

TEST BANK

Copyrighted Material

INTRODUCTION TO SECURITY



Robert J. Fischer
Edward P. Halibozek
David C. Walters

NINTH EDITION



Copyrighted Material

Chapter 2

Defining Security's Role

Learning Objectives

After studying the chapter the student should be able to:

- ✓ Define the concept of private security
- ✓ List various services offered by private security operations
- ✓ Understand the differences between proprietary, contract, and hybrid security operations
- ✓ Discuss the issues that contribute to continued relations issues between private security operations and public law enforcement

Introduction

- 19th and early 20th century
 - Public police operated only on a local basis
 - Had neither the resources nor the authority to extend their investigations or pursuit of criminals beyond the sharply circumscribed boundaries in which they performed their duties
- Later 20th century
 - Public agencies began to assume a more significant role in the investigation of crime
 - Private agencies shifted their emphases away from investigation and toward crime prevention
 - Led to an increasing use of guard services to protect property and to maintain order

What Is Private Security?

- Definition
 - Private police and private security forces and security personnel are used generically in this report to include all types of private organizations and individuals providing all security-related services, including investigation, staffing key posts, patrol, executive protection, alarm monitoring and response, and armored transportation

The Task Force on Private Security

- Argues that “quasi-public police” should be excluded from consideration on the grounds that they are paid out of public funds even though they may be performing what are essentially private security functions
- Argues private security personnel must be employees of a “for-profit” organization or firm as opposed to a nonprofit or governmental agency

- Task force definition of private security
 - Those self-employed individuals and privately funded business entities and organizations providing security-related services to specific clientele for a fee, for the individual or entity that retains or employs them, or for themselves, in order to protect their persons, private property, or interests from varied hazards.
 - Although this definition suited the purposes of their report, fails to consider the fact that some non-profit institutions employ private security forces (e.g., hospitals and schools)

The Hallcrest Reports

- Never formally defined the terms of *security* or *loss prevention* but relied on the earlier definitions of these terms
- Considered the security or loss-prevention field in its broadest application and thus avoid getting bogged down in discussions of profit motive or specific tasks

Protection of Life and Property Against Hazards

- Natural hazards
 - Fire
 - Tornado
 - Flood
 - Earthquake
 - Hurricane
 - Blizzard
 - Other acts of nature
 - Can all result in disruption or damage to the enterprise or organization, such as to cause:
 - Building collapse
 - Equipment failure
 - Accidents
 - Safety hazards
 - Other events that interrupt normal business processes
- Human-induced hazards
 - Robbery
 - Rape
 - Theft
 - Pilferage
 - Fraud
 - Terrorism
 - Espionage and sabotage
 - Civil disturbances
 - Bomb threats
 - Workplace violence
 - Accidents

Security Functions

- Building and perimeter protection, by means of barriers, fences, walls, and gates; protected openings; lighting; and surveillance (security officers)
- Intrusion and access control, by means of door and window security, locks and keys, security containers (files, safes, and vaults), visitor and employee identification programs, package controls, parking security and traffic controls, inspections, and security posts and patrols
- Alarm and surveillance systems
- Fire prevention and control, including evacuation and fire response programs, extinguishing systems, and alarm systems
- Emergency response, crisis management, and disaster recovery planning
- Protection of intellectual property/data/information systems
- Prevention of theft and pilferage by means of vetting employees through the use of personnel screening, pre-employment background investigations, procedural controls, screening for promotion and positions of fiduciary responsibilities, and polygraph and PSE (psychological stress evaluator) investigations
- Accident prevention and safety
- Enforcement of crime- or loss-related rules, regulations, and policies
- Prevention of workplace violence
- In some situations, armored car and armed courier services, personal protection, management consulting, security consulting, etc.

Security Services

- Employed more than 1.2 million officers in 2005
- Approximately 107,000 companies doing an estimated \$51 billion in business
- 1.2 million protective service officers in 2005
- Securitas was the largest contract security firm in the US in 2007
- Major Categories of Services
 - Security forces
 - Patrols
 - Consulting services
 - Investigative services
 - Alarm response
 - Armored car delivery and courier services
 - Executive protection
 - Event security

Security Officer Services Today

- Still in demand today despite the growth in the use of technology
- People and companies turn to guards because psychologically they feel that technology or hardware may not be enough

Three Basic Trends

- Public outrage may eventually force states to regulate training and standards
- As the field grows, it will attract better-qualified individuals
 - 63% of security managers hold at least an undergraduate degree
- There will be a trend to disarm security personnel; however, since 9/11, this trend has reversed in some venues

Contract versus Proprietary Services

- Proprietary security operations
 - Those that are “in-house,” or controlled entirely by the company establishing security for its operations
- Contract security services
 - Operations provided by a professional security company which contracts its services to a company
- Early researchers perceived more rapid growth in contract security services than in proprietary security
- The Prediction:
 - Trend toward increased use of contract employees, products, and services, causing the employee numbers in the contract area to double by the year 2000
- The Reality:
 - Several of the largest firms adopted contract security services to replace their proprietary systems
 - However, the change has not been a clear departure from company control to contract
 - Hybrid systems have become more common

The Debate About Contract versus Proprietary Security

- Decision rests on characteristics of the company (location, types of assets, size of the force required, etc.)
- Advantages of Contract Services
 - Cost
 - Contract officers are less expensive than is a proprietary unit
 - Administration
 - Hiring contract officers solves the administrative problems of scheduling and substituting staff when someone is sick or terminates employment
 - Staffing
 - In-house forces rarely have the flexibility in staffing
 - Tend to be non-union
 - Officers are not likely to go out on strike, are less apt to sympathize with or support striking employees, can be paid less, and receive few if any fringe benefits
 - Currently, many security firms are pushing for an unregulated climate

- Impartiality
 - More consistently impartial performance of duty
- Expertise
 - A different view from a competitive supplier trying to create goodwill with a client can always be illuminating
- Advantages of Proprietary Officers
 - Quality of Personnel
 - Employees have been more carefully screened and show a lower rate of turnover
 - Control
 - Managers feel they have a much greater degree of control over personnel when they are directly on the firm's payroll
 - Staff can be trained to suit the specific needs of the facility
 - Loyalty
 - In-house guards are reported to develop a keener sense of loyalty
 - Prestige
 - Many managers simply prefer to have their own people on the job

Deciding on a Contract Security Firm

- A variety of issues must be considered when a company or organization decides to hire a contract security firm
 - The scope of the work
 - Personnel selection procedures
 - Training programs
 - Supervision
 - Wages
 - Licensing and insurance
 - Benefits
 - Operating procedures
 - Contractor data
 - Terms and conditions

Scope of Work

- Analysis should include:
 - Locations
 - Hours of coverage
 - Patrol checkpoints
 - Duties
- Client firm should be aware of, and enforce, all applicable corporate security policies
- Objectives and priorities should be stated clearly
- Client firm should spell out expectations for security goals and how the firm plans to meet these goals

Standards for Employees Should be Spelled Out

- General appearance
- Rules of conduct
- Licenses needed
- Physical condition
- Educational levels
- Reporting skills
- Background
- Language ability are certainly worth listing

Personnel Files on Each Prospective Officer Should be Checked

- Pre-employment background and police record checks
- Verification of application information
- Training records and test scores

Client Company Should Review the Security Service's Training Procedures to Ensure They Meet Company Requirements

- For example:
 - Patrol techniques
 - First aid
 - Liability and powers
 - Fire fighting
 - Public relations
 - Report writing

Supervision of the Contract

- Understand the entire organizational structure in the guard company
- Supervisors should maintain regular contact with officers and make random checks on all shifts and workdays

Wages

- Tremendously important
- Quality of personnel is often directly related to the wage level
- Average wage to be paid to security employees
 - 2005 ASIS survey: Range of \$10 to \$22.50 an hour
 - 2011 PayScale Survey: Average salary of between \$19,225 and \$27,569
 - Turnover rate of some guard services is 200 percent annually
 - Fringe benefits become very important in retaining quality personnel

Evaluations

- The guard agency's understanding of the psychological factors that influence security's effect on business and industrial environments and the firm's ability to incorporate these tactical measures into its services

- The agency's understanding of the essential difference between security and law enforcement
- The agency's ability to apply creative solutions to security problems
- The agency's ability to involve all of the client firm's employees in a positive effort supporting the overall security program
- The agency's willingness and ability to be flexible and modify tactical approaches to meet changing needs

Ratings

- Refer to evaluation sheet

Hybrid Systems

- A good hybrid security operation consists of four components
 - An engaged corporate liaison
 - Consistent contract management support
 - Periodic reviews
 - Accurate quality measurements

Engaged Liaison

- Someone who already knows and understands the basics of loss prevention/security
- Company should not assume that the contract security firm would run itself
- Liaison should monitor, but not micromanage, the security contract

Support

- Contractor is obligated to provide a responsive and interested manager
- Manager must be able to
 - Juggle personnel
 - Provide adequate training
 - Satisfy customers
 - Still return a profit for the security company
- Keys to a successful contract
 - accessibility
 - meetings
 - proper resource management

Reviews

- Periodic review is essential
- Officers assigned to the contract should continue to meet the expectations set forth in the contract
- Company should periodically audit the contractor's records for compliance

Measurement

- Attainable and realistic activities should be expected
- Contractor should make sure that officers know these expectations and comply

Private Security and Public Law Enforcement

- A law enforcement officer might in some circumstances be assigned to protect a threatened individual
 - Community-oriented
- A private bodyguard frequently is hired to perform the same protective function
 - Client-oriented

Police Powers

- Vast majority of private security personnel have no police powers
 - For example, power of arrest is limited

Contact between Public and Private Agencies

- The relationship between the two groups continues to be strained due to several key issues
 - Lack of mutual respect
 - Lack of communication
 - Lack of law enforcement knowledge of private security
 - Perceived competition
 - Lack of standards for private security personnel
 - Perceived corruption of police
 - Jurisdictional conflict, especially when private problems (that is, corporate theft, arson) are involved
 - Confusion of identity and the issues flowing from it such as arming and training of private police
 - Mutual image and communications problems
 - Provision of services in borderline or overlapping areas of responsibility and interest (that is, provision of security during strikes, traffic control, shared use of municipal and private fire fighting personnel)
 - Moonlighting policies for public police and issues stemming from these policies
 - Difference in legal powers, which can lead to concerns about abuse of power, and so on (that is, police officers working off duty may now be private citizens subject to rules of citizen's arrest)
 - False alarm rates (police resent responding to false alarms), which in some communities are over 90 percent

Accusations

- Public police have often accused the private sector of:
 - Mishandling cases
 - Breaking the law to make cases
 - Being poorly trained
 - Generally being composed of those who could not meet the standards for police officers
- The private security sector often views the public sector as
 - Being self-centered and arrogant

- Resent the fact that they often moonlight, thus taking work away from the private sector

Complementary Roles

- Police departments and private security agencies are beginning to work together at times unknowingly
- The federal government has over 10,000 contract security guards patrolling federal offices and buildings
- Police departments have turned to private agencies to protect courts, city buildings, airports, and museums

On the Other Hand, Much of the Conflict is the Result of a Misconception

- That private security sector is primarily concerned with crime prevention and deterrence rather than with investigation and apprehension
- But in actuality:
 - Store detectives in many major cities make more arrests each year than do local police officers
 - Certain types of crime are no longer investigated by local police departments but have instead become the job of private security personnel
 - Credit card fraud
 - Single bogus checks
 - Some thefts

Improving Relations

- The formation of joint private- and public-sector task forces to study response to terrorism, major crime issues and recommend strategies is crucial
- Data files from both sectors should be more freely exchanged
- Joint seminars on terrorism and business crime have been developed to help the two areas better understand their respective roles
 - The private sector will become increasingly involved in the crime prevention area, which will free public law enforcement to concentrate more heavily on violent crimes and crime response
- Although the relationship between security and law enforcement has improved, particularly in the aftermath of the Trade Center bombing, there are still many issues to be resolved.

Effectiveness of Private Security

- Depends on whether public law enforcement and private-sector professionals are able to form a close partnership
- Recommendations
 - Upgrading private security. State-wide regulatory statutes are needed for background checks, training, codes of ethics, and licensing.
 - Increasing police knowledge of private security.
 - Expanding interaction. Joint task forces are needed, and both groups should share investigative information and specialized equipment.

- Experimenting with the transfer of police functions.

Relationships after September 11, 2001

- Brought private security operations and public enforcement closer
- Cooperation between public law enforcement and private security was evident during the anthrax scare that followed the attack on the World Trade Center
- 2004 National Policy Summit
 - A joint partnership between
 - International Association of Chiefs of Police
 - Security Industry Association
 - ASIS
 - National Association of Security Companies
 - International Security Management Association
 - Recommendations
 - Leaders should make a formal commitment to cooperate
 - DHS/DOJ should fund research and training on cooperation
 - DHS/DOJ should create an advisory council
 - DHS/DOJ should convene key practitioners to move the agenda forward
 - Local partnerships should set priorities and address problems

Summary

- Security/loss prevention functions have a common goal
- Security services protect both private and public places
- Law enforcement protects both public and private property
- Law enforcement agencies are charged with the protection of government interests, representing the people
- Private security is charged with protecting a specific interest, whether public or private
- People concerned with security, whether federal government agencies, state law enforcement organizations, local law enforcement or private security, will need to learn to work together in order to focus resources needed to successfully combat threats created by the potential of terrorist attacks and cyber crimes

Suggested Activities

Discuss the Critical Thinking exercise.

Have the student complete the following case study

As security director of Assets Inc., the board of directors informs you that they want to see a position paper setting out the advantages of continuing with the current proprietary security operation as opposed to contracting services for general guard patrols. Your current staff includes: an assistant director, an operations director, a director of support services, four patrol lieutenants, four sergeants, twenty patrol officers, a senior investigator, a computer crime specialist, and two field investigators. Any decision to move toward a contract agreement for security would have tremendous implications for the current staff. However, the current fiscal situation presents the board of directors with few options, except those that cut expenses.

Discussion Questions

In addition to the review questions --

1. Discuss how students view the relationship between law enforcement and security services? Can they distinguish between the two operations?
2. How important is the need to continue to develop cooperation between private protective services and law enforcement in today's environment of heightened national security?
3. Discuss why hybrid operations are becoming more prominent?

Additional Resources

Internet Sources

Freedonia, *Security Services—Private Companies Report* www.ecnext.com
International Association of Chief of Police www.theiacp.org
National Sheriffs Association www.sheriffs.org

Video Tapes

Excellence in the Public Sector – available through the Illinois Law Enforcement Media Resource Center www.iletsbei.com
Operation Cooperation -- available through the Illinois Law Enforcement Media Resource Center www.iletsbei.com

Books

Walsh, James, ed., *Asset Protection and Security Management Handbook*, Auerbach, 2003.

Sample Test Questions

True or False

- T* F The trend toward hybrid security organizations is well established.
- T F* Law enforcement is charged with protecting only public property, while security has the responsibility of protecting only private property.
- T F* Most security officers are employed by proprietary security operations.
- T F* Contract security and in-house security are different terms for the same concept.
- T* F Many city codes require that alarm systems be tied into a central station operation.
- T* F The organization choosing a contract service should also be able to set standards for the employees who will be protecting their facility.
- T F* Currently, there is less demand for security officer services, due to growth in the use of technology.
- T* F If the relationship between the client company and contractor is to be successful, all parties to the contract must be willing to communicate openly with each other.
- T F* The wages paid to security personnel have no relationship to the quality of service provided.
- T* F Hazards against which private security seeks to provide protection are commonly divided into human-induced hazards and natural hazards.

Multiple Choice

Advantages of proprietary officers include:

- a) They have a keener sense of loyalty to the firm
- b) They can be trained to meet the specific needs of the facility
- c) They are less likely to go on strike *
- d) There is a lower rate of turnover

Which of the following is a human-induced hazard?

- a) Windstorm
- b) Fire
- c) Robbery *
- d) Flood
- e) Earthquake

Natural hazards include all except:

- a) Pilferage *
- b) Floods
- c) Tornadoes
- d) Earthquakes
- e) Blizzards

Which of the following is/are trend(s) in the security services area?

- a) As the number of legal problems associated with inappropriate actions of officers increase, public outrage may eventually force states to regulate training and standards
- b) As the field grows, it will attract better-qualified individuals
- c) There will be a trend to disarm security personnel
- d) All of the above *
- e) Both a and c

A good hybrid security operation consists of:

- a) An engaged corporate liaison
- b) Consistent contract management support
- c) Periodic reviews
- d) Accurate quality measurements
- e) All of the above *

Security practices and procedures cover a broad spectrum of activities designed to eliminate or mitigate the full range of potential hazards. These protection measures may include:

- a) Building and perimeter protection
- b) Intrusion and access control
- c) Fire prevention and control
- d) Emergency response capabilities
- e) All of the above *

The combination of proprietary and contract security is referred to as:

- a) An integrated system
- b) A hybrid system *
- c) An inefficient system
- d) A law enforcement system

All of the following attributes are considered to be advantages of a contract security service except:

- a) Lower cost
- b) Flexibility in staffing
- c) Impartiality in performance of duties
- d) Less likelihood that officers will go on strike
- e) Greater control over personnel *

A periodic review of security services being provided to determine if the contract is being fulfilled is:

- a) Essential *
- b) Worth considering
- c) Not necessary
- d) Not permitted under most contracts

The relationship between public and private agencies continues to be strained, due to issues such as:

- a) Lack of communication
- b) Perceived competition
- c) Jurisdictional conflict
- d) Moonlighting policies
- e) All of the above *

Essay

Discuss the advantages of contract services.

Main Points:

- Cost
- Administration
- Staffing
- Unions
- Impartiality
- Expertise

Explain the advantages of proprietary guards.

Main Points:

- Quality of personnel
- Control
- Loyalty

Discuss the key issues on the strained relationship between private security and public law enforcement.

Main Points:

- Lack of mutual respect
- Lack of communication
- Lack of law enforcement knowledge of private security
- Lack of standards for private security personnel'
- Perceived corruption of police
- Jurisdictional conflict
- Confusion of identity
- Mutual image and communication problems
- Provision of services in borderline or overlapping areas of responsibility
and interest