

SECURITY HUMAN RESOURCES DEVELOPMENT

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The security organization is structured in the following areas:

MANAGEMENT:

- Functions: Establishes goals, provides necessary resources and evaluates results.

SURVEILLANCE:

- Functions: Operates systems, evaluates the information provided, resolves incidents based on the procedures and position orders.

SYSTEMS:

- Functions: Carries out the preventive and corrective maintenance of systems and design and implementation of new equipment.

CONSULTING AND MANAGEMENT:

- Functions: Analyzes standard, updates procedures, technical specifications, maintenance plans, position orders, training plans, documentation, archiving, manages staff and resources.

INTRODUCTION: HUMAN RESOURCES DEVELOPMENT

The human resource development is understood as a development of the capacity and skills of people who are the part of an organization.

PILLARS: PEOPLE, INTELLIGENCE, PROCEDURES AND TOOLS

DETERMINANTS

- **LEGISLATION AND STANDARD**
- **INTERNAL: OWN STAFF**
- **EXTERNAL: ENVIRONMENT & THREAT**



DEFINITION AND REQUIREMENTS OF THE GUARD POSTS

THE DEFINITION OF POSITIONS: WITH CRITERIA OF HIERARCHY AND SPECIALIZATION:

RESPONSIBILITIES ↑	SHIFT RESPONSIBLE	
	ALARM CENTERS OPERATOR	ACCREDITATIONS MANAGEMENT
	ACCESS CONTROL	DOG HANDLER IN CONTROLS ACCESS
	PATROLS AND RESPONSE TEAM	DOG HANDLER PATROLS AND RESPONSE TEAM

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SPECIALIZED PERFORMANCE



DEFINITION AND REQUIREMENTS OF THE SURVEILLANCE POSTS

For each position, basing on the tasks performed, there are defined:

1. - ASSOCIATE FUNCTIONS:

- Stated in the ASSIGNMENT POSITION

2. - REQUIRED SKILLS:

- Knowledge:** Necessary to develop functions effectively.
- Abilities:** Abilities to be acquired in order to achieve higher performance at work.
- Capacities:** Psychophysical characteristics required for the position.
- Physical requirements:** Basing on the position tasks, frequency, duration and realized physical effort

ACCREDITATION MANUAL:

Contains the minimum requirements for the performance:

In **GENERAL** form, for any position:

- PROFESSIONAL DOCUMENTATION. IN FORCE
- GENERAL KNOWLEDGE OF THE STAFF
- GENERAL KNOWLEDGE OF PHISICAL SECURITY AND ESTABLISHED PERIOD OF THE TUTORED PRACTICE

In **SPECIFIC** form, for each position:

- PREVIOUS EXPERIENCE EN OTHER POSITIONS IN SECURITY ORGANIZATIONS
- SPECIFIL KNOWLEDGE FOR THE POSITION AND PERIOD OF TUTORED PRACTICE



EDUCATION AND TRAINING PLANS

The tools we have for professional development of surveillance staff are:

- **EDUCATION.** It facilitates access to the knowledge necessary to perform properly its functions and enhance capabilities.
It is developing through the MULTI-YEAR PROGRAMME and ANNUAL PLANS OF EDUCATION
- **TRAINING.** Develops your skills, allowing to put in practice what is done in the form of simulation exercises and tutored practice.
It develops through the ANNUAL TRAINING PLANS



EDUCATION AND TRAINING PLANS

MULTI-YEAR PROGRAMME

Developed for a 3-5 years cycle. It complies with industry regulations, the necessities of the Protection Plan and position performance.

- CONTAINS THE MATTERS ON WHICH IT MUST FALL EDUCATIONAL EFFORT
- DETAILS STUDY LOADS AND THEIR DISTRIBUTION.
- DEFINES THE PURPOSE OF THE GENERAL AND SPECIFIC EDUCATION COURSES
- ESTABLISHES A MECHANISM OF REVISION AND PERMANENT UPDATE OF THE CONTENTS

PLAN OF ONE YEAR EDUCATION

Developed for one calendar year. It contains:

- EDUCATIONAL ACTIONS COVERED IN MULTI-YEAR PROGRAM: Initial Education, Specialized Education ,
Retrainig Education
- NEEDS IDENTIFIED FROM THE LAST REVIEW
- CHANGES IN THE PROTECTION PLAN



PLAN OF ONE YEAR TRAINING

Developed for one calendar year. It contains:

- DIFFERENT TYPES OF CONTINGENCIES
- FREQUENCY FOR THE EXERCISES EXECUTION
- ACCEPTANCE CRITERIA



At the end of each year it is made a critical evaluation of the actions taken, by recording the most important aspects.

Learned lessons: Regular meetings with operational staff are held in order to expose the conclusions and proposals for improvement

SUITABILITY ANALYSIS AND EVALUATION OF THE PERFORMANCE

SUITABILITY ANALYSIS:

It is verified that the applicant meets the requirements listed for the position in the accreditation manual

For this purpose following tests are made:

- OF KNOWLEDGE: INFORMATION AND KNOWLEDGE THAT OWNS THE APPLICANT
- OF PERFORMANCE: ABILITY TO EXECUTE THE MOST RELEVANT FUNCTIONS

EVALUATION OF THE PERFORMANCE:

The objectives and staff performance is systematically measured to carry out its functions and to develop its potential:

Stages:

- PREPARATION: DATA AND DOCUMENTATION COLLECTION
- INTERVIEW: IN TWO PARTS:
 - ANALYSIS AND VALUATION OF THE YIELD
 - PERSONAL DEVELOPMENT: SETTING NEW GOALS AND FACILITATING ITS ACHIEVEMENT
- CLOSING: COMMITMENT OF THE PARTIES



PROMOTION AND REPLACEMENT PLANS

Considering the performance evaluations, potential staff is identified in vertical promotion order forward positions of greater responsibility, in which they can develop their skills

A promotional plan also allows to manage horizontal mobility, within which , can be acquired new skills and can be strengthened those that they already have

STAFF WITH POTENTIAL HAS A REINFORCEMENT PLAN TO FACILITATE THEIR PROMOTION

The replacement is ensured by the incorporation of the new staff, after accreditation, it will be tutored by the service managers and expert staff, until it acquires the skills necessary to be promoted to another position or leave the organization.



SECURITY CULTURE

DEFINITION:

Set of values, attitudes and conducts, both individual and group, with which the company guarantee the suitable management of security.

SUBJECT:

To introduce and reinforce the conducts and attitudes that help to improve the facility security

THE MANAGEMENT promotes and reinforces the security culture generating the expectations of the conduct which transmit in :

- THE EDUCATION.
- DIFFERENT MEETINGS OF THE STAFF.
- DIVULGATION CAMPAIGNS



SECURITY CULTURE: GENERAL EXPECTATIONS

- QUESTIONING ATTITUD.
- PRECAUTION IN DECISION-MAKING.
- UTILIZATION OF EPI´s
- AVOID RISKS AND UNSAFE BEHAVIOR.
- PROPER USE OF THE PREVENTION ERROR TOOLS.
- MAINTAIN ORDER AND CLEANLINESS OF THE WORK AREA.
- TAKE CARE OF EQUIPMENT STATE AND REPORT ANY DIFFERENCE.
- KNOW AND FULFILL ESTABLISHED STANDARDS AND PROCEDURES.
- USE LESSONS LEARNED FROM EXPERIENCE (OWN ONE AND OTHER´S)
- SELF-EVALUATE THE ACTIVITY TO IDENTIFY POTENTIAL AREAS FOR IMPROVEMENT.



SECURITY CULTURE: PHYSICAL SECURITY EXPECTATIONS

- ❑ MEET ESTABLISHED STANDARDS FOR THE ACCESS AND STAY IN THE FACILITY
- ❑ MEET THE PHYSICAL SECURITY STAFF'S INDICATIONS.
- ❑ WEAR ALL THE TIME PERSONAL IDENTIFICATION CARD AND NEVER GIVE THE ACCESS CODE TO THE THIRD PARTIES.
- ❑ ALWAYS USE THE ACCESS BADGES, NOT TAKING ADVANTAGE OF THE PASSAGE OF OTHERS TO ACCESS NEITHER ALLOWING OTHER PEOPLE TO ACCESS INCORRECTLY.
- ❑ ACCOMPANY AUTHORIZED UNDER OUR RESPONSIBILITY VISITORS AT ALL THE TIME.
- ❑ ACCESS FACILITIES IN THE PSYCHOPHYSICAL CONDITIONS SUITABLE FOR THE JOB
- ❑ REPORT ANY UNUSUAL OR SUSPICIOUS ACTIVITY INSIDE OF THE FACILITY OR IN YOUR ENVIRONMENT.



CONCLUSIONS

The development of the people in our organization is promoted in two dimensions:

Skills:

Establishing the job requirements, meeting the accreditation manual and issuing the suitability analysis.

The staff develops the skills and abilities through education and training. Periodically the performance is evaluated in order to encourage the promotion and specialization.

Attitudes:

It is not enough the staff only to be well qualified as a professional of physical security, but also the staff needs to develop attitudes, assume values and adopt behavior of a professional.

In the same way the organization encourages and reinforces physical security expectations within the SECURITY CULTURE.