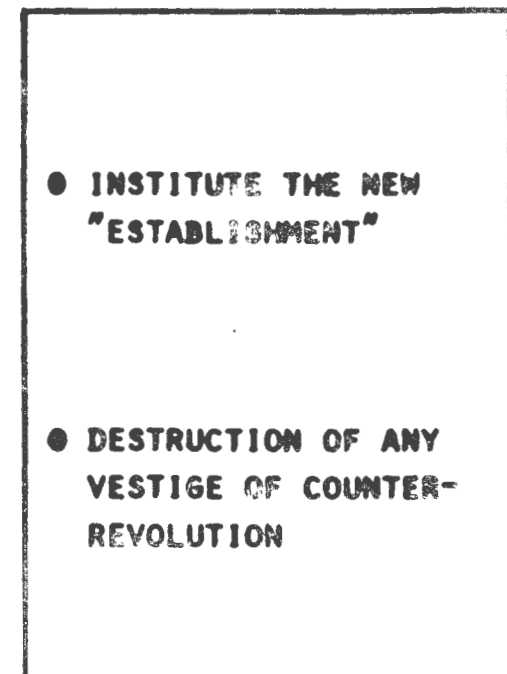
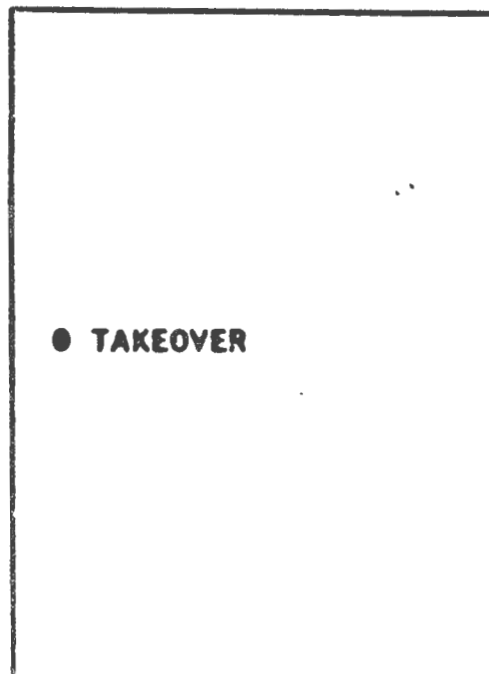
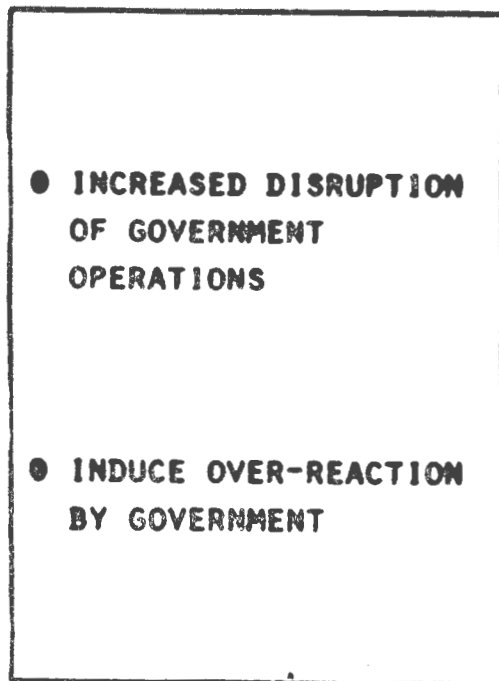
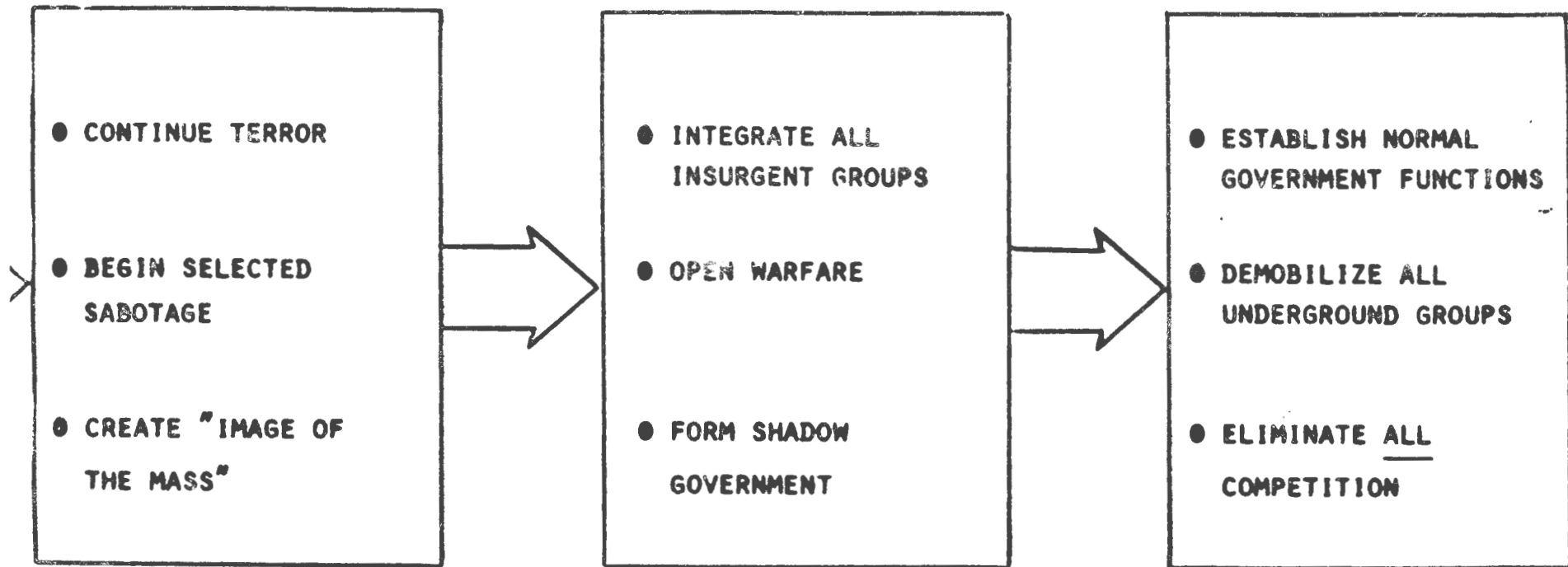
- DISCREDIT GOVERNMENT'S ABILITY
TO MAINTAIN ORDER

- PERSUADE PEOPLE OF GOVERNMENT'S
REFUSAL, OR INABILITY, TO
MEET "LEGITIMATE" DEMANDS

- CRIMINAL ELEMENT IN TERROR
CONFUSING TO LAW ENFORCEMENT

- IMMOBILIZE OR CRIPPLE
GOVERNMENT OPERATIONS

- DENY GOVERNMENT PUBLIC SUPPORT



Section E—The Revolutionary Communist Party

The Revolutionary Communist Party (RCP) is the brainchild of Liebel Bergman, a long time member of the CPUSA, expelled in 1958 for his pro-Maoist views. He then traveled to China, returning in 1968 and met with representatives of the PLP, the SDS, the Black Panthers and the Third World Liberation Front.²⁰ The RCP is ideologically tied to Venceremos and the Revolutionary Union and as such was partially ideologically responsible for the Symbionese Liberation Army (SLA).

The RCP is the fourth group to manage communist party status in the United States. The CPUSA, the SWP, the PLP all claim to lead the revolution, but now they must vie with a new party that is both young and adventurous. Robert Avakian, the current Chairman of the RCP, was previously a member of SDS and the Weatherman group. He speaks thusly:

Communism ain't nothing more than us getting rid of them and their system . . . We're going to make them work under our supervision. We're not going to let them dictate to us any more. We're going to dictate to them.²¹

Avakian and company are Revolutionary Communists with the ideology of Terrorists and should be closely monitored in the coming months.

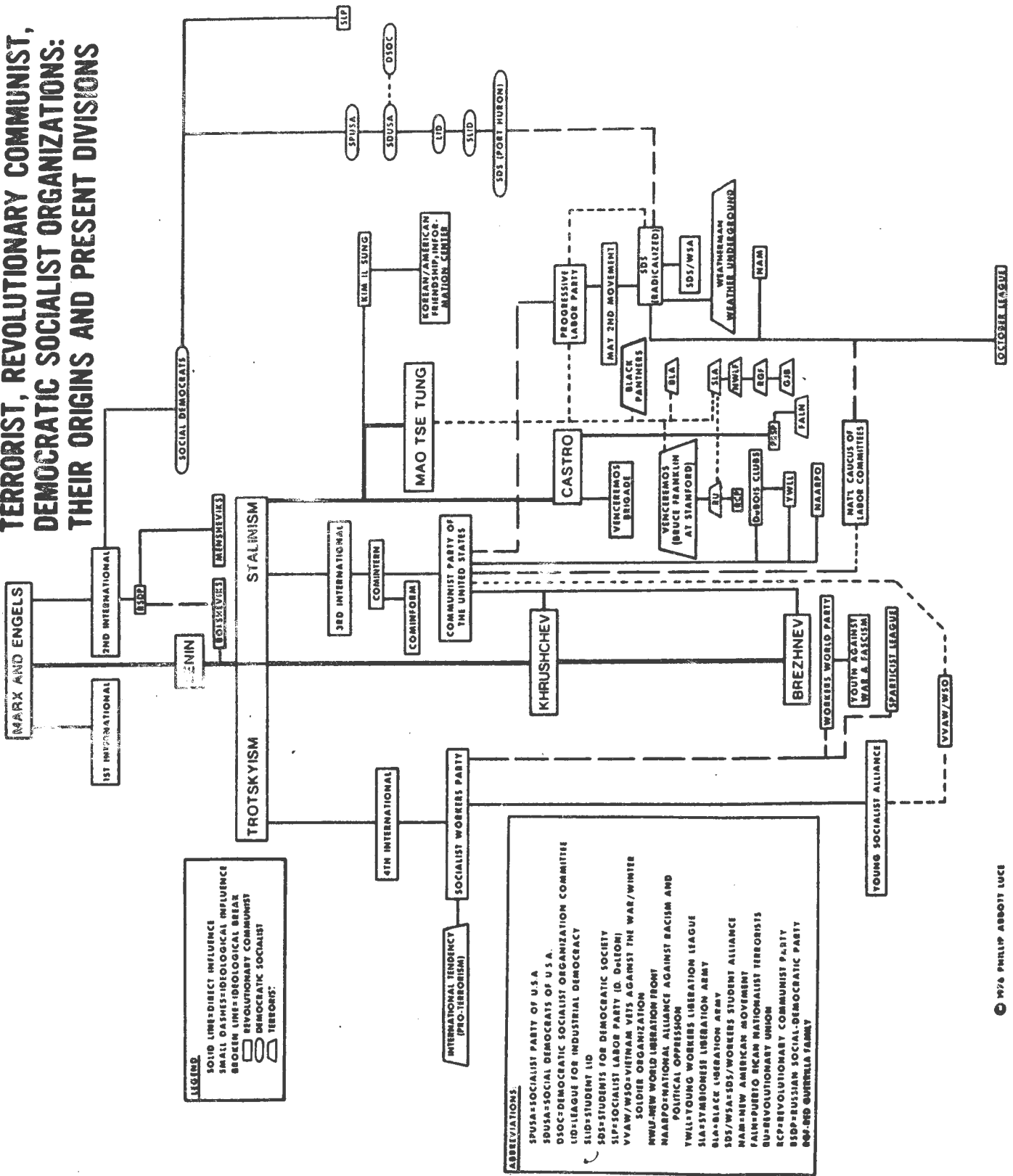
Revolutionary Communist Party

Student Arm: Revolutionary Student Brigade

Youth Arm: National Communist Youth Organization

Ad Hoc: Bornson & Davis Defense Committee
 Unemployed Workers Organizing Committee
 National United Workers Organization

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USUAL RESIDENCE OF MOTHER: STATE _____ COUNTY _____ VILLAGE OR CITY _____ MAILING ADDRESS _____

FATHER: FULL NAME _____ COLOR _____ AGE AT TIME OF THIS BIRTH _____ BIRTHPLACE _____ OCCUPATION _____

MOTHER: FULL NAME _____ COLOR _____ AGE AT TIME OF THIS BIRTH _____ BIRTHPLACE _____ OCCUPATION _____

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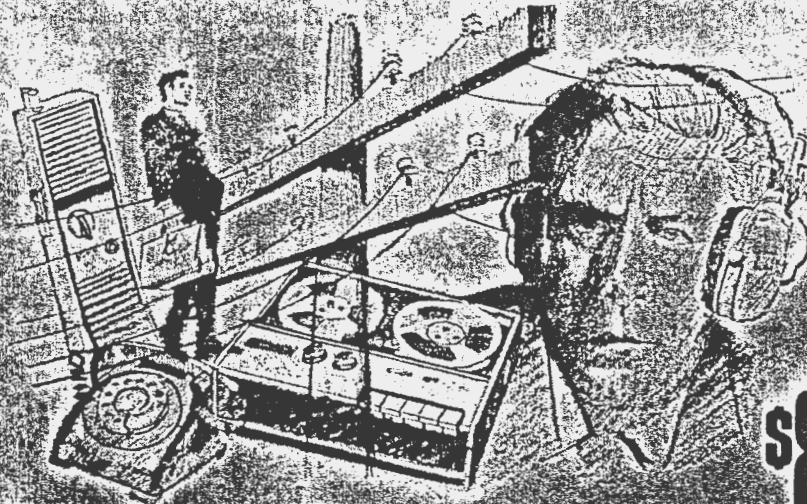
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THE ELECTRONIC CRIMINALS

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Security Is Your Business

Robert Farr has worked with many leading corporations, was a science journalist for CBS and Scripps-Howard newspapers, and chaired the Industrial Espionage Assessment and Prevention Conference for Management Centre, Europe. Based in London, he is a sought-after speaker throughout England, Europe, the United States and Canada.

A close-up look at criminal capers in a technological age, *The Electronic Criminals* is both chilling and entertaining reading. Based on the author's own experiences as an expert in the field of computer fraud and industrial criminology, the book's cast of characters includes fakes, forgers, swindlers, embezzlers, con men, and a new breed of crime careerist—the white-collar thief.

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A SPECIAL NOTE IN REGARDS TO THE MANUAL:

"IMPROVISED WEAPONS OF THE AMERICAN UNDERGROUND!"

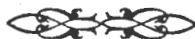
IN AMERICA, WHERE PRIVATE OWNERSHIP OF FIREARMS AND AMMUNITION NUMBERS IN THE MILLIONS, WHY WOULD ANYONE HAVE A NEED FOR IMPROVISED WEAPONS? WHY WOULD SOME PATRIOTIC ORGANIZATIONS EVEN INSTRUCT THEIR MEMBERSHIP, WITH BULLETINS, HANDBOOKS, PLANS, ETC., IN THE KNOWLEDGE OF HOW TO MANUFACTURE AND ASSEMBLE VARIOUS LETHAL WEAPONS?

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THE ENEMIES OF FREEDOM IN THIS COUNTRY (OR ANY OTHER COUNTRY THAT HAS PREVIOUSLY FALLEN) KNOW EVER SO WELL, THAT CIVILIAN OWNERSHIP OF FIREARMS REPRESENTS THE VANGUARD OF RESISTANCE IN THE FINAL ROUND FIGHT AGAINST ITS' FREEDOM, WITHOUT HAVING FIRST SURRENDERED IT'S PRIVATELY OWNED FIREARMS AND WEAPONS.....OVER THE PAST DECADE, ALL TOO MANY MISGUIDED OR SUBVERSIVE LEGISLATORS HAVE CHISELED AWAY AT OUR CONSTITUTIONAL AND GOD ORDAINED RIGHT TO PROTECT OURSELVES.....

PARALLELING THIS HEINOUS EFFORT, AMERICAN PATRIOTS, IN EVER INCREASING NUMBERS, ARE SIMPLY SAYING: "GO AHEAD AND DISARM US YOU S.O.B.'S.....WITH OUR YANKEE INGENUITY, FUELED BY THE DESIRE TO BE FREE WE WILL FABRICATE OUR OWN WEAPONS AND USE THEM IN WHAT EVER MANOR NECESSARY TO SECURE AND MAINTAIN OUR FREEDOM.."



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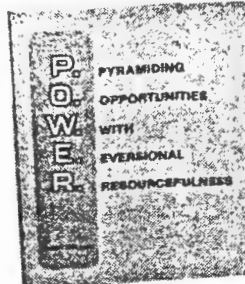
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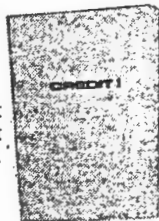


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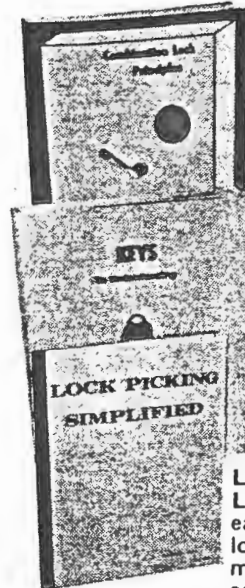


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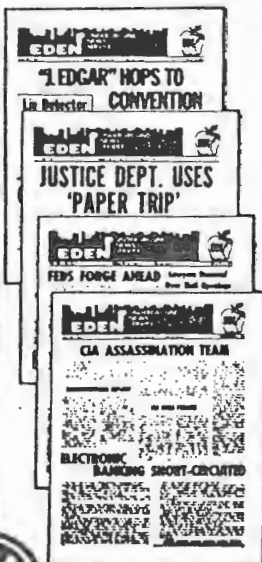


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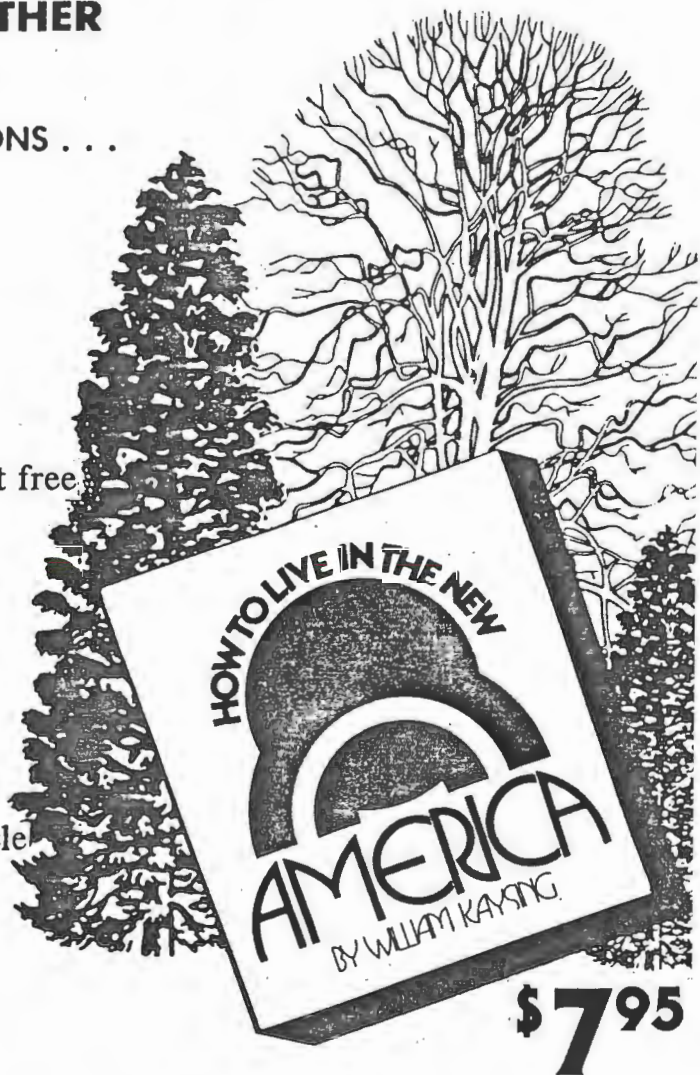
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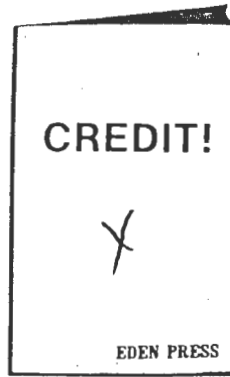
YES, IT'S ABSOLUTELY TRUE! TRIPLE-AAA credit can be YOURS, even if you:

- *have recently declared bankruptcy
- *are presently on welfare
- *have just moved to a new area
- *have poor credit, or,
- *have NO CREDIT AT ALL.

Hard to believe? Of course it is, especially these days when credit bureaus computerize and cross-check your records. Borrowers often find themselves virtually black-listed if they just ONCE miss a payment. If this has ever happened to you, you found out fast just how vital a good credit rating is when YOU REALLY NEED IT, right?

But now there's hope – a guide to fantastic credit! Our amazing book, CREDIT! can work credit miracles you never thought possible! Now you can:

- *Have excellent credit despite past credit records
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- *Have credit good enough to buy the car, boat, stereo, etc., you really want
- *Get consolidation loans from your bank
- *Forget about bill collectors, overdue debts, repossessions
- *Enjoy life NOW with a credit rating of "EXCELLENT"
- *Follow a proven, step-by-step plan to achieve all this, and more, IN JUST 30 DAYS!!



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CREDIT! is a professional approach at a serious modern problem. We all have to live with credit in one way or another. It can be a great blessing or a persistent curse. The credit companies are forever selling people on the positive side of credit, but for some reason neglect to elaborate on the many hidden pitfalls. And they most certainly will never tell YOU the methods and techniques by which, you can turn the credit game around to YOUR advantage.

But the credit game can be played to your advantage, we know. Only recently has research shown us the inner workings of these credit organizations, and how their rules may be overcome to the borrower's distinct advantage.

You see, CREDIT! is part of an original doctoral thesis which investigated and analyzed the inter-relationships among credit companies, credit bureaus and banks. The findings were eye-opening, to say the least. (How do people on welfare still manage to receive credit cards? What important facts do credit card companies invariably hide from their customers? How and why do banks work consistently against credit bureaus?) The surprising implications for millions of borrowers became instant inspiration! And CREDIT! IS INSPIRATION!

In 12 concise, easy-to-read chapters, CREDIT! will show you IN FULL:

- *How to obtain "AAA" credit in just thirty days!
- *How to receive all the credit cards you want!
- *How to obtain almost unlimited consumer credit!
- *How to control collection tactics used against you!
- *How to use the Fair Credit Reporting Act of 1971!
- *How to get out of debt without going bankrupt!
- *How to borrow up to \$3,000 – with NO QUESTIONS ASKED!!

PLUS scores of little-known, yet vitally important facts about credit, credit cards, credit bureaus, finance companies, and banks. CREDIT! shows HOW TO MAKE THEM WORK FOR YOU!!

In a word, CREDIT! is invaluable! You can start living like you always wanted! With CREDIT! you call the shots! And CREDIT! is yours for just \$7.95! Why wait? Do yourself the favor of having CREDIT! today!

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*How to Beat
100 ways to
disappear*

THE PAPER TRIP

Do you want to disappear? Shake your past? Change your name? Your age? Start all over? If you do, GOOD FOR YOU! You will then be joining the thousands who actually do this every year. Just as they have found relief and success, so can you! TODAY!!

Your decision to do any, or all, of these things would certainly be correct, but the problem always seems to be HOW TO GO ABOUT IT. A problem, yes, but now there is a ready solution. You see, those who have created entirely new lives for themselves decided to follow the revolutionary methods revealed in THE PAPER TRIP, truly one of the most amazing books of our desperate times.

THE PAPER TRIP has become a guiding light to the storm-tossed souls of our "floating" population — those who cannot establish themselves because of some bad aspect of their past, and whose lives are cursed by these modern ills:

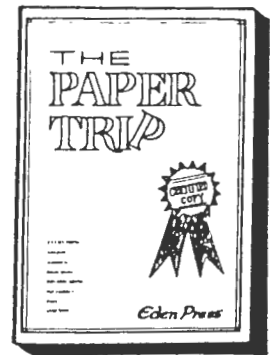
- * Negative employment references
- * Less-than-honorable service discharges
- * Arrest, jail and prison records
- * Bad or unavailable credit, and
- * Hundreds of other unfavorable personal references.

If you now find yourself in any of these situations, and sincerely want to end FOREVER their harmful influence on your life, then here is the news you've been waiting for. The time for change is NOW! Here's how:

In eight authoritative chapters you will learn all the professional secrets for creating an entirely new identity. THE PAPER TRIP contains information found NOWHERE ELSE! THE PAPER TRIP will guide you through amazing loopholes. Only THE PAPER TRIP covers the following topics with its radical perspective:

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- * Make a new name for yourself . . . and never be detected
- * Cover arrest, jail, or prison records . . . permanently
- * Disappear for good, for whatever reasons, perfectly
- * Return from exile without detection
- * Change citizenship to any country
- * Make the government itself create your new identity
- * Leave bad credit records behind
- * Avoid any or all creditors
- * Get a new, even better, job
- * Become a member in any organization you want . . . free

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- * Obtain commercial discounts normally given only to a select few
- * Set up and establish credit anywhere under your new name
- * Send for, and get, any credit cards you want.

THE PAPER TRIP solves these problems by giving you priceless information on just how the "system" works. Now you can take control of your own life by learning the guarded secrets of creating a new identity. Best of all, your new ID will be UNDETECTABLE because it will be OFFICIAL!!

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- * A step-by-step method for assembling a complete package of OFFICIAL ID, based on an original birth certificate
- * All the information you need to obtain your documents directly from the government itself
- * How to make or obtain any kind of supportive card you need
- * Where to obtain commercial ID forms and stock
- * U.S. passport regulations, Social Security procedures
- * Techniques for actually becoming another person: handwriting, appearance, speech, and more
- * Professional methods used before only by top espionage agents — now for YOU to use
- * Inside secrets of fingerprinting: faking, altering, removing YES, it certainly CAN be done!!
- * The amazing facts of obtaining credit and credit cards under a new identity. PLUS, much, much MORE!!

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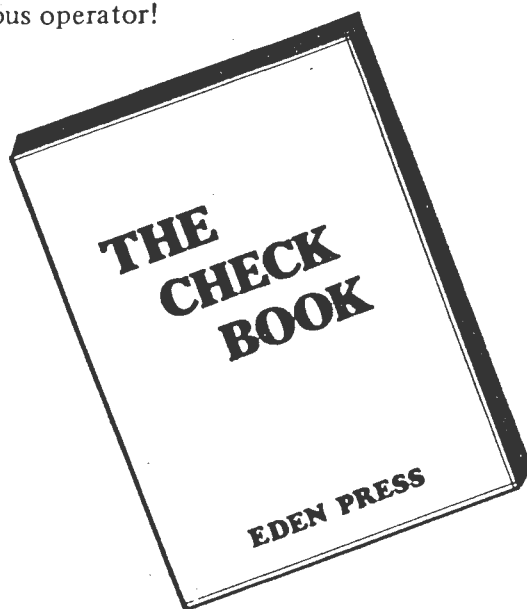
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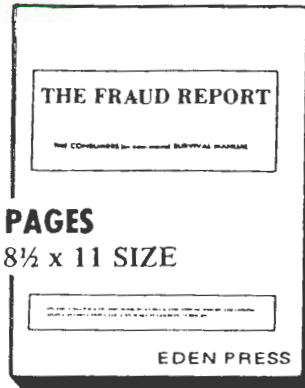
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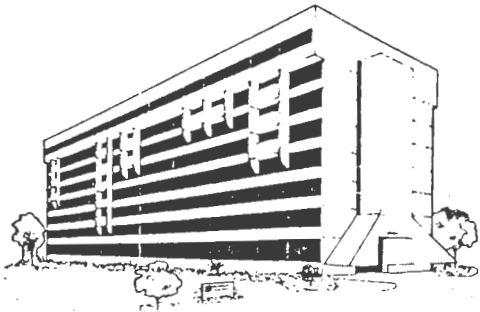
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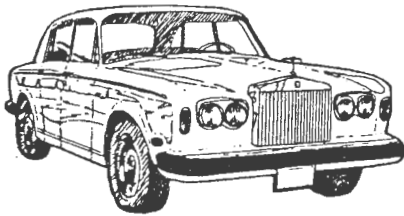
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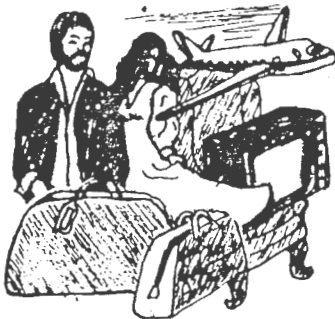
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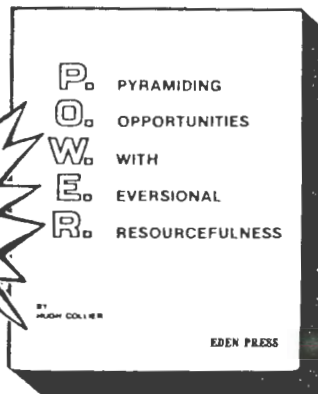
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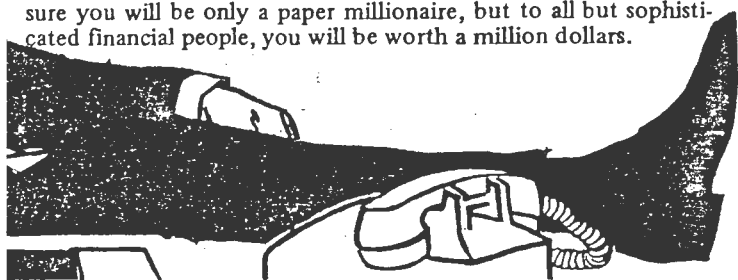
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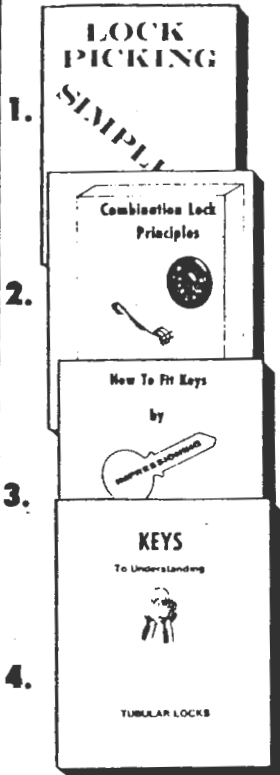
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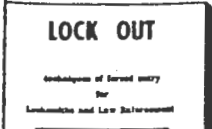

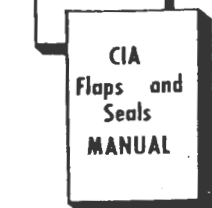
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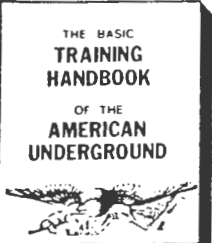
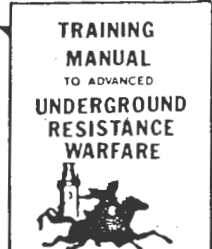

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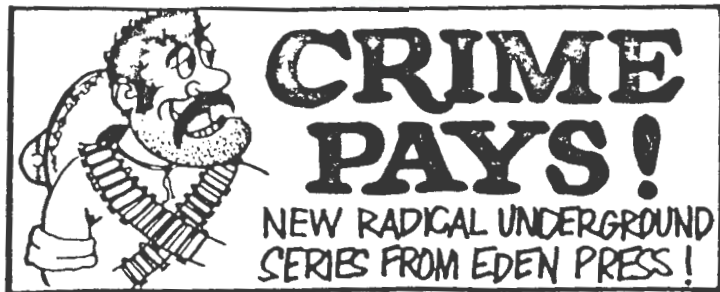
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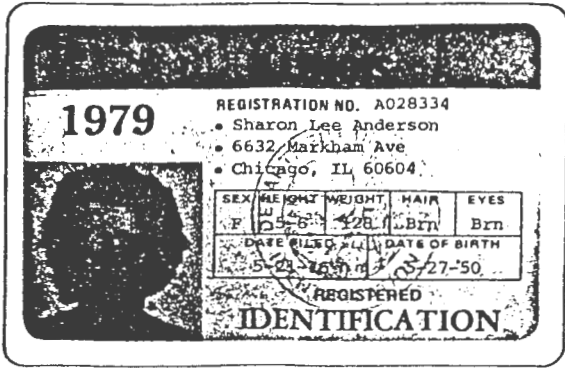
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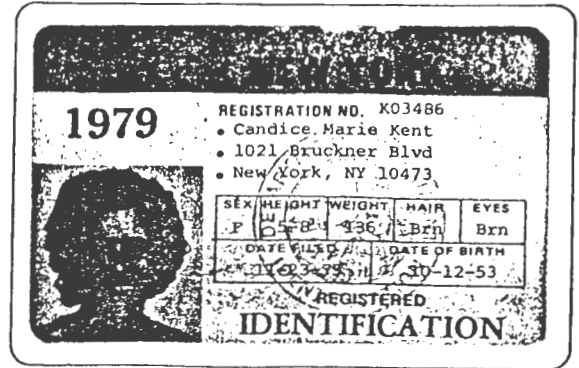
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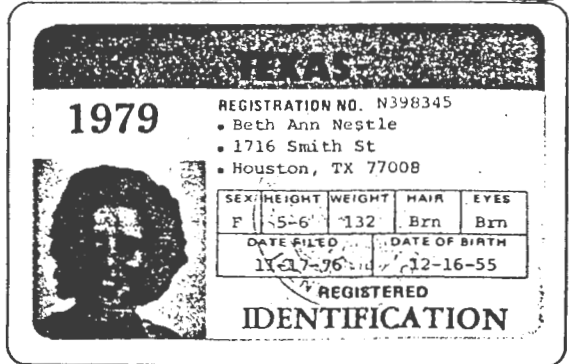
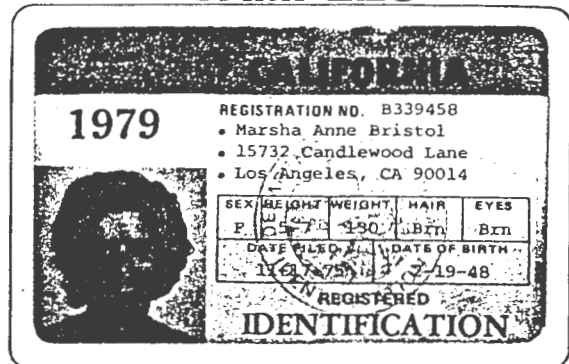
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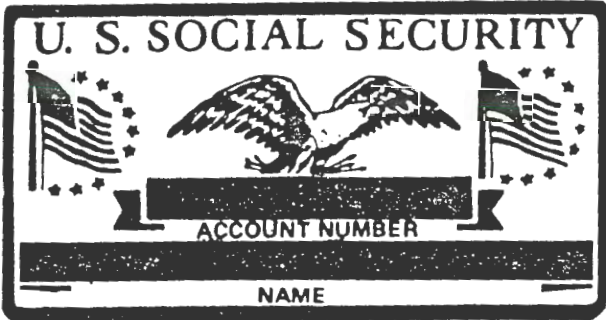
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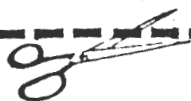
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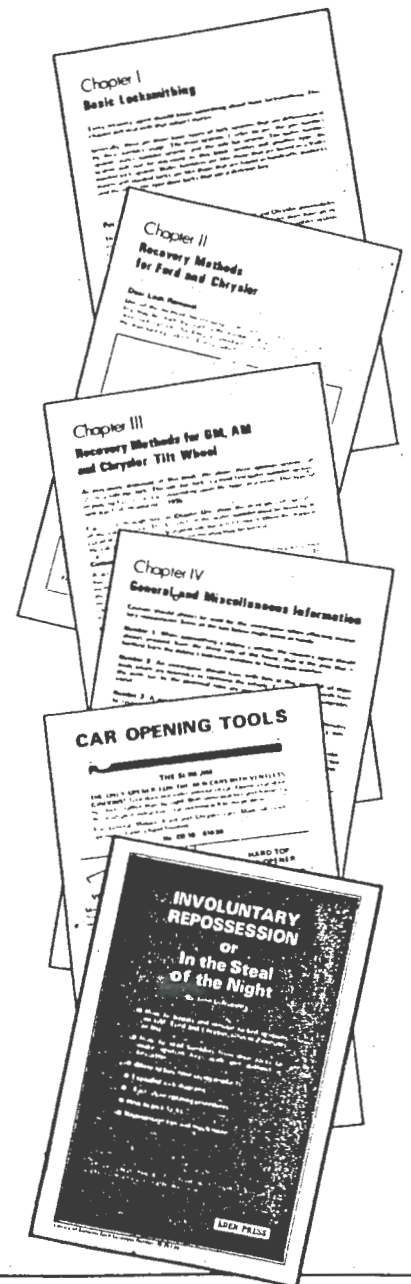
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BEHAVIOR AND MISBEHAVIOR OF TERRORISTS: SOME CROSS-NATIONAL COMPARISONS

D. Jane Pratt

The Mitre Corporation, McLean, VA 22101

Our world today is full of violence...our society, despite its claims to peaceableness and justice, is in fact one of the most violent societies in the history of the world....the issue of violence is to this generation what the issue of sex was to the Victorian world.

—Kenneth Keniston
Young Radicals, 1968

We are all exposed to the threat and/or use of violence in our daily lives, from the threat of mass "technological death" from nuclear war to terrorism and street violence, which are reinforced and even sensationalized by media coverage. Vicarious violence is so prevalent that by the age of 14, the average American child has witnessed 11,000 murders on television.¹ Our world today is not just full of violence; our world, while still disapproving, has come to accept violence. Megadeath, "ordinary" violence, and vicarious violence combine to produce a climate in which some people need to act violently in order to discharge their own excited rage (Keniston, 1968).

This discussion is concerned with one type of violence: terrorism. More specifically, the concern for the potential terrorist threat to nuclear facilities—a special form of terrorism that would combine the technological threat of mass violence with the apparent irrationality of the terrorist. We are trying to discover the differences between a violent person and a terrorist, and between an "ordinary" terrorist and the nuclear variety.

The responses terrorists seek are the creation of terror itself, and the subsequent alteration of behavior under actual or threatened duress. It would be desirable to have the National Bureau of Standards define a "standard nuclear terrorist" for us in much the same way as they define a standard meter, kilogram or teaspoon. Unfortunately, terrorists can be described only by attributes that are much less precise than physical standards.

CHARACTERISTICS OF TERRORISTS

This paper discusses the analytic approach and empirical evidence required for a thorough study of the terrorist threat posed by domestic insurgents. The first step for analysts is to determine which specific people or groups are likely to behave violently. Identification of particular types of violence-prone individuals would, it is hoped, permit the development of techniques and systems for preventing their antisocial behavior.

Within the group of those who are violence-prone, it is next important to distinguish those who could and would engage in terrorism, defined as the use of politically motivated violence by individuals or small groups directed against established authority, and often directed specifically at symbolic targets. Individual fanatics, non-political violent groups and even money-motivated sophisticated criminals are interesting departures for a study because some of their techniques and organizational structure could be copied by organized terrorists. They also contribute to a heightened climate of violence, which has led to "imitative violence."

¹According to the National Citizens' Committee for Broadcasting, 1977

However, it would be dangerous to use the analogies as more than a departure for characterizing potential nuclear terrorists. Some of the characteristics of analogous groups clearly do not apply to potential nuclear terrorists. Empirical studies show that bank robbers attempt to avoid violence, for example (Fine, 1976), while terrorists do not. Further, the disruption of a nuclear facility or theft of special nuclear materials (SNM) would require special skills and knowledge in addition to those possessed by most of the analogous groups. To overcome existing security systems and safeguards would require an understanding of nuclear engineering, knowledge of plant design and security systems, coordination between several individuals, and most probably, inside help to gain access. Special equipment and techniques may also be required, such as weapons, explosives handling equipment and communications systems.

Because no single individual is likely to possess the necessary combination of knowledge, skills and access, it is hypothesized that the primary terrorist threat to nuclear facilities would be from a well-organized group with sophisticated planning and operational capabilities. Because it is further assumed that the nature of the operation requires a very high level of motivation, it is also assumed that potential nuclear terrorists would be politically or ideologically motivated.

In a recent Mitre study of "The Threat to Licensed Nuclear Facilities" (MTR-7022, 1975), the characteristics of members of a number of groups possessing capabilities that represent a credible potential for terrorism against nuclear facilities were analyzed. It was concluded that the types of terrorists most likely to possess the required combination of skills and motivations are foreign intelligence agents and domestic insurgents who are ideologically motivated and have received paramilitary and ideological training over a period of years.²

As a result of the study, the foreign intelligence agent was characterized as follows:

- (1) The psychology of foreign intelligence agents operating in this country is clear. They are pragmatic. To them, international affairs are like a chess game, in which their task is to obtain information of an economic, social, political, military, scientific, industrial, and technological nature.
- (2) Strongly patriotic, most would rather die than defect. They are secretive by nature, quiet and unobtrusive in demeanor, and clandestine in their efforts. They are rational. They have specific assignments and explore every avenue to collect the information necessary. They are constantly alert to opportunities to exploit any individual they may convince, dupe, or coerce into aiding them. They are objective about the risks in their jobs.
- (3) Frustrations do not unsettle their mental composure. They are optimists, confident that setbacks are only momentary and will not upset their scheme of things. They are working toward long-range successes they see as inevitable, and they derive personal satisfaction from their contributions toward that end. In short, they are very much in control of their emotions and psychologically are stable individuals, because they live and operate within a framework of personal conviction and dedicated discipline.

The responsibility for identifying, studying, monitoring, and controlling subversive acts by foreign intelligence agents rests with the CIA and the FBI. Because of similarities in organization, training, and operations, studies of foreign intelligence operations can also tell us something about the domestic insurgent. However, it was found that the domestic insurgent has many distinctively different attributes:

- (1) The violent revolutionary in our society is equally dedicated; however, he is frustrated. He is convinced no legitimate channel exists through which he can change a system he sees as repressive, corrupt, and decadent. He claims protests and marches have failed, and that the only alternative is violence.
- (2) He looks upon himself as a soldier. He is part of a group that has declared war on the enemy—the system. He is affiliated with a still larger army—the revolutionaries throughout the world, who fight for "liberation."

²It should be noted that domestic insurgents need not be U.S. citizens. They may be members of the informal brotherhood of transnational terrorists.

There are a number of groups, both domestic and foreign, whose characteristics fit the model just described. Typical organization of the most threatening subversive groups is likely to be based on the principle of a strict hierarchy with authority flowing from the top down. Individual members are frequently organized into three-member cells, and strict secrecy is maintained, particularly with terrorist squads. Communications between cells is limited and based on "need to know." An act of nuclear terrorism would most probably be decided upon, planned and ordered by the highest levels of such an organization; the operation, however, is more likely to be carried out by specially selected individuals at other levels, who may well be unaware of the identity of those who plan the action.

The organizational principle of the three-member cell may be extended into a general principle of triadic structure for operations. The taking of hostages in three separate locations, or the simultaneous attack on three different targets, for example, are based on this principle. Multiple targets increase the likelihood of success by severely constraining the response available to authorities. It is reasonable to assume, therefore, that a terrorist attack on a nuclear facility may be launched against more than one nuclear target; or, major non-nuclear attacks may be launched simultaneously or just prior to a nuclear attack to divert and disperse security forces.

Tactics of terrorist groups aim at high visibility for their (public) operations for the terror is itself an end, demonstrating the weakness and vulnerability of the system, creating chaos and distrust of the government's ability to provide basic security for its citizens, and undermining the most fundamental basis of government authority.

The nuclear terrorist is most likely to be a member of an established group or organization, rather than a newly created group. Members most likely to be employed in sabotage or violence are the hardest to detect within such organizations, for they are generally kept hidden until told to act. Great care is exercised to keep such individuals isolated from public activities; they do not, as a rule, participate in overt propagandizing but may be associated with those who do. Such associations explain the official alarm that arose when it became known that a physics professor in Germany had friendly ties to associates of the Baader-Meinhof gang.

RECRUITMENT TO THE ORGANIZATION

Within Marxist-Leninist, Maoist and Cuban-style revolutionary organizations, recruitment follows a guided strategy, everywhere relevant to and consistent with general ideological considerations. An examination of the selection process, therefore, can tell a great deal about the type of individual who becomes a terrorist.

A terrorist is unlikely to be involved directly in any but the final stages of the process of recruiting new members. Rather, the initial and intermediate phases of the process are usually undertaken by members with less sensitive functions.

According to a former Communist Party member who served the Vietnam National Liberation Front as a propaganda and education cadre:

Yes, there are norms. Whenever they are looking for new memberships, and this does apply to all people's organizations, they have principles to stick to. There are inquiries to be conducted, propaganda works to be done, there are training courses, there are trials before they accept new members. Inquiries, propaganda, training, trials, organization. These are the five phases, all of them mandatory, which lead to memberships. They have called them the five steps of the recruitment process.

The NLF exercised definite and regular preferences with regard to the type of person targeted for recruitment. In general, it was the Party that selected the recruit, and not vice versa: "The Front has a political network with experienced cadre, and they have the responsibility for selecting, for contacting the students. The students don't need to look for them, but they will look for the students," according to a former Party member. As a general rule, particular attention was paid to the potential target's mental attitude; but doctrine also required that the inquiry focus on class origins and current class affiliations.

THE TERRORIST THREAT: NOW AND WHEN

It is quite certain that thefts of significant quantities of SNM have occurred. It is equally certain that nuclear facilities are vulnerable to a determined terrorist attack, and that opportunities exist, as do trained individuals to carry out instructions for attack. Although existing security systems and safeguards do serve the function of making nuclear targets less attractive, the fact that no major attack has yet been aimed at disrupting an operating facility in the United States does not prove security systems effective. Equally, the lack of an attempt could be due to an assessment by terrorist leaders that "objective conditions" are not yet suitable or that more promising targets exist elsewhere.

Fortunately, a change in objective conditions may be as perceptible to would-be preventors as to would-be perpetrators of a terrorist attack on nuclear facilities. Because of the organizational imperative of groups such as those described in this study, it is even probable that the existence and extent of a heightened threat would be signaled in advance:

(1) Increased attacks by terrorists on nuclear facilities abroad would...signal an immediate need for tighter security here. Whether by design or imitation, these activities often follow a pattern: skyjacking and political kidnappings serve as an example. The recent attacks on operating nuclear power plants in France are likely to be a precursor of a series of such attacks, in France, and perhaps, in other Western European countries.

(2) Expanded contacts between organized crime here and supporters of terrorist groups abroad would also raise significant questions. For example, published reports have indicated that Colonel Qadhafi of Libya has offered millions of dollars for strategic quantities of plutonium. These large sums of money could attract the attention of organized crime.

(3) Any movement which organizes very large demonstrations at nuclear sites might attract extremists to the cause. Such demonstrations could escalate, either by accident or design, to confrontations and clashes with police forces. Increased militancy of a clandestine nature, including the use of explosives, might follow.

(4) Further indication might be found in the underground press. In the past, such publications not only supplied the drum beat but also pointed the way for those marching with destructive intent on government and corporate structures.

Given warning of an increased danger, increased security and surveillance could lessen the chances of terrorist success.

Because the consequences of a successful terrorist attack against a nuclear facility are potentially catastrophic, the problem of identifying and characterizing potential terrorists is urgent. We must also begin immediately to focus on how to deal with the ones who have, and will, get through the preventive screens; and we can learn how to do this only by learning what they teach us about themselves.

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ATTRIBUTES OF POTENTIAL ADVERSARIES TO U.S. NUCLEAR PROGRAMS¹

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INTRODUCTION

Sandia Laboratories, in its activities as a prime contractor for ERDA, has been heavily involved in the research and development of physical protection elements and systems applicable to the protection of nuclear facilities and materials. A part of this effort has involved the characterization of potential threats to U.S. nuclear programs. The Rand Corporation, under contract to Sandia Laboratories, has investigated several hundred incidents which involved activities that could serve as analogs of potential threats to U.S. nuclear programs. This paper summarizes the data used by Rand and provides a listing of potential adversary attributes derived from a historical-incident data base. The attributes are expressed in terms of the capabilities of a composite adversary group.

DATA BASE INFORMATION

In the United States, no nuclear installation has been attacked, seized, or effectively sabotaged; no nuclear weapons have been diverted or illegally detonated; no nuclear materials have been stolen or taken by force or used for blackmail or made into an explosive device; and no radioactive materials have been maliciously released. Although there have been telephoned bomb threats to many U.S. commercial and governmental nuclear installations, some minor industrial sabotage related to labor problems, and some accidents resulting from poor training or inferior procedures, no major incidents concerning U.S. nuclear programs have occurred.

Outside the United States, more serious events involving nuclear materials and facilities have occurred: political extremists have sabotaged reactors in France; urban guerillas have seized control of a nuclear power plant in Argentina; and a mentally disturbed individual has spread radioactive materials on a train in Europe. While these events are serious, they have not occurred in sufficient numbers to permit extrapolation to adversary attribute characterization for use in describing potential threats to U.S. programs. However, inclusion of these types of incidents in a more general data base of information can yield insights into the *modi operandi* of perpetrators of such actions and provide utility in characterizing U.S. program needs.

While it is fortunate that no major incidents involving U.S. programs have occurred, conversely security analysts have little hard information on the basis of which to postulate potential adversary characteristics. Because of this factor, it has been necessary to go outside the nuclear program realm and to examine incidents which could provide data on potential adversaries in terms of analogous events which have characteristics transferable to potential nuclear incident perpetrators. Rand analysts have used this approach to provide a set of analog incidents—historically based, factual, and detailed—to accumulate a data base. This data base is intentionally limited in scope and is capable of providing information from the incidents chosen for a relatively

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select group of questions relating to perpetrator attributes observed or determined from the action incident. The attribute list for which the data base incidents have been chosen includes:

- Number of attackers
- Armament
- Knowledge (technical, operational)
- Training (technical, operational)
- Equipment used
- Transportation modes
- Dedication to mission
- Planning for mission
- Overall resources available

The various types of events used as analogs are:

- Sophisticated crimes: Robberies and burglaries by groups against high-value, protected targets for monetary gain.
- Symbolic bombings: Bombings by groups of political dissidents for material damage.
- Terrorist attacks: Seizures of facilities and/or hostages; group action for political gain.
- Sabotage: Actions by individuals or groups to damage facilities.
- Large scale extortion/hostages: Group actions for massive political or economic gain by threat of wide-scale damage.
- Mass casualties: Historical use of weapons or acts to kill large numbers of people for political gain.
Wartime incidents of dedicated groups attacking defended targets.

SPECIFIC ANALOG PROFILES

Rand analysts have completed work on several analogous incident reports and have others in process. In order to provide a listing of attributes, several analogous incidents were selected for concentrated study. The data base for these contains nearly 200 incidents covering sophisticated crimes, terrorist assaults, and bombings. These events were selected because their characteristics approximate the intentions and capabilities believed to be required for attacking or penetrating a nuclear facility by stealth or force of arms for the purpose of seizing hostages, sabotage, or theft. For each of these analogous incident types, a profile of typically displayed attributes has been compiled and a general profile of the typical attributes—based on a combination of the specific profiles—has been derived.

PROFILE 1. TASK FORCE CRIMES OR "CAPERS" (ROBBERIES AND BURGLARIES)

The data base in this category comprises crimes committed by groups of people, some of whom are highly specialized and skillful. The perpetrators assemble for the specific operation and form "task forces" organized for assaults on well-protected objectives such as bank vaults and museums. The prizes sought are substantial, and the adversaries display some high-level capabilities. Specialists involved may include but not be limited to safecrackers, electronics experts and communications experts. The current data base of nearly 200 incidents includes 46 such crimes. Of these, about three-fourths were committed in the United States and one-fourth abroad, primarily in Canada. Most are burglaries (involving surreptitious, forced, or illegal entry); the remainder are armed robberies, such as the famous Brinks robbery in Boston, or attempts to release prisoners. One of the prison breaks and an arsenal robbery involved members of political extremist groups; none of the other task force crimes had political overtones.

Almost all of the cases examined were successful. The adversaries evaded or overcame the security measures and escaped with the goods. It would be instructive to examine failures as well