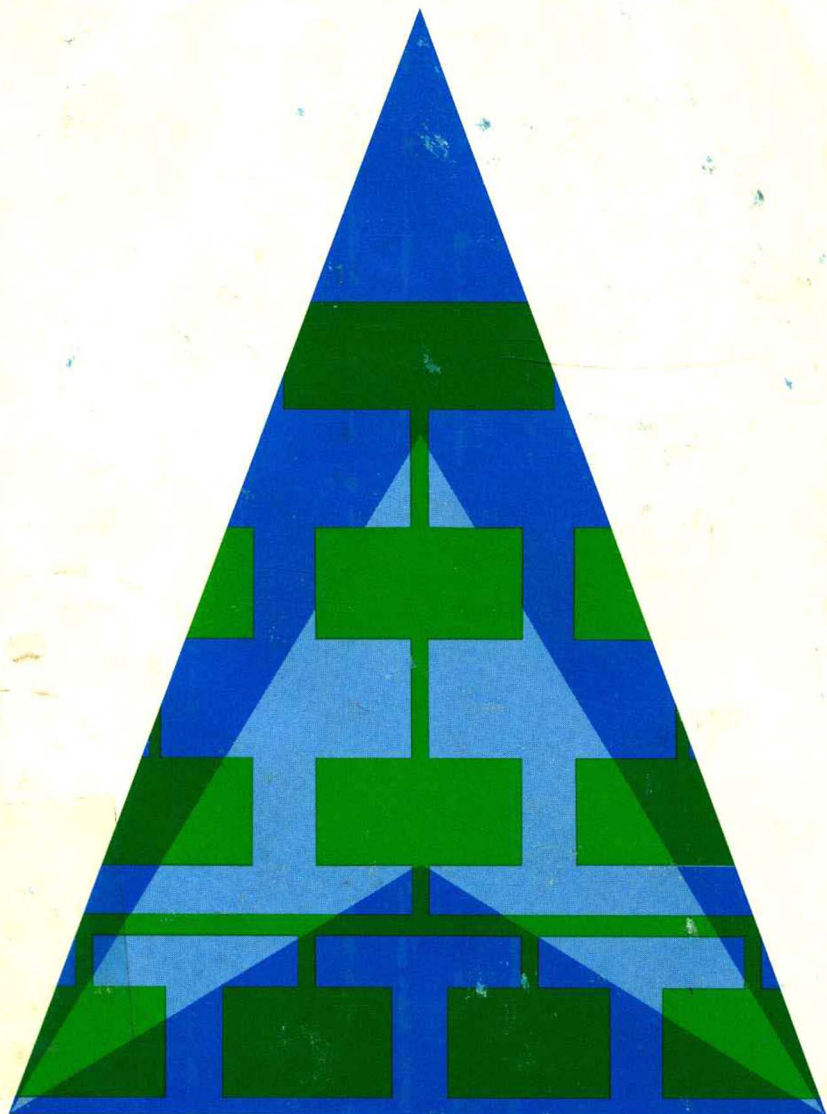


SECURITY SUPERVISION:

A Handbook For
Supervisors And Managers

EUGENE D. FINNERAN, CPP



SECURITY SUPERVISION: A Handbook for Supervisors and Managers

Eugene D. Finneran, CPP

BUTTERWORTH PUBLISHERS INC.
Boston London

Copyright © 1981 by Butterworth (Publishers) Inc. All rights reserved.

No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior written permission of the publisher.

Library of Congress Cataloging in Publication Data

Finneran, Eugene D 1927-
Security supervision.

Includes index.

1. Industry—Security measures.	I.	Title.
HV8290.F56	658.4'7	80-22801
ISBN 0-409-95025-4		

Published by Butterworth (Publishers) Inc.
10 Tower Office Park
Woburn, MA 01801

Printed in the United States of America

This book is dedicated in loving memory of my father, Dennis C. Finneran, Sr., and with great affection for my mother, Mrs. Martha C. May.

FOREWORD

Within the past ten to fifteen years America, as well as the rest of the world, has undergone major changes. Perhaps the area of security has changed as rapidly as the area of global environment. Security has certainly come of age; in the past it was a necessary evil usually delegated to other than the most qualified. All this is different now.

Mr. Eugene D. Finneran has literally kept abreast of the emerging profession, both as an active agent and as an educator of those who were assigned to work with him. Those of us who did not share with Mr. Finneran now have the opportunity, for in his work he moves the reader from the very basic to the potential of security managers.

In his work, Mr. Finneran recognizes the needs of both the individual without prior experience and the individual who has been placed in the role of security manager. He does this in a very easily understood and succinct method. Much to his credit he does not fail to advise the reader to proceed; indeed, he refers the reader to further avail himself of the resources each step along the way.

Here, then, is the text which may lead you to better understand and to work within the newly emerging professional world of security. Mr. Finneran's work will certainly open the path to the individual. He has given the student the key to the future world of risk management.

James T. Santor
Administration of Justice
Department
Clark County Community College

PREFACE

Our objectives in writing this book have been to provide an insight into the science of security as we have known it in the past, where it is today, and what we can expect in the future. We will be looking at security through the eyes of the security supervisor, the man in the middle. We want this book to be as valuable to the security manager as it will be to the guard aspiring to advance himself or the student seeking a degree in this rapidly expanding professional career field.

Just as learning the science of mathematics begins with simple addition and subtraction, rather than trigonometry or calculus, so the science of security needs to have an easily understood basic textbook. We have carried it a step further by providing information and techniques which will allow the reader to move into the arena of the loss prevention professional.

This book then will provide a text which will be useful to both the beginner and the expert; it will provide the security manager the means to evaluate the effectiveness of his present program and can be used as an effective guide for the training of a security guard force.

The security profession is ever increasing in importance to the well being of our nation. Today, security is very important; tomorrow, risk management will be essential if our economic system is to continue to function effectively. Business losses, directly attributable to criminal activity, have been allowed to flourish due to lax or non-existent loss prevention measures. Such losses are a major reason for the continuing rise in inflation since they cause a comparable rise to the consumer.

Adequate loss prevention measures can result in the reduction of product losses, permitting a reduction in product cost. For these reasons, security should be the concern of every man, woman and child in our world society.

For the most part this book deals with loss prevention programs as they would be encountered in an industrial or a wholesale commercial setting. However, the techniques, procedures and controls which are set forth can, in most cases, be applied to any setting where security is required. True, a subject such as vehicle control would not normally be the concern of the security

supervisor responsible for security at a retail outlet, but shipping and receiving loss prevention procedures would be very applicable to this supervisor.

When we speak of security supervision, or the security supervisor, we include all supervisory positions in our profession. Although the supervisor of security guard forces accounts for the vast majority of the supervisory positions in our industry, we also employ supervisors, usually with specialized knowledge, in many other areas. Some examples would be supervisors of loss prevention programs for retail stores, hospitals, educational institutions, governmental programs, electronic data processing and financial institutions. Supervision is also needed in the areas of crowd control, shopping malls, airport preboard screening operations, residential community security, hotel/motel security, casino security, central station alarm companies, high-rise building security and the security of construction sites. We must also provide for the supervision of our audit/inspection, consulting, and investigation functions. In many cases one supervisor is assigned responsibility for all the security-related functions within a given business.

Security, by definition, implies protection. The Security Industry is primarily in the business of protecting business assets. This protection, by necessity, is extended to the protection of the executives who manage businesses and the workers without whom there would be no assets to protect. Rising crime rates and improved technology are rapidly expanding the role of security into the protection of private residences. This protection, which in the past was only available to the wealthy, is being applied to homes of the general public in the form of smoke detection devices, central station and local burglar alarm systems, improved locking devices, and homes which are being constructed with greater security built into the design.

These changes and technological advances are requiring the professional security managers and supervisors to take advantage of continuing educational programs to keep abreast of and utilize changing techniques in our industry or fall by the wayside. For the student, about to choose a professional career, the expanding role of security provides a vehicle which can transport him into the board room of many diverse businesses. As we point out in Chapter 6, the professional security director or risk manager must have a solid working knowledge of all aspects of the business enterprise which employs him. In the future it will not be unusual for corporations to require their risk managers to have attained an MBA or CPA in addition to a CPP.

In Part I of our book we look at the question of selecting a proprietary or contract source of security service; the duties and responsibilities of the supervisor; the important elements of selecting and motivating personnel of the security force; what is involved in the organization of a security force; and identification and examples of security hazards and definition of risk management and loss prevention while outlining some techniques for implementing loss prevention measures.

Part II is concerned with physical security procedures and equipment; the importance of establishing a method of identifying and controlling personnel and vehicle movement; control of keys and use of locking devices; protective lighting systems; alarm systems; and access or entry control techniques, systems and equipment and the effective use of closed circuit television.

Part III looks at the prevention of fires and the equipment that is used in fighting fires; the importance of safety to the employee and the employer; and what is involved in planning for disasters and other emergency situations including the importance of knowing proper first aid techniques; with the handling of bomb threats and civil disturbances; and terrorism and its effect on executive protection.

Part IV deals with the conduct of security patrols; report writing; public relations as it pertains to the security function; and the determinations necessary for arming security personnel and the proper use of the hand gun.

In Part V we discuss the legal authority and problems facing the security department and its personnel and conclude by providing some guidance on the subjects and techniques that make up a training program for security personnel.

There are many more topics which could have been treated here, and in most cases, more detail could have been provided. However, to have done so would have defeated our purpose of providing an easily understood, basic insight into the complex field of security/loss prevention. We feel that what we have provided and the manner in which we present it will give the security practitioner a tool which can be put to good use in advancing the knowledge and proficiency of security personnel at all levels.

At the end of each chapter of this book we have included a list of questions for discussion and have pointed out the major considerations within the content of the chapter. Since it is our intention that this book be used both by the working security supervisor and manager as well as the student getting his first insight into this profession, we felt the inclusion of these pages was necessary. These questions will assist in the review of material presented in the classroom. They also can be used as review tests and administered during the training program to assess the progress of the security trainees. As we will point out throughout this book, the foundation of a good loss prevention program is a viable security system. The single most important element within that system is the security force. The effectiveness of the security force is directly dependent upon the knowledge and ability of the security supervisor. The success or failure of the system rests on these men and women.

Our thanks must go to the many people who gave us encouragement or advice which has made this a more thorough and a much better book. We would like to give special thanks to the following individuals whose contributions to our knowledge and experience made the preparation of this work possible.

To James T. Santor, Educator, who reviewed our efforts and has written the forward, we extend our deepest appreciation.

To Mark Lipman, President, Mark Lipman Services, who encouraged us to work on this book, we give our thanks and a warm regard.

To Walter M. Strobl, CPP, President, Strobl Security Services, Inc., Security Professional and Author, whose association greatly advanced our knowledge of the profession, we extend our thanks and best wishes.

To Ira A. Lipman, CPP, President and Chairman of the Board, Guardsmark, Inc., who provided us the opportunity to learn and display our abilities in the areas of business management, security consulting, managing technical services and security training programs, we would like to express our appreciation.

To Louis Charbonneau, former Managing Editor, Book Publications, Security World Books, and Greg Franklin, Acquisitions Editor, Butterworth Publishers, Inc., who provided us with thorough critiques and recommendations which have greatly improved the end results of our efforts, we add our sincere thanks.

Our greatest thanks must go to Ms. Nila M. Bieker, a security professional in her own right and my loving wife. Without her help and encouragement, this book would never have been completed.

One of the greatest changes that has taken place in the field of security has been the introduction, into this traditionally male-dominated profession, of female officers, supervisors, risk managers and directors of risk management. We want it known that we recognize the important contributions made to the professionalism of our field by the female professionals among us. In our early manuscripts there were many he/her and his/hers, so many in fact that it became cumbersome and difficult to deal with. In the final manuscript we have decided to use the traditional masculine gender with the understanding that wherever such references appear, we are referring to all professionals in our industry, male or female.

CONTENTS

FOREWORD	vii
PREFACE	ix
I. GUARD FORCES: THEIR SUPERVISION AND PURPOSE	1
Chapter 1 The Decision — Proprietary or Contract?	3
Chapter 2 The Supervisor	15
Chapter 3 Selection and Motivation of Personnel	21
Chapter 4 Organizing the Guard Force	31
Chapter 5 Security Hazards	41
Chapter 6 Loss Prevention	53
II. PHYSICAL SECURITY: ADJUNCTS AND IMPLEMENTATION	61
Chapter 7 Physical Security	63
Chapter 8 Identification and Control of Personnel	75
Chapter 9 Identification and Control of Vehicles	85
Chapter 10 Key Control and Locking Devices	93
Chapter 11 Protective Lighting	101
Chapter 12 Alarm Systems	107
Chapter 13 Entry Control Systems	117
Chapter 14 Closed Circuit Television	125
III. PLANNING: PROCEDURES AND EXECUTION	133
Chapter 15 Fire Prevention Methods	135
Chapter 16 Fire Protective Equipment	143
Chapter 17 Safety Procedures	151
Chapter 18 Emergency Plans and Procedures	161
Chapter 19 First Aid	169

Chapter 20	Bomb Threats and Civil Disturbances	177
Chapter 21	Executive Protection	187
IV.	SPECIAL CONSIDERATIONS	197
Chapter 22	Patrolling Techniques	199
Chapter 23	Report Writing	209
Chapter 24	Public Relations	221
Chapter 25	Firearms	227
V.	LEGAL CONSIDERATIONS AND TRAINING REQUIREMENTS	239
Chapter 26	Legal Authority for Security Personnel	241
Chapter 27	Training Techniques	253
EPILOGUE		265
SELECTED SERVICES AND PRODUCTS		267
SELECTED BIBLIOGRAPHY		271
INDEX		275

I. GUARD FORCES: THEIR SUPERVISION AND PURPOSE

Chapter 1

THE DECISION—PROPRIETARY OR CONTRACT?

In the early years of World War II, even before the United States was an active participant, our government began to rebuild our military arms and equipment productive capabilities. The War Department negotiated contracts with civilian manufacturing companies to develop and produce military equipment from weapons and ammunition to bombers and troop transports.

It was recognized that plans, blueprints, specifications and much of the finished product would be classified as military secrets and would require special protection. The War Department stipulated that companies engaged in war production would be required to meet certain minimum security requirements. Among these was the establishment of security guard forces. The emphasis was on the prevention of sabotage and denying foreign espionage agents access to our military secrets. The guard forces which were established were primarily proprietary. That is, the members of the force were direct employees of the protected firm. As will be repeated throughout this book, the guard force, although only one element of the security system, is the most important element of the system.

Many of the firms, whose contact with security came originally with the granting of government contracts, have stayed with the proprietary concept of employing a guard force. Other businesses have chosen to obtain these services by contracting with a company that specialized in providing guard personnel and security services. Still other businesses utilize a combination of the two options. Careful consideration should be given to the needs of a particular organization before a decision is reached to utilize either proprietary, contract or a combination of the two.

Although neither the security officer nor the supervisor will normally be concerned with selecting the method of obtaining a guard force, they should be familiar with the benefits and drawbacks of using either system.

After all, most of them would not have selected this career field if they did not intend to progress into management at some future point.

PROPRIETARY GUARD FORCES

Most of the benefits to be derived from the use of a proprietary security force form the basis for the biggest drawback to the use of this system. That drawback is cost. In order to be effective the proprietary force must be a part of an established professional security department. In Figure 1-1 the relationship between the corporate director of security (risk management) and other directors or officers of the corporation is shown. It should be noted here that as the role of security in our society changes so do the titles and terminology used to describe the various positions. In many businesses today we no longer have a position of director of security, instead we have director of risk management or director of loss prevention. The same changes are seen in security structures of individual facilities or facilities which come under the corporate umbrella. At this level the titles are usually risk managers and loss prevention managers. These titles more appropriately describe the duties of today's security departments, directors and managers.

Figure 1-2 depicts the structure of the security department at the corporate level. It should be pointed out that no two corporations necessarily use the same organization. In some corporations the director of the security program has no staff other than administrative and his function is primarily advisory in nature. Other corporations will have a more extensive staff than depicted here. The illustrations are provided solely for the purpose of showing the relationships and normal staff requirements for an organization of this type.

Figure 1-3 depicts the relationship of the guard force to the risk manager and the other sections within the security department. The staffing of this particular department has been overstated to show the necessary functions within the department. In reality, many of the duties cited would be assigned to one or two assistant managers or supervisors.

The advantages of using a proprietary guard force and security department, which were briefly mentioned earlier, are: the ability to pay higher wages and provide greater fringe benefits; the members of the security department owe their loyalties to the using organization, their employer; better control of employee assignments; better control of employee selection and background investigations; and a lower rate of employee turnover.

The disadvantages of using proprietary forces, as previously stated, begin with the cost—not only the higher cost of personnel procurement, wages and fringe benefits, but also the cost of uniforms, providing vacation and emergency relief (usually at overtime), maintaining the supervisory and

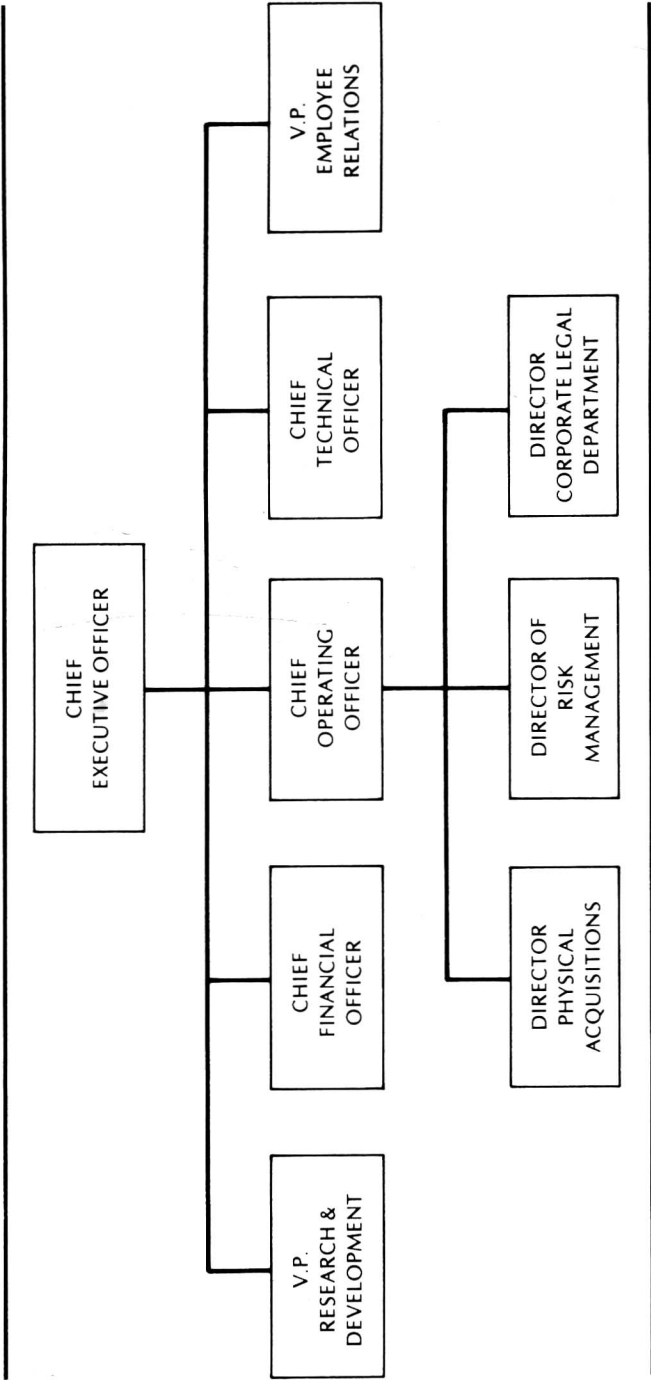


Figure 1-1. Relationship between the corporate director of security (risk management) and other directors or officers of the corporation.

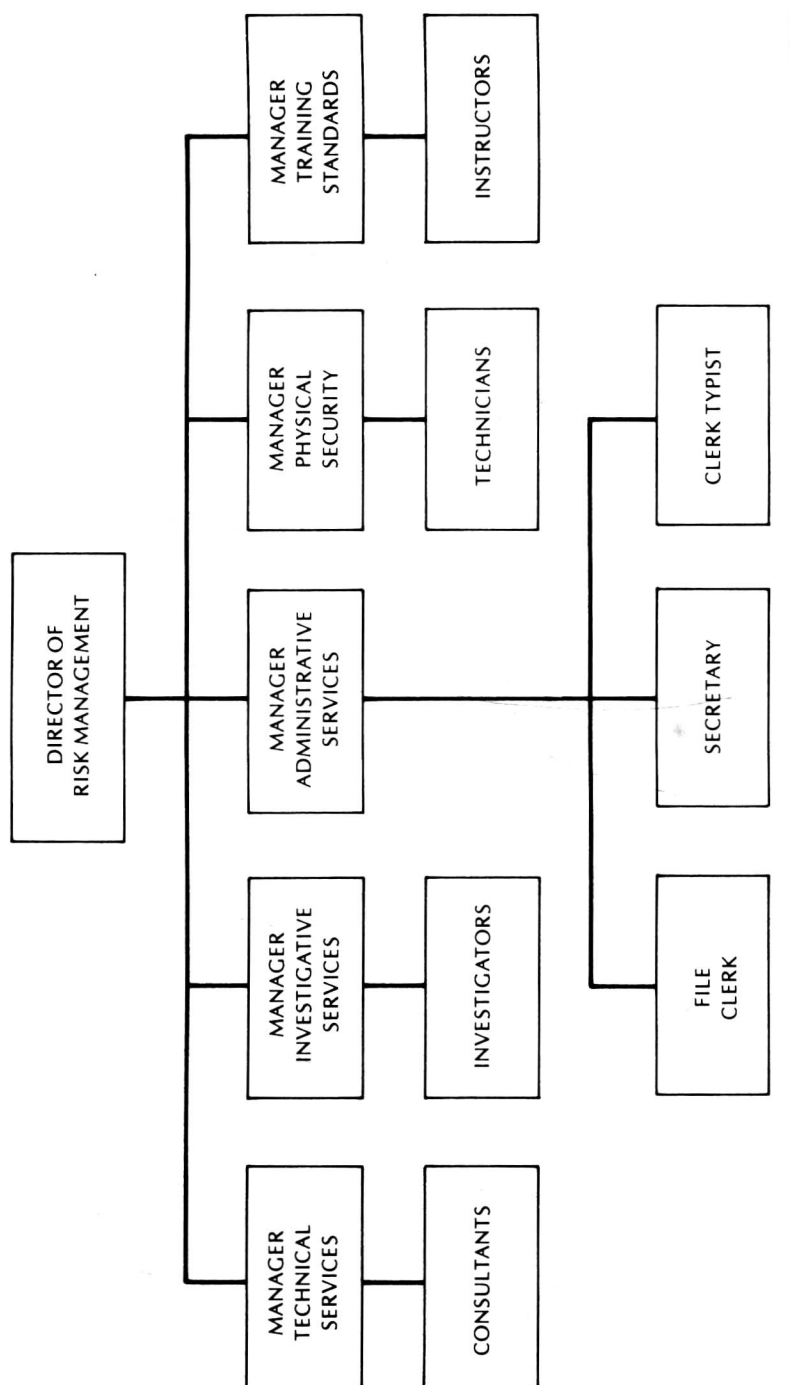


Figure 1-2. Structure of the security department at the corporate level.