

ETITO

ETITO CONSULTATION

Security Industry

Staff Services

December 2007

Report Purpose

This report summarises information gathered during Security Industry consultation in August/September 2007 and is intended to inform the development of a Security Industry strategic training plan and provide detail to support qualification development. Security companies were consulted [see Appendix 3 for consultation process], but as yet training provider viewpoints have not been formally included [to be included in 2008]. Further consultation will occur for both the Strategic Training Plan and specific qualification development. Strategic Training Plan consultation will occur again in 2008 and thereafter annually. Notification of qualification development/reviews is placed on the ETITO website 6 weeks before this work is to occur in addition to direct notification to the Advisory Group Chairman. ETITO welcomes your views at these times.

Rationale for this consultation

Following on from the 2005 research project, in early 2007 the Security Industry Research Group on Improving Educational Products presented a submission to ETITO management team listing a number of prioritised recommendations for improvements to the suite of educational products on offer.

ETITO management team accepted the submission and agreed to investigate the following in 2007:

- A level 4 qualification including team leader and rostering, for senior guard training for security staff services
- A new “working with Police” unit standard/strand.

The questions for consultation were designed to meet the needs of these investigations, and to also support qualification development and the development of a draft strategic training plan for the industry. Please see appendix 4 for details of the consultation process.

Content

Topics addressed by this report include:

- 1 Support for the Research Group Submission
- 2 Team Leader/Senior Officer qualification
- 3 Working with the Police
- 4 Urban Security
- 5 Occupational Health and Safety
- 6 Summary
- 7 Appendices.

1 Support for the Research Group Submission

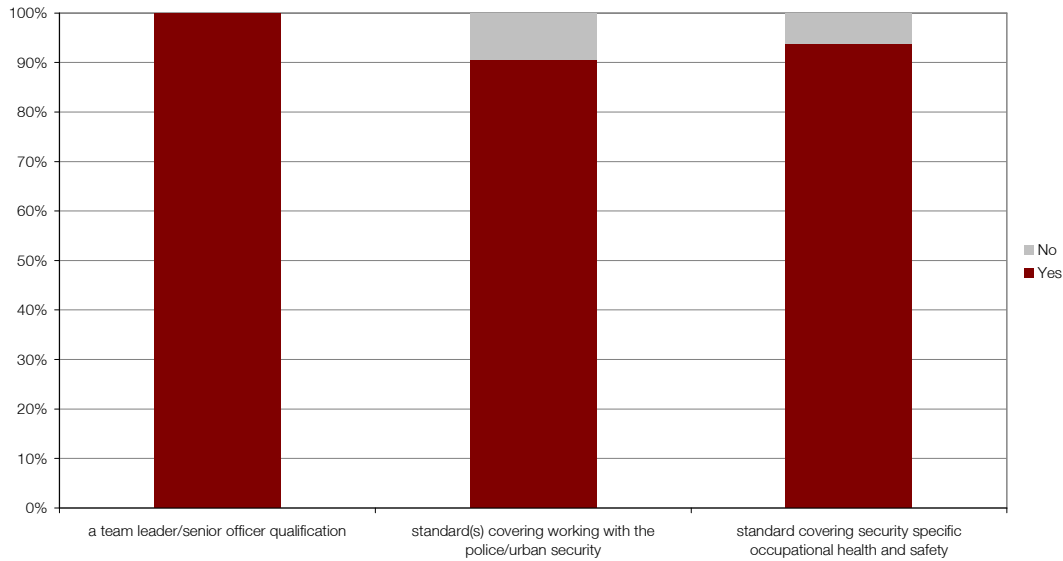
The Research Group self identified as not being entirely representative of the industry. The summary of the submission and three of the highest priority recommendations for each sector were included in the questionnaire so the wider industry could comment on the submission, along with a link to the entire submission for anyone who wished to read it.

These three recommendations were:

- Consult the security industry regarding team leader/senior guard training needs at Level 4
- Create a Working with Police strand/standard for National Certificate in Security Level 3/4
- Create a security specific Occupational Safety and Health unit standard for National Certificate in Security [Level 2]

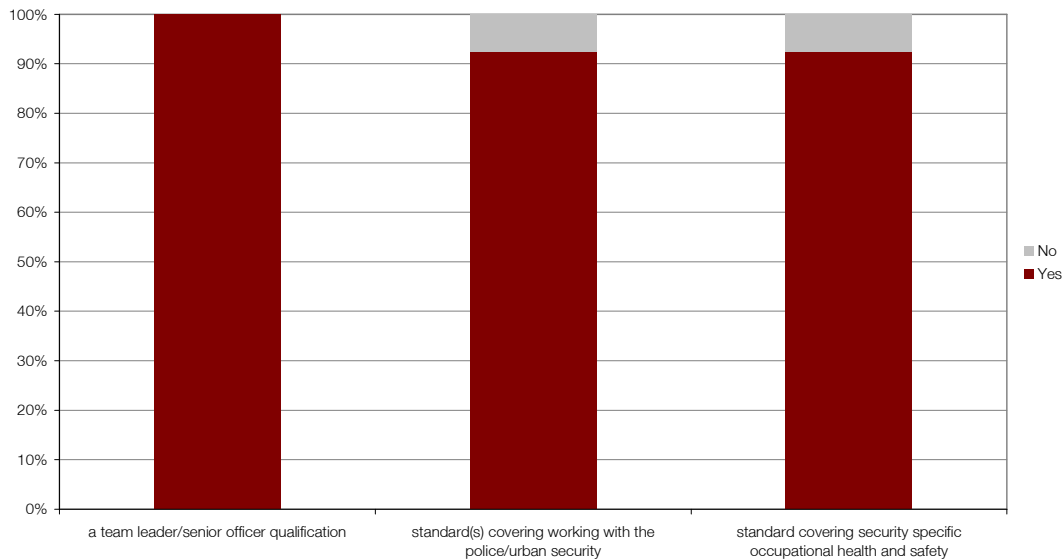
A total of 16 responses were received for the Security Staff Services recommendations.

Percentage Agreement with Research Group Recommendations - Staff Services
Survey Respondents



These 16 responses represented a minimum of 674 people within the security industry.

Percentage Agreement with Research Group Recommendations - Staff Services
Scaled for company size



Results

- 100% support the development of a qualification for team leaders/senior officers
- 91% of survey respondents* [93% scaled for company size**] support standard[s] covering working with the Police/urban security
- 93% of survey respondents [94% scaled for company size] support standard[s] covering security specific occupational health and safety.

Responses to further questions on each of these topics provide more detail for qualification development. These further responses also separate working with the Police from urban security.

Summaries of each of the topics are below, for further information please look at the appendices.

* For full details on survey numbers and representation, please see appendix 3

** For full details on the process used to scale for company size, please see appendix 4

2 Team Leader/Senior Officer Qualification

- There is industry interest and support for the development of a Team Leader/Senior Officer qualification
- Highlighting the portability of security qualifications into other industries may support qualification uptake – and also help retain people in the security industry
- Career pathway information shows that the ‘upper end’ of the Level 3 National Certificate in Security would form the base for the Level 4 qualification
- Linkages to the rest of the qualification pathway need to be clear [National Certificate in Security Level 3 & National Certificate in Security Management [Supervision] Level 5]
- Specific questions show that further ‘people skills’ are necessary and that basic leadership skills would be useful, along with further development of risk assessment skills
- The role/task analysis chart developed can be used to help determine content for qualification development.
See Appendix 1 for further details

3 Working with the Police

- Existing unit standard 21109, Demonstrate knowledge of security staff interaction with the legal system already covers ‘police responsibilities, requirements, and procedure related to the security industry’.
- Unit standard 21109 is due for review during 2008 and at review the language in this unit standard may be adjusted to reflect the industry comments and the suggestions put forward by the Police.
See Appendix 1 for further details

4 Urban Security

- A significant percentage of the industry engage in urban security
- The training needs identified in this area may largely be addressed by the review of unit standard 21109 as discussed in the ‘Working with Police’ summary
- If a unit standard is developed it should not presume the use of a vehicle or control of site access to ensure it is applicable to all groups who engage in urban security
- The Police would need to be involved in any development work as this area of security parallels their role and keeping security officers actions within the law must be a priority.
See Appendix 1 for further details

5 Security Specific Occupational Health and Safety

- Unit standards that already exist can be used to help address this need, particularly if included in higher level qualifications
- Training and assessment can, and should, be contextualised to the security industry to ensure industry issues are addressed.
See Appendix 1 for further details

6 Summary

- Overwhelmingly the Security Staff Services sector of the security industry supports three of the highest priorities as named by the research group for their sector
- Development of a team leader/senior officer qualification is recommended. Its linkages to the rest of the qualification pathway need to be clear [National Certificate in Security Level 3 & National Certificate in Security Management [Supervision] Level 5]
- A new unit standard for working with the Police is not required, this need will be addressed by scheduled review of unit standard 21109
- A new strand/programme for urban security seems useful and the need may be largely addressed by use of other standards but a new unit standard may be needed
- A new unit standard for security specific occupational health and safety is not required, but assistance in contextualising training for existing unit standards may be beneficial.

Comments about the content of this report are welcome. Please email any comments to: jeremytu@etito.co.nz

* For full details on survey numbers and representation, please see appendix 3

* For full details on the process used to scale for company size, please see appendix 4

APPENDIX 1 – Full Report

A Team Leader/Senior Officer Qualification

All respondents believe this will form a useful part of the qualification pathway for those in the staff services sector of the security industry.

There were three areas in the survey used to gather information to find the needs in this area.

- 1 The Career Pathway – questions regarding the career pathway were included to compare experiences across the industry to see if this could help in distinguishing natural breaks/steps between qualifications.
- 2 Role/Tasks – a task list was provided to see with which job role the particular tasks tend to fit. The list was created from unit standard titles and elements in existing security and team leader type qualifications. To ensure the job titles chosen didn't exclude any experience the option to change these titles was provided and additional tasks could also be added. The task list provides information to help determine which skills are needed by team leaders as opposed to those needed by supervisors or managers; it clarifies possible break points for content for each of the qualifications in the qualification pathway through levels four, five and six.
- 3 Specific questions – the specific questions to identify what content would be most useful included: In what areas do team leaders/senior officers need training? Do team leaders/senior officers use computers? What IT training do they need?

1 Career Pathway

Two questions were asked on this – one regarding the respondents own company, the other for the industry as a whole.

What is the career pathway for a security officer in the industry as a whole?

- For the industry as a whole, the most common comment was that most personnel don't see security as a career; it tends to be an on-call casual job with lots of temporary work
- Officers go from company to company, eventually a minority go onto specialisation ie noise control or to supervisor roles
- Most people tend to be employed for a specific role and remain there without much scope for advancement
- For the few who do advance it tends to be based on time served, knowledge and the ability to lead and interact with guards and clientele, not necessarily levels of training.

What is the career pathway for a security officer in your company?

- The larger companies offer a larger hierarchy.
- Most companies identified three or four career steps, others five or six.
- There is no consistency in job titles across the industry, but a consistent theme of slowly broadening responsibilities and increasing responsibility based on a person's capabilities.

'Trainee Officer' Level 2	'Trained Officer' Level 3	<i>Senior Officer – Supervisor roles</i>			<i>Manager</i>
		Levels 4 -5			Level 6
	Officer			Supervisor-people management training	Manager - security supervisor training
Site Guard	Guard for other aspects of security	Cash Carry Guard			Operations Management
Apprentice Guard	Standard Guard		Team leader/head of security		Operations Planning/Managing
	Officer	Senior Officer	Coordinator	Supervisor	Manager
	Security Officers	Senior Officers		Shift Supervisors	Operations Co-Ordinator or other management roles
	Officer	Deputy Team Leader	Team Leader		
	Officer		Supervisor	Roving supervisor	Manager
Casual	Contract	Site Supervisor for 8/9 officers	bigger site/bigger role	Operations or admin role internally	Management
	Officer			Supervisor	Event manager
	Officer	Patrolling Officer	Monitoring	Despatch	

APPENDIX 1 – Full Report

Key Points

- Security is not seen as a career, and casual workers are a large proportion of the workforce
- Highlighting the portability of security qualifications into other industries may support qualification uptake – and also help retain people in the security industry
- Secure transport is seen as a senior officer role. This strand, along with court security and noise control are at Level 4 and would perhaps be better suited to a Level 4 qualification rather than as strands on the Level 3
- Patrolling officers are seen by some as senior officers, but by others as standard security officers, so although this strand is also at level 4, it would seem to be better to remain as a strand on the Level 3
- Site guarding is a significant entry point, often with casual staff. Generally, once a person has proved their capabilities they get to move onto more complex areas of guarding.

2 Role/Task Analysis

Survey Respondents identified whether Security Officers, Team Leaders, Supervisors and or Managers completed each of the following tasks, which were then grouped next to the unit standard the wording originated from:

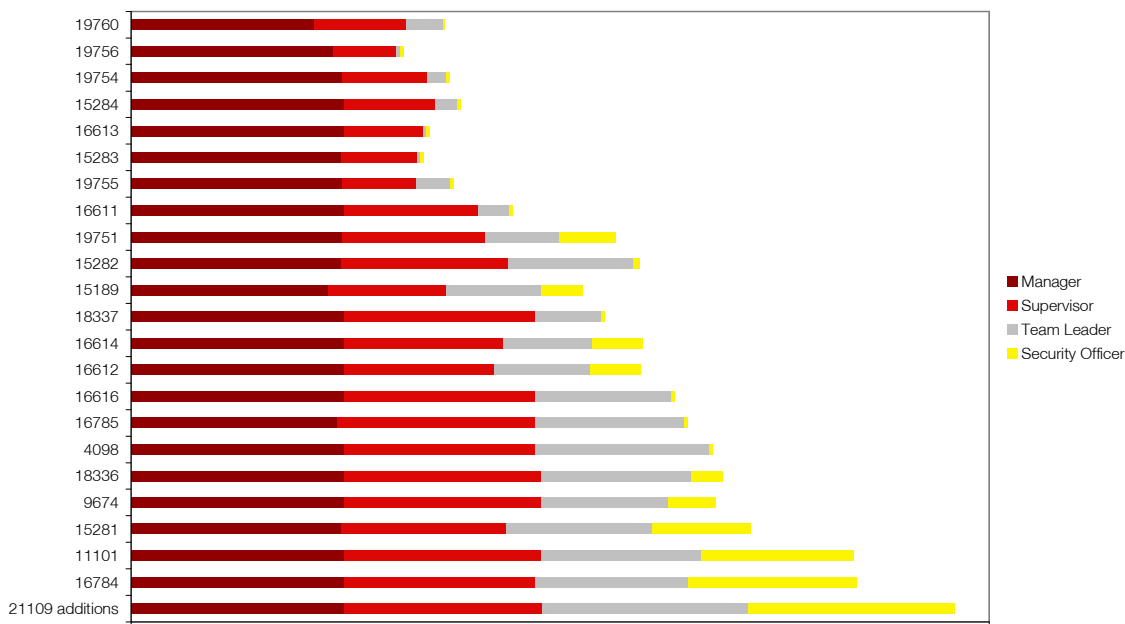
Standard	Task	Level	Credit
21109 if adjusted	14 Work with the Police	3	5
15189	15 Prepare and implement a health and safety plan	4	3
16611	16 Prepare and conduct staff selection interviews	4	3
16612	17 Use effective business writing skills	4	4
16613	18 Prepare and deliver business presentations	4	4
16614	19 Apply time management concepts and methods in business situations	4	3
16616	20 Plan and monitor performance of others	4	4
18336	21 Use team building skills	4	5
18337	22 Implement training and development activities	4	5
9674	23 Facilitate a group and/or team to gather ideas and information	5	4
11101	24 Participate in groups and/or teams to recommend solutions	4	3
16785	25 Plan and allocate work to individuals/create a roster	4	6
16784	26 Receive and resolve customer complaints	3	5
4098	27 Assess candidate performance	4	5
15281	28 Actively apply quality management	5	12
15283	30 Apply contract and employment law	6	18
	36 Evaluate key features of the security industry		
15282	31 Supervise security operations	5	30
	32 Produce plans for security operations for management approval		
	33 Supervise security staff		
	34 Provide advice to supervised staff on employment contract issues		
	35 Identify potential leaders		
15284	37 Develop operational security plans	6	20
	38 Document and present operational security plans to client		
19751	39 Interpret and apply security related law	5	20
	40 Explain the application of security related law		
	41 Explain the legal and compliance issues related to police and security industry cooperation		
19754	42 Produce security risk assessments	6	20
	43 Analyse security risks		
19755	44 Conduct security surveys	5	15
	45 Document and present security surveys		
19756	46 Specify security techniques, hardware, and systems	6	25
	47 Prepare quotations and installation plans		
19760	29 Develop quality management	6	25
	48 Develop security policy and procedure		
Total credits [excluding 21109]			234

* For full details on survey numbers and representation, please see appendix 3

* For full details on the process used to scale for company size, please see appendix 4

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Tasks as Unit Standards



Results

- Most managers are expected to know the entire range of skills encompassed in the task list, including the 'lower level' skills, and some Supervisors are expected to know the same
- Less well defined are the skills expected of Supervisors and those expected of Team Leaders/Senior Officers, however the stair-casing effect is clear even if the steps themselves are not
- Security Officers and Team Leaders have been included in every task, although for some the numbers are very small
- The Working with the Police/21109 knowledge is needed in the qualification for Security Officers.

Key Points

- The current credit pathway is 170-185 credits at Levels 5 and 6
- Existing Level 5 qualification consists of 60 credits, with very little uptake
- Existing Level 6 qualifications consist of 120-125 credits with a maximum of 10 credits from the Level 5 qualification being able to be credited. The level 6 qualifications also have little or no uptake
- There is no existing Level 4 qualification
- Due to the stair-casing effect, a qualification at Level 4 would have broader appeal than the higher level qualifications and therefore may have higher uptake
- If a hypothetical manager took all the unit standards identified in the task list it would essentially be 234 credits over level 4, 5 and 6 qualifications, on top of the 120-130 credits at levels 2 and 3. This appears to be too many credits/hours of study
- This table and graph can be used to help determine whether a task or a standard is applicable to a qualification aimed at one or more of these groups, although this would be somewhat arbitrary
- For example, unit standard 19760 is seen as necessary predominately for managers, however not all managers are seen to need to know this, so perhaps it may be more suited to an elective section rather than the compulsory part of the qualification
- Another example, unit standards 11101 and 16784 or their equivalents may be used as part of a Team Leader/Senior Officer programme.

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3 Specific Questions

In what areas do team leaders/senior officers need training?

Common themes from the detailed responses can be grouped under the following headings:

- People and Leadership skills
- Other skills
- Security skills.

People and Leadership Skills

This recurred in nearly all comments and includes the skills to relate to people and people management skills.

– *At this stage they know the requirement of security practices and to effectively manage a team leader or senior officer position they need to develop.*

- Teamwork, team building, motivation and leadership, managing teams
- Supervising skills, performance management, procedural fairness, disciplinary actions, time management
- Deliver on the job training and ongoing coaching, act as workplace mentor/assessor
- Enforcing/monitoring health and safety policy and procedure, ie vehicle policy, internal security, confidentiality, client security
- Budgets – working within one, basic budget management
- Law – employment relations, HR employment law
- Running meetings
- Conflict management, client management – how to deal with client
- Principles of good rostering [sound, realistic practical skill], managing shift workers.

Other Skills

Communications skills recurred in nearly all responses.

- Communication skills
 - *written, oral, presenting; how to effectively instruct and to listen and act on the needs of the client*
- Problem solving.

Security Skills

By far the largest comment on security skills was risk assessment. Security officers having good risk assessment skills was seen as an essential mechanism for fulfilling essential health and safety requirements, and senior guards/team leaders carry more responsibility for this area.

- Risk management/assessment
- CIMS/Emergency response/incident response/Fire.evac/SMEAC
- Security systems
- Security law.

Key Points

Team Leader needs can be summed up as *mostly the same training but at a different level, they move from individual responsibility to coordinating others – implementing, supervising, managing the whole package.*

Do team leaders use computers? What IT training do they need?

In summary, the overall view is that yes, most Team Leaders use computers, and that most already have basic computing skills – so IT training is only as/when required. For full detail see Appendix.

Summary

- There is industry interest and support for the development of a Team Leader/Senior Officer qualification
- Highlighting the portability of security qualifications into other industries may support qualification uptake – and also help retain people in the security industry
- Career pathway information shows that the ‘upper end’ of the Level 3 National Certificate in Security would form the base for the Level 4 qualification
- Linkages to the rest of the qualification pathway need to be clear [National Certificate in Security Level 3 & National Certificate in Security Management [Supervision] Level 5]
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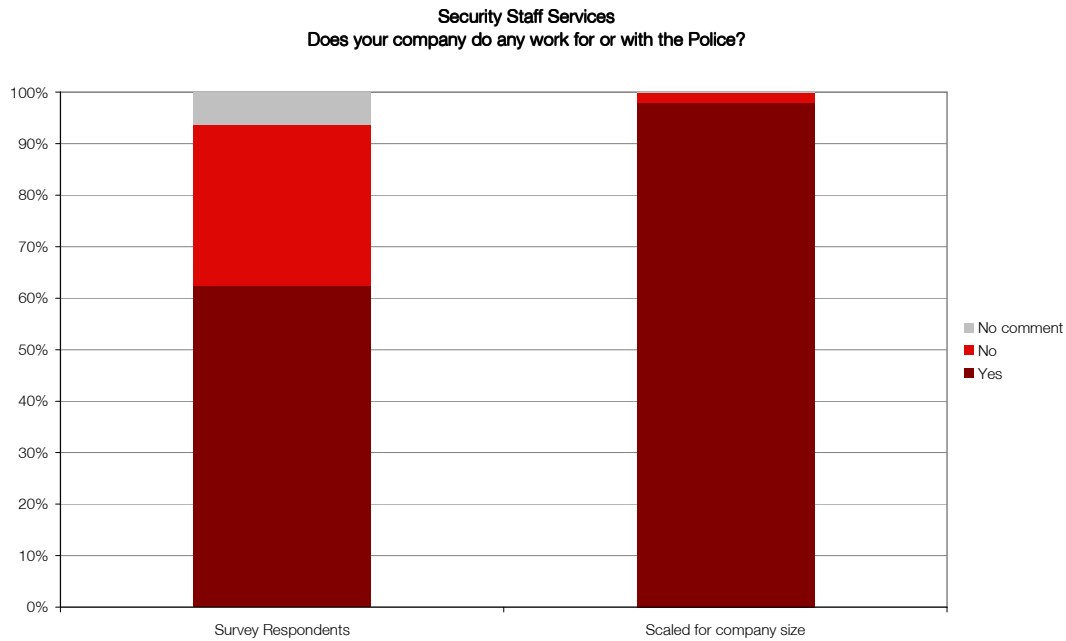
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Standard[s] Covering Working with the Police/Urban Security

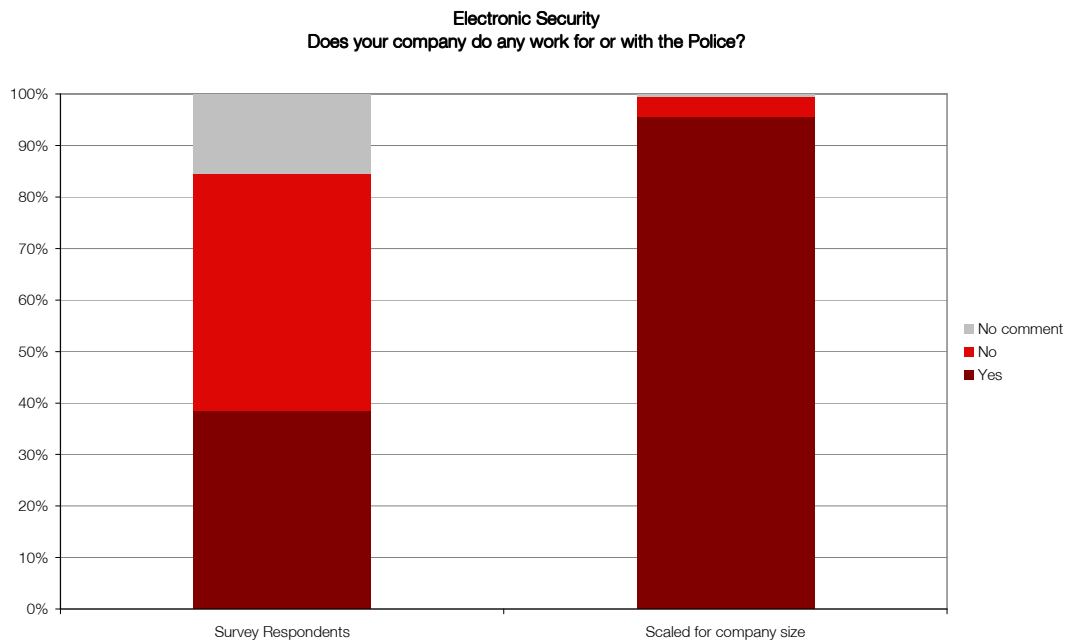
Working with the Police

Both the Staff Services and Electronic Security sectors of the security industry were asked:
Does your company do any work for or with the Police? If so what?

Results



- 62% of survey respondents [97% scaled for company size] of Staff Services work for or with the Police

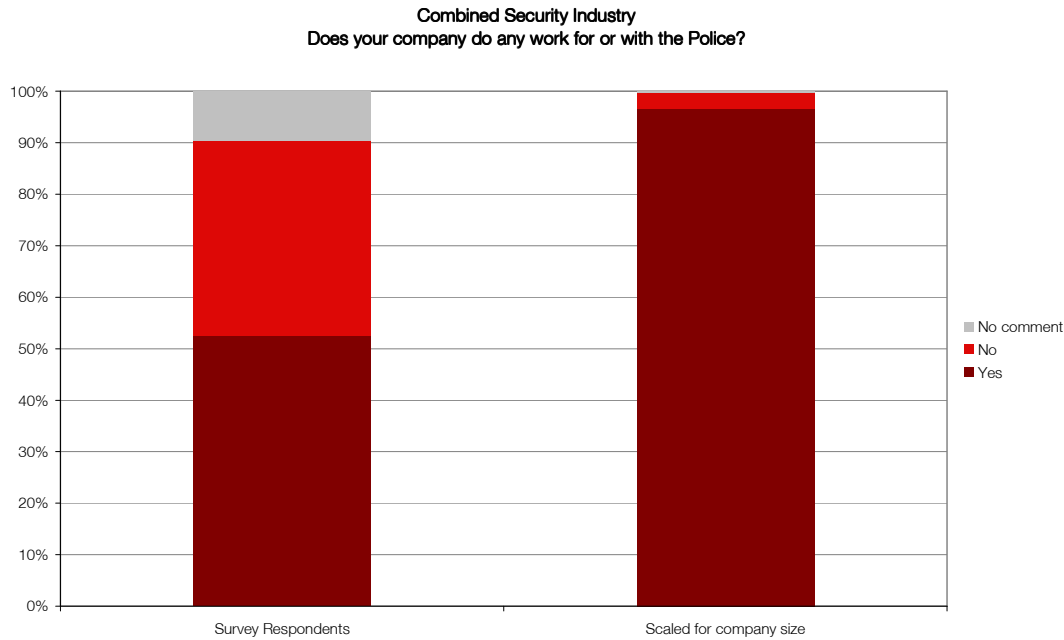


- 38% of survey respondents [95% scaled for company size] of Electronic Security work for or with the Police

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- 52% of survey respondents [96% scaled for company size] of the combined Security Industry work for or with the Police

Key Points

Working with the Police is something the security industry does regularly and a unit standard and training to support this relationship would be useful.

- The most common interactions with the Police include:
 - Conferences and event security which require police liaison
 - Crime scene guarding
 - Jailer work including suicide watches
 - Some companies also do additional work with the Police and this is seen to cross into the 'Urban Security' area.
- The training needs associated with this work are:
 - Privacy Act, Police expectations and standard operating policy, CIMS
 - Communications with police 4/10 system
 - Command procedures in multi agency events.
- No additional training is seen to be needed for the following areas:
 - Crimes scenes – it is normal guarding
 - Moving prisoners training done by corrections to corrections standards, keep it that way
 - Legal one covers evidence protection, as do strand requirements
 - Noise control covers working with police/warrants
 - Police train on their requirements for crime scenes and suicide watch etc – to their set rules.
 - Electronic Security interacts with the Police but their training needs are technical and already covered rather than operational.

Summary

- Existing unit standard 21109, Demonstrate knowledge of security staff interaction with the legal system already covers 'police responsibilities, requirements, and procedure related to the security industry'.
- Unit standard 21109 is due for review during 2008 and at review the language in this unit standard may be adjusted to reflect the industry comments and the suggestions put forward by the Police.

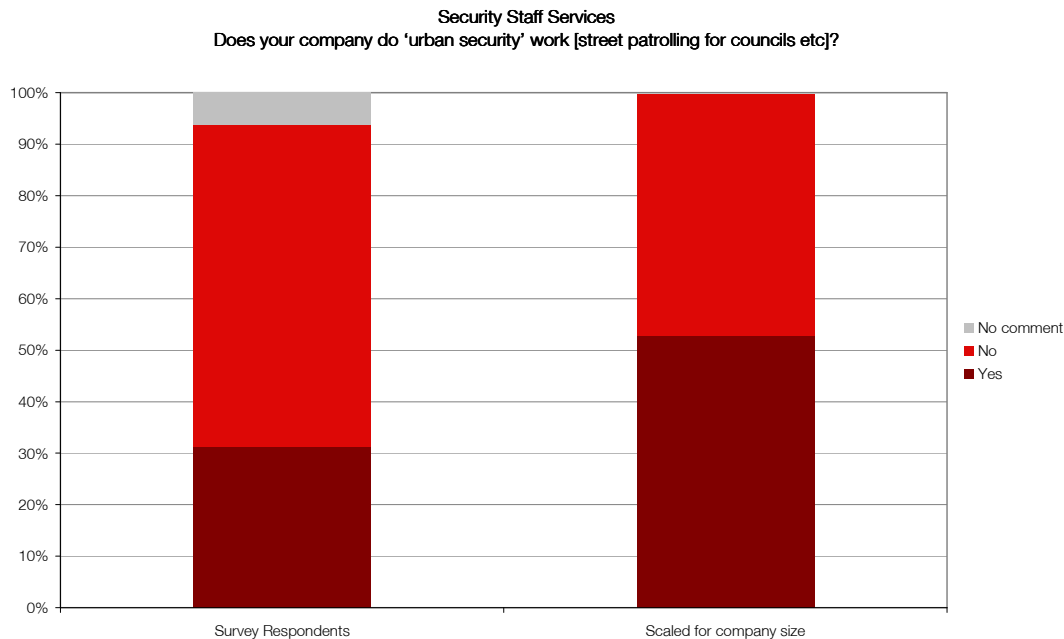
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Urban Security

The Staff Services sector of the security industry was asked:
Does your company do 'urban security' work [street patrolling for councils etc]? If so what?



Results

- 31% of survey respondents [53% scaled for company size] engage in urban security work.

Key Points

- This is a significant percentage of the industry and is seen to be growing
 - This is often described as *policing with a small p*
- Some do not see this as a niche field but as a natural extension of mobile patrolling
 - Community patrolling – *mobile patrolling of a community or other community group ie township, business association or large sites within a community or work with community groups, which may be during the day or at night*
- Some companies who identify as engaging in urban security work in vehicles, others work solely on foot and tasks tend to be more company specific:
 - *Police relying on private security in the patrolled area – security officers attending personal assistance, domestic violence, neighbourhood disputes, protecting family, contact with CYFS. In many ways parallels police role but privately, some examples of police arriving at scene and leaving as the security officer has it under control*
 - *Police requesting Security Officers to help in detaining a suspect*
 - *City Ambassadors in Wellington, Auckland and Manukau – a security presence and friendly.*
- The training needs associated with this work are:
 - *Communicator – specific knowledge re area etc; have a good relationship with the police; know police communication protocols.*
 - *Communications with police 4/10 system, calm and restraint methods as a last option.*
- Some believe no additional training is seen to be needed:
 - *Training needs are covered in mobile patrol*
- If, as has been suggested, much of the training need is fulfilled by the mobile patrol unit standard; there is still the issue of those who provide urban security working on foot versus those who do so in vehicles. The mobile patrol unit standard presumes use of a vehicle so would be unsuitable for those who work on foot
- The existing security strand unit standards that do not presume use of a vehicle all require a trainee to control site access which may not fit the urban security situation.

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APPENDIX 1 – Full Report

Summary

- A significant percentage of the industry engage in urban security
- The training needs identified in this area may largely be addressed by the review of unit standard 21109 as discussed in the 'Working with Police' summary
- If a unit standard is developed it should not presume the use of a vehicle or control of site access to ensure it is applicable to all groups who engage in urban security
- The Police would need to be involved in any development work as this area of security parallels their role and keeping security officers actions within the law must be a priority.

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Standard Covering Security Specific Occupational Health and Safety

Both the Staff Services and Electronic Security sectors of the security industry were asked:
What are the security specific occupational health and safety issues your company faces?

Staff Services responses [which shared no common ground with Electronic Security responses] included:

Broad industry issues

- Trauma and stress
- Fatigue and long hours
- Violence

Sub-sector specific issues

- Infection – sharps
- Crowd Crush
- Temporary Venues and Seating Structures
- High volume of people
- Car parks
- Fire Safety Management
- Lone workers
- Going onto properties where there is no knowledge of potential threats

Nothing specific to security

- OSH should be there all the way through. Officers should be able to do a risk assessment
- OSH issues definitely need addressing, but it may not need to be security specific
- Aimed at team leader/supervisor rather than managing slips and trips. Knowledge of the OSH Act and how it relates to the industry and industry codes of practice
- Evaluate OSH standards – risks and apply countermeasures; management systems and audits; Operations practice and policy; Roles and responsibilities
- A risk assessment focus rather than Occupational Health and Safety is needed

Current and Suggested Solutions

- Our company has a detailed and comprehensive Occupational Health & Safety Procedures Manual and has won ACC Thinksafe - Safety in the Workplace Awards
- Officers need the nous to make good judgements – ie going into a site and being confident to challenge/ask about customer requests. Officers should be able to do a risk assessment.

Key Points

- All National Certificate in Security Level 3 or 4 strand unit standards now include elements on both risk management and occupational health and safety
- As training and assessment against the newer versions of these unit standards filters through, many of the issues raised may well be addressed
- As OSH and risk assessment are identified as significant issues for the industry as a whole, perhaps higher level OSH unit standards should be included as compulsory components in higher level Security qualifications. For example: 17602, *Apply hazard identification and risk assessment procedures in the workplace* Level 3, Credit 4; or 5616, *Manage hazard identification and control for occupational health and safety practice* Level 4, Credit 10; or 19521, *Explain the requirements of the Health and Safety in Employment [HSE] Act 1992* Level 4 Credit 15; or 17601, *Produce an occupational health and safety incident investigation* Level 4, Credit 6
- Training and assessment against these unit standards could certainly be done in a security context, using issues that the security industry faces.

Summary

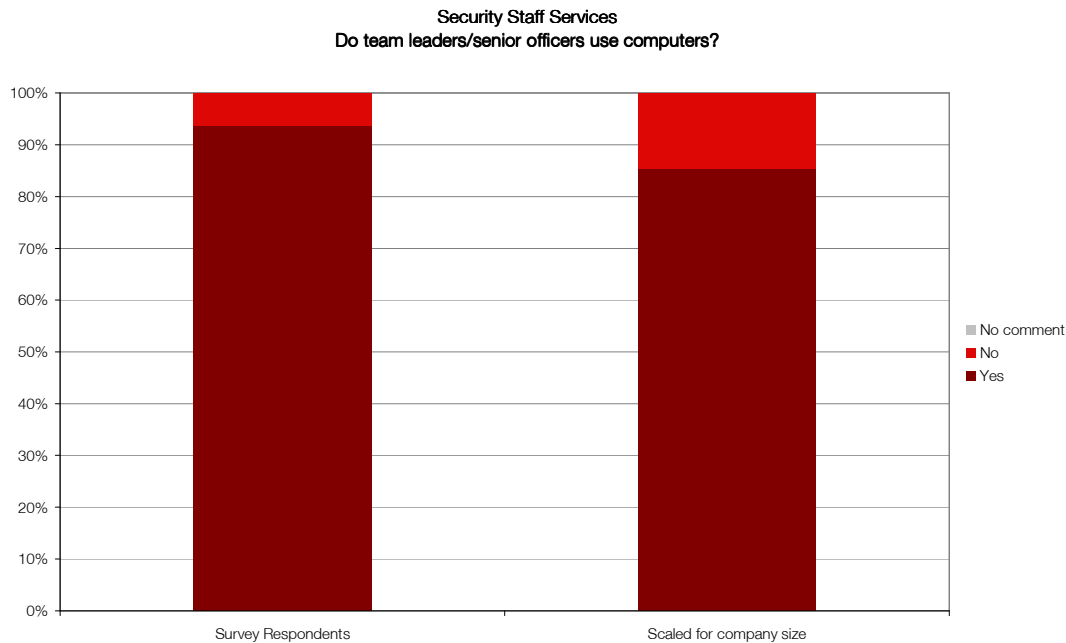
- Unit standards that already exist can be used to help address this need, particularly if included in higher level qualifications
- Training and assessment can and should be contextualised to the security industry to ensure industry issues are addressed.

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APPENDIX 2

Do team leaders/senior officers use computers?



Do team leaders use computers? What IT training do they need?

Results

- 84-95% of team leaders use computers
- Fundamental computer skills needed include Word, basic Excel and email.
 - *In the development of any person to a senior level they must be able to write a professional letter, product accurate reports and send emails.*
- Other skills which would be useful in some contexts:
 - Basic projects
 - IT security solutions training
 - Cardax
 - Risk Pro
 - Powerpoint
 - What a database is
 - Hand palm/palm pilots/GPS – read it/use it.

Summary

In summary, the overall view is that yes, most Team Leaders use computers, and that most already have basic computing skills – so IT training is only as/when required.

APPENDIX 3 – Consultation Process

A similar set of questions were put to both electronic security and security staff services companies/workers. This was in response to comments from both sectors on the fact that they are one industry. The consultation questions were formulated to provide both qualitative and quantitative data.

To source respondents the following organisations were asked to suggest contacts: NZSA, ASIS International New Zealand Chapter, Service and Food Workers Union, Public Service Association, Security Officers Association, Unite, the SITAB Expert Working Group team leaders for projects covered by the research, and Aviation, Tourism & Travel Training Organisation.

Other respondents were sourced from the Yellow Pages and from the ETITO database. The aim was to ensure representation for companies ranging in size, from the length and breadth of the country and from the varying sectors of the industry, as well as ensuring representation of individual security officers, particularly those who could be termed senior officers/team leaders.

Potential respondents were initially contacted by phone and could either complete the questionnaire in person, by phone or by email. Most contacted chose email because of time and logistical concerns, these concerns also saw a low response rate from those who agreed to complete the survey.

For Security Staff Services, a total of 63 companies or organisations were contacted, 38 surveys were sent out and 16 were received completed.

APPENDIX 4 – Graphical interpretation

The questionnaire included one question regarding company size. This allows results to be presented as both a figure representing number of completed surveys and for this figure to be scaled to company size – reflecting the numbers of people 'behind' the person/people who completed the surveys. There are benefits and limitations with both sets of figures and both are presented in this report.

The completed survey figure includes individuals, and companies, including some situations where multiple people completed the same survey.

The company size figure category choices were 1-10, 11-20, 21-50, 51-100 and 100+. To scale by company size, all answers in the 1-10 category were multiplied by 1; all in the 11-20 category were multiplied by 10; all in the 21-50 category by 20; all in the 51-100 by 50; and all in the 100+ by 100. This doesn't scale precisely, particularly in the 100+ category as precise figures were not requested, but it does allow for some scaling.

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