POA – SECURITY OFFICER OPERATIONS

CHAPTER 1   UNDERSTANDING SECURITY OFFICER OPERATIONS

- preferred term is security officer or protection officer.
- Highly trained = greater return on investment.
- After 9/11 – security staffs increased by 13% (1 million jobs).
- By 2008 – 1.1 million jobs.

Utilization
- used as part of a complete protection plan.
- Security plan is based on an understanding of the risks.
- Replacing in some cases, police or soldiers.
- Public relations role – represent an employer.
- Initial impression made by the organization.
- Security awareness program – impacts attitude of employees.

Number of Officers Required
40 hour work week, 24/7 = min. of 4.2 officers **BUT:** with sick, vacation, and holidays = **4.5 officers for each post**.

Proprietary or Contract – identify the tasks (ie. Security and fire exposures).

Access Control
- a primary function of the security officer.
- Ensure employees are wearing visible badges.

Patrol
- observe people, assets, and locations.
- Foot patrol/vehicle patrol.
- Identify hazardous conditions.

Escort - should not be required to escort visitors. Whoever invited the visitor should.

Inspection - due to 24-hour presence, may be expected to monitor mechanical equipment.

Monitoring – CCTV for a single location or across country.

Emergency Response – responses established by security management.

Dealing with Disturbed People
- sensitivity.
- Minimum of injury, discomfort, or embarrassment.
- Written procedure and adequate insurance is highly recommended.

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<u>Officer Qualifications</u>
- government regulations vary.
- Initial interview conducted by Human Resources.
- *Private Security Officer Selection, Training, and Licensing Guidelines.*
- <u>Minimum criteria:</u>
  o Unarmed – at least 18.
  o Armed – at least 21.
  o Lautenberg amend. – forbids if convicted of domestic violence.
  o No felonies (convicted, pled guilty, nolo contender)
  o No misdemeanors involving moral turpitude, acts of dishonesty, acts against governmental authority, including use or possession of a controlled substance with a **7 year period.**
  o sale, delivery, or manufacture of controlled substance (C, NC, PG).
  o declared by any court to be incompetent by mental disease.
- State Criminal record check and FBI criminal history check = 2 sets of fingerprints, 2 passport photos, statement of convictions of crimes. (MUST be done prior to arming).
- Verify **last 7 years** of employment.
- Pre-employment drug screening test.
- Armed applicants – pass a psychological examination.

<u>Character</u>
- courage.
- Alertness.
- Obedience.
- Loyalty.

<u>Behavior</u>
- affects perception of the company.
- Courtesy, restraint, tolerance.

- Neat and well groomed.

- Knowledge of the organization, laws, fire protection, emergency plans, and first aid.

<u>Education</u>
<u>Ethics</u>

<u>Training</u> – determined by duties.

<u>Weapons</u> – one of the greatest liabilities an organization faces involves the issuance of deadly weapons.
- If armed – proper training, selection and maintenance of firearms, maintenance of records, liability insurance.
- Weapon retention training.

- Refresher training.
- Employer owned – issued at start of tour and returned at end of tour.
- Insurance carrier must be aware.
- Strategic value – potential assailants may be dissuaded.
- High crime areas with exterior patrol.
- Secure storage – weapons unloaded and locked away.
- Exceed government and insurance carrier regulations.
- Part of a defense-in-depth protective system (reinforced building, intrusion alarms, armed patrols, etc.).
- Policy statement should also include non-lethal weapons.
- Uniforms should be recognizable but not authoritarian.

<u>Organizational Structure</u>
Organizational Structure is the formal pattern of **interactions and coordination** designed by management to link the tasks of individuals and groups in achieving **organizational goals**.
- current trend – abandon the paramilitary model and organize along supervisory lines used by businesses.

<u>Vertical Model</u> – hierarchical, authority comes from the top. Discipline as a corrective measure, not punishment.

<u>Shamrock Model</u> – three leaf.
1. small core of professionals, managers and skilled technicians.
2. Third party suppliers – expertise and quality service.
3. Part-time and temporary workers (flexible work force).

<u>Network Model</u> – flattened, horizontal, or open model.
- employees are connected to their manager and to many others.
- Come together for particular tasks – disbanded and regrouped as nec.

<u>Proprietary vs. Contract Officers</u>
Proprietary
Contract
Hybrid – proprietary supervisors oversee contract front-line officers.
    (known as principal-agent)
- must provide contract officers with performance specifications.

<u>Security Officer as Peace Officer</u>
- a local police chief may have the authority to mobilize.

<u>Insurance</u>
- usually covered by commercial liability policy.
- insurance requirements should also be included in the contract agreement.
- Should be supervised by asset protection management, and not placed as a sub-operation of another department.

CHAPTER 2   SCHEDULING AND MANAGING THE SECURITY OFFICER FORCE

- largest cost element in security operating budgets.

Post
- location or combination of activities.
- Requires a human being.
- Training and competence required to accomplish the activities.

Post Orders – based on standard operating procedures (SOPs), should be site-specific.

- fixed post or patrol post.

Necessary Human Being
- Cognitive (knowledge).
- Psychomotor (physical).
- Affective (attitudinal).
- "person trap" – interlocking or revolving doors to control access.
- Where personal recognition for access control is required, under low density queuing, a remote operator could control **3 or 4** access points.
- Training and Competency.

Salaries
- salaries that allow them to concentrate on the job – not a second job.
- Turnover costs = 25% of annual salary.

Post Hours – when it should function.
- security manager should discuss with the primary management clients affected by the post.
- Chart the level of activity at the post – 24/7.
- Post Schedule – number of hours in each shift when staffed.
- rotating shifts require sufficient time off – preferably 3 or more consecutive days.

Computerized or Automated Scheduling
- programs are usually Modular.
- Programs analyze work requirements and cross-reference the database of available personnel.

Work Site Requirements – detailed analysis of post and time requirements.

Personnel Database – profile of each employee, skills and limitations, desires.

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Proprietary Force – factors other than post hours and shift times. (paid holidays,
Collective bargaining agreements, average sick time taken over a **2 year** period –
more sick time is taken in the winter months).

Contract Force – basic schedule. Agency provides coverage to required posts.
   (an inexperienced officer may cause more harm than good).

Maximizing the Straight Time Schedule
   - planned overlapping of shifts is one way to schedule additional personnel at
     peak periods without overtime.
   - If CBA, use of supervisor to cover post may lead to a grievance.
   - Log meal periods (was the officer on post or should he have been?)

General Orders – canons or bodies of principles for protection officers.
   - no fraternization or unnecessary conversation on duty.
   - Military bearing – but customer friendly.
   - Smoking/eating on duty prohibited.
   - Statements to media will be by PIO.
   - Enforce regulations diplomatically as representatives of management.
   - Do not wear uniform/equipment without authorization.
   - Report any criminal conviction to employer.
   - Do not leave post until properly relieved.
   - Brief relief and pass on any orders.

Post Orders
   - written instructions.
   - Policies and duties.
   - Provide the basis for site-specific training.
   - Each order deals with a single subject.
   - As brief as possible.
   - Simple, easy-to-understand terms – plain vocabulary.
     o Reading time is INVERSELY related to reading comprehension.
   - Orders indexed in detail – cross-referenced index.
   - Available at each guard post.

Supervision
   - front line managers.
   - Formation at the beginning and end of each shift.
   - Theme or concept.
   - Training log sheets – reduces responsibilities to a series of tasks.
   - Must visit each guard post.
   - Regular – but unscheduled – visits to all posts.
   - Unless prohibited by CBA, supervisor should perform some post relief.
     o Insight into what occurs at the post.

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Evaluations - regular assessments after every post visit.
- personal appearance.
- Physical condition of the post.
- Record observations into a program for security force management.
- Coaching – motivational feedback to maintain and improve performance.

Security Officer Reports
- eyes and ears of management.
- Don't record that it's secure….Record what YOU DID to make it secure.
- Report forms should force positive statements are better than those that expect the officer to formulate a narrative.
- Filed ELECTRONICALLY.

Security Log – Central report document.

Database Log - security force database.
- drop-down menu of incident types.
- An automated log format enhances efficiency.
- Editing is reserved for Higher-level supervisors ONLY.

Manual Log Format – uncommon but still exist.
- main or control log.
- Individual post log.
- POST LOG = historical fact statement.
- MAIN LOG = points to the existence of the historical record in the post log.

Management Use of Reports and Logs
- value for the general management (precise time of event and who was there).
- Security reports and logs are **admissible in legal proceedings** as entries made in the regular course of business and are therefore exceptions to the evidentiary rule against hearsay, **IF:**
  o Regularly maintained.
  o Maintained by a person as part of his/her regular duties.
  o Recorder has personal knowledge or it was reported by a person with personal knowledge and a duty to report.

Data Capture and Trend Analysis
- fine tune it – what is working and what is not.
- Trend analysis – are events part of a trend? Security program can be altered to address.

Failure to use Reports and Logs
- leads officers to believe no one cares.
- May not report things in the future.
- Security manager must review reports and take corrective action.

CHAPTER 3   ENHANCING SECURITY OFFICER JOB PERFORMANCE

Excellence requires attention to: Pay, Supervision, and Deployment.

<u>Vigilant Performance defined:</u>
Dictionary: keen attention to detect danger; wariness.
Physiology: global responsiveness or the nervous system to external (sensory) and internal (muscles, tendons, and joints) stimuli.
Psychology: central nervous system response to an infrequent and uncertain occurrence of specific, often low-order intensity stimuli in a monotonous environment.

- an expectation requiring nurturing and opportunity.
- Proper employee selection is vital.
Stress: low utilization of one's ability, low participation, low job complexity, limited opportunity, lowest levels of social support.

Human attention and information processing performance – officer's ability to detect an event and respond in the desired manner.

Quality Control – vigilant performance is defined through expectations.

<u>Studies of Similar Conditions</u>
Monotony and increase in fatigue as shift progresses, leads to a gradual loss of alertness.
- root-cause analysis should be completed to identify the conditions.
- World War II – operators did not perform at peak efficiency for more than 30-60 minutes. "if all radar watches had been only one-half hour long, enemy submarine detections would have increased by 50%.
- Automation often places a human into a monitoring role.
- "Cry wolf syndrome" – high false alarm rate.
- <u>Circadian rhythms</u> – awake for more than 17 hours – dangerous level of fatigue.
- <u>Allow naps where possible</u>.

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Behavioral Theories

McGregor - Theory x and Theory Y
Theory X – by nature indolent, dislikes work, lacks ambition.
Theory Y – assumes that work is natural and can be satisfying or punishing, depending on the circumstances.

Maslow
Hierarchy of needs.
  - self-actualization – needs are driving forces and the most effective motivators.

Herzberg
  - disproved the theory that the removal of the causes of job dissatisfaction and low morale automatically result in improvement and that motivation and lack of motivation are on opposite ends of a continuum.
  - Two-dimensional model.
      o Hygiene factors. (Conditions, benefits, policies, environment)
      o Satisfiers or motivators. (make the job more challenging and lead to growth and development).
  - Both sets of factors are necessary – proper balance.

Argyris
  - traditional organizational principles, structures, and procedures are incompatible with the mental health of employees.
  - Workers become apathetic, engage in self-protective defense mechanisms, or just fight the system.

Bennis
  - organization can be adaptive.
  - Bureaucracy and the "organization man" will have no place in future organizations.
  - Free and full communication regardless of position, consensus, acceptance of conflict, willingness to deal with it. Future organizational challenges include:
      o Integration – employee needs and management objectives.
      o Social influence – distributing authority and power effectively.
      o Collaboration – managing and resolving conflicts.
      o Adaptation – responding to environmental changes.
      o Revitalization – dealing with problems of growth and decay.

Introverted personality – better adapted to perform monotonous tasks, less aggressive.
Extroverted personality –less adaptive. Outgoing personality, impulsive, takes chances, aggressive with others.

Mechanical Environment
- design and location can hinder ability to see/hear.
- Air circulation – prolonged elevation of heat can cause loss of vigilance.

- rotate officers at 1 to 2 hour intervals.

Closed-Circuit Television (CCTV)
- Watching is passive, almost hypnotic.
- Consider ergonomics.

Access Control Systems – if no way to verify, will learn to ignore them.

Fire Alarm Systems – false alarms lead to ignoring them.

Physical Environment – physical stress must be considered. Pre-employment screening is most efficient when it uses a detailed list of physical requirements.
- Complete job analysis documents qualification requirements.
- Defends against ADA claims of discrimination.
- Splitting patrols – 4 hrs. fixed/4 hrs. roving patrol.

Foot Patrols
- consider expanding the security officer's role into non-security areas if doing so increases job interest and performance.

Mobile Patrols – increase observation and hearing with golf carts, Segways, bicycles, etc.

Human Environment
- companies are investing in personality inventories, assessments and examinations.

Myers-Briggs Type Indicator
1. How people take in information (sensing vs. intuition).
	- sensing – clear, tangible information.
	- Intuition – abstract, conceptual, big picture.
2. How people form judgments or make decisions (thinking vs. feeling).
	- thinking – objective, logical, analytical.
	- feeling – global, visceral, value-oriented way.
3. Energy consciousness (extroversion vs. introversion)
	- outer world of people or inner world of thoughts, concepts.
4. Life management orientation (sensing vs. intuition).
	- whether they pay attention to their 5 senses or interpret or apply meaning to what they see before them.

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<u>Big Five Model of Personality</u> – purpose is to categorize traits. They do not provide certain answers, they merely indicate possible strengths and weaknesses.
- Surgency – leadership and extroversion. Dominance.
- Agreeableness – get along with others.
- Adjustment – calm under pressure. Relaxed.
- Conscientiousness – related to achievement.
- Openness to experience – try new things.

<u>Personal Communication, Training and Supervision</u>
- supervisors should have daily personal contact.

<u>Three basic Principles of Communication</u>
1. Principle of line loss – the more people are involved with the line of communication, the greater probability of distortion, delay, and loss of meaning.
2. Principle of Emotional Appeal – people will listen and understand better if the ideas relate to their personal interests.
3. Principle of Application – the more a communication is applied, the better it is understood and remembered.

<u>Job Instruction and Learner Recall</u>
- Combination of show and tell is best.
- A learner tends to remember 90% of what is said as the described operation is performed.

<u>Interaction with other employees</u> – daily business interactions.

<u>Enhanced Observation Capabilities</u> – high-efficiency anti-reflective coatings.

<u>Analyzing Job Performance</u> – Minimum formal = one year, Informal = 6 months.
- skill deficiency can be corrected or modified.

<u>Serious Misconduct</u> – among the most serious = alcohol/drugs, on-duty.
- all infractions can be covered in a single policy statement.

<u>Offsetting the Effects of Task Simplification</u>
- officers need variety in their tasks.
- Fixed post – badge-making, key inspection, record maintenance, etc.
- Rotate duties at 2 to 4 hour intervals between fixed posts and roving.

CHAPTER 4   TRAINING THE SECURITY OFFICER

<u>Apprenticeships</u>
- Code of Hammurabi – required craftsmen to teach skills to younger persons.
- Roman Empire – "collegia" to maintain standards within their trades, Guilds.
- Statute of Artificers (1563) – could not practice a trade without being an apprentice.

<u>Apprenticeships in Security</u>
1. On-the-job training.
2. Professional certifications.
3. Field Training Officers (FTOs)
4. Formalized training.

<u>Learning</u> – a positive change in a person's knowledge, skills, abilities, or perspective.
1. Cognitive (knowledge-based) – grasping a theory and applying to practice.
2. Affective (attitudinal or perceptual) – understanding, appreciation.
3. Psychomotor (physical skills) – hands-on. Repetition, practice, refresher.

<u>Retention and Transfer</u>
- having the student perform the task while listening to the instructor promotes the highest retention. Continuous learning and transfer or application to the job of the knowledge, skills, and abilities.
- Put to use.

<u>Socialization</u> – learns and adopts workplace values. Informal socialization is often stronger. Negative socialization can occur through peer group pressure.

<u>Education, Training, and Development</u>
>   Education
>   + Training
>   + Guided Experience
>   -------------------------------
>   = DEVELOPMENT

<u>Education</u> – acquisition of knowledge.
- may not relate specifically to a job but is concerned more with the "why" rather than the "how-to" performance of the job.
- Understanding.
- Educated persons readily accept learning or change.

<u>Training</u> – knowledge, skills, and abilities that directly relate to job performance.
- practice and repetition.

<u>Development</u> – the culmination of education, training, experience and professional commitment.

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Benefits of Training
- Improved job performance.
- Ease of supervision – most effective is additional training, NOT punishment.
- Procedure review – analysis of job tasks.
- Staff motivation – professional identity.
- Reduced turnover – demonstrates management concern. Communication and recognition (pins, certificates, etc.)
- Legal protection – document all training. Reiteration of training.

Identifying Training Needs
- Whether any legal requirements apply.
- Insurance carriers may also impose training.
- Performance deficiencies – can also identify training needs.

Training Program Assessment and Design
- Is it needed to solve a current performance problem?
- How will training be funded? – Cost if training is not administered?
- When does the training need to be completed?
- Who needs to be trained?
    o Avoid requiring training simply to keep a job.
    o "Principles of Andragogy" (Malcolm Knowles) – assumes adults are self-directed and will take responsibility for their own learning needs.

Behavioral Objectives – the desired task, the conditions for performing the task, and the criteria for an acceptable performance of the task.

Designing the Instruction
"Certified Trainer Syndrome" – purports to be certified but has no background to teach a class.

Training Evaluation
- Learning Contact – the number or proportion of employees exposed to training.
- Participant evaluations should always be used.
- Test design – external experts should be consulted.
- Rating forms – used by evaluators to specify if the trainee performed a task.
- Drills or scenarios.
- Incident review – after a crisis.

Training Methodology

Lectures – appropriate for introducing a topic and setting the course of the instruction…. NOT appropriate for individualized instruction.

Case Studies – developed at Harvard - 1880s. Good for groups – Active Discussion.

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Job Aids – reminders on how to do a task. "Take-aways".
- Supplement – NOT a substitute for training.

Distance Learning – "distance education". Delivers consistent training to many sites.

On-the-job Training – specified procedures and a competent coach.

Mentoring – familiar with management's philosophy and the corporate culture, meaning they must be highly socialized. -Mentor teaches but does not evaluate.

Training Process
- process of lessons that are mutually supportive.
- Closure via a supervisor check-off of an OTJ form, a commercial test, or a custom test.
- Closure = Summary and Test.

Obstacles to Providing Training
- Budgetary limitations.
- Scheduling.
- Lack of management training expertise.
- Prejudice.
- Ego.

Budgets can be stretched by:
- off the shelf training.
- Outsource to local community college – can be made a condition of employment or put into a horizontal promotion scheme.
- Grant monies.
- Professional organizations.
- Share instructional materials (other departments, schools, etc.).
- Distance learning.

Scheduling
- Pass along media – cassettes, CDs, DVDs.
- Online:
  o Synchronous delivery – instructor and learner - together in real time.
  o Asynchronous delivery – instruction but feedback not in real time.
- Written procedures and pass-along logs.
- Distance learning.
- Certifications

Lack of Management Expertise in Training
- (CPOI) – Certified Protection Officer Instructor. Security Industry.

Stereotypes – traditional society view of security officers is often less than positive.

Ego
- some managers think they can do it and teach it all.
- "Frog Syndrome" – decide to train everyone, and when the reality sets in, they jump out, leaving the training uncomplete.

Training Strategies
- cost effective.
- Off-Duty Training. Chance to excel. Positive peer group pressure.
- Tuition reimbursement.
- Recognition programs.
  - o "Promotion-in-place" = same job level but a salary increase.
- Integrated Training – training given by the company.
  - o Assists in socialization.
- Video collaborations.
- Supervisory training.
- Selling security services through business relationships.
- Internships.
  - o Externships – shorter. Student shadows a professional for a day or so.

Formal and Informal Training Effort
- according to the theory of social control – these informal controls are more effective because they last longer.
- Cleveland PD Forum Club (1910). In 1914 lectures by judges, mayor, etc.
- Wackenhut Corporation – became G4S North American Training Institute.
- National Association of Security Companies (NASCO).

Government and Private Studies
- 1972 Rand Report – dismal picture of the security industry.
- Int'l Assoc. for Healthcare Security and Safety (IAHSS).
  - o CHPA – Certified Healthcare Protection Administrator.

Training Guideline and Standards
- 1988 – Int'l Foundation for Protection Officers.
- British Security Industry Association. (BSIA)
- IACP PSLC – Private Security Officer Selection, Training and Licensing Guidelines.
- ASIS International.

Roles of Security Officers
How the company views its protection will determine how security is trained.

- Protection officers are agents of management.
- Must be well versed in corporate expectations and culture.
- Intelligence agent – collecting information for management.
  - o Including assessing the potential for fire and safety hazards.
- Enforcement/Compliance Agent – ensure management's rules are followed.

- <u>Legal Consultant</u> – must understand legal and quasi-legal (disciplinary) issues. (ie. Audit processes imposed by government regulations, insurance, and professional organizations, labor/employment laws, privacy rights, union contracts).
- <u>Crime Prevention Specialist</u>.

<u>Future Trends</u> – too often reactive. (ie. Terrorism training)

<u>Shifting Roles</u> – ie. Traditional police roles such as community protection in high-crime housing developments.

<u>Government Oversight</u>
- too often do not address training – but rather licensing and screening.
- May be too criminal justice oriented to be focused on asset protection.
- Development of industry standards in the absence of government mandates.
    o Self regulation through security standards implementation.

<u>Training Delivery</u>
- more complex and specialized.
- Specialized training organizations.
- Collaborative relationships:
    o Police academy trains officers.
    o Malls let police use facility for training scenarios.
- Security academies.
- an effective security management program requires internal and externa resources for training.

CHAPTER 5   SELECTING AND ADMINISTERING THE SECURITY SERVICES CONTRACT

- must have an express contract with defined terms and conditions.

Client Responsibilities:

Request for Proposal (RFP)
- personnel costs are the largest item in operating budget.
- Define the scope of work.
- Corporate culture and security objective.
- Solicitation summary – give vendors as much information as possible.
    o post-opening withdrawals.
    o Bidder's right of appeal.
- AFTER the solicitation summary is released, the RFP should be distributed.
- General guidelines for submitting proposals.
    o Letter of intent.
- Liquidated damages/adjustment of compensation.

Scope of Work – precise definition of the services.
- security tasks, days/hours, total number of hours.

General and Special Orders
- personal conduct, duties of each post, discipline, reporting procedures, company rules and regulations, and the authority of the security officer.

Bidder's List
- the lowest wages received by the contract officer should at least equal the entry wage paid to proprietary positions.
- Company contracting should specify the hourly pay rates – not guard agency.

Agency Responsibilities:

Operating Agreement – provided by the agency.
- should reflect the client's unique security requirements.
    o Detailed specification document.
    o General statement of the client's philosophy towards security.
- Financial penalties for non performance.
- Adequate supervision.
- Regular meetings.

Bidder's Conference
- ensures everyone attending has an opportunity to prepare proposals.
- Duties explained in detail.
- Walking tour of facility.

Bid Evaluation Criteria
- submission deadline.
- Contents.
- If contract personnel work **more than 400 hours per week**, the contracting organization should hire its own security supervisor.

- Charge-out rate – and how much the officer receives.

- Base wage and billing rates.
- Supplemental service costs – Overtime.
- Equipment Costs – Annualized costs, if separate from overhead, should be added to hourly labor rate to permit full analysis of competing bids.
- Fringe Benefit Costs – to equalize the differences, assign points to eliminate the advantage gained by an agency offering few benefits.

Incentive Pricing
- negotiate direct wages and basing agency profit on a combination of the base payroll and some form of incentive.

Contract Award
- formal negotiations.
- How much liability can be off-loaded onto the contractor? May not be as much as hoped due to:
  o Notion of Agency – acting on behalf of another person.

MISCELLANEOUS / APPENDIX

General Orders – general operating standards.
Special Orders – individual assignments.
Special Instructions – special events.

Familiarization with Patrol Areas
- fire fighting equipment.
- Shut-off switches for A/C.
- Valves controlling water supply.
- Fuse boxes, power control switches, steam valves, hydrants, and other machinery.

Special Orders such as: Company property shall not leave facility without a pass.

Binocular vision correctable to 20/30 (Snellen).

Hearing: ordinary conversation at 20 feet; Whispered conversation at 10 feet.

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Contractor agrees to provide continuity of service and accepts the responsibility…. If the contractor fails to provide continuity of service, then the Company may hire officers from another Contractor for the duration of the contingency situation. Any additional costs will be billed to the Contractor by the Company.

Contractor supervisory personnel may not enter Company property beyond the security control center for purposes of inspection without the prior authoriztion of an authorized representative, except in a bona fide emergency.

Contractor personnel will not effect arrests or detention without express written consent of an authorized Company representative unless otherwise specified in the written general or special orders.

Officers shall not sign a complaint on behalf of the Company.