

Public Relations

Community & Customer

Module II.A

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Study Guide

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Introduction to Security and Public Relations

As you read and study this Security Training Course you should be aware that you are in one of the fastest growing industries in the United States. The purpose of this training is to familiarize and instruct the individual on basic skills and provide a common body of knowledge in the performance of security officer work throughout the State of California.

What Is Private Security?

For purposes of our discussion, private security consists of privately funded businesses which provide security and related services to other persons and businesses. Security is intended to protect and preserve activities/ property without loss or disruption. Security, like most professions, has continued to change amid rapid growth. Since the terrorist attacks of 9/11, security has come under greater scrutiny from the federal and state government as well as from private citizens.

Different definitions and terms are often used to describe private security:

- Private Police
- Security Police
- Plant Protection
- Facility or Plant Security
- Loss Prevention
- Risk Management
- Loss Control
- Fire Protection
- Asset Protection
- Safety
- Hazardous Material Control

Private security personnel are an increasingly important part of Homeland Security in the United States.

Private security personnel currently greatly outnumber law enforcement personnel. Several studies of the security industry have been made and are

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referred to as the Hallcrest Reports I and II. In these studies, the authors note the security industry will continue its rapid growth.

The requirements for professionalization of the private security field are increasing. In California, private security officers may not work without a nationwide criminal background check. Furthermore, California security officers go through one of the most stringent training laws in the nation. Training as defined by California was established by AB 2880 and subsequent regulations. This law and the regulations state that officers must take a mandatory eight-hour "Powers to Arrest Course," 16 additional hours (8 mandatory hours, 8 elective hours) within 30 days of the issuance of your security officer registration (guard card), and 16 more hours (for a total of 40 hours) within 6 months of issuance of the registration.

Public Relations

Definition

Public relations is the way in which a security officer acts and interacts within an organization. It is measured in the amount of cooperation he/she gives and receives from others while carrying out responsibilities for prevention and protection. The essence of public relations is creating and maintaining an environment in which you can operate effectively.

Background

For many years the security officer was viewed as the inept sleepy night watchman who stood by while all manner of crime was perpetrated against his employer. The typical stereotype was that of the elderly, often "retired" gentleman working a night watch to supplement his income. Besides this poor image, the guard was thought to be poorly trained, poorly supervised and not given adequate instructions on what to do or how to do it. Typically, the watchman's duties involved a periodic walk-through, punching a watch-clock, locking and unlocking doors, checking for fires and turning out lights. Little was asked or expected, and consequently, little was received.

Over the past 10-15 years, that image has slowly begun to change. The old night watch, fire detection and other functions are being done electronically. The security officer is now being given more responsibility for interacting with other employees, taking incident reports, investigating unusual incidents, providing crime prevention information, controlling access, and operating sophisticated computer driven security monitoring stations. Indeed, the "watchman's" job has evolved into that of a professional security officer. More often than not, in a crisis situation, the security officer is viewed as a leader and looked upon to resolve issues and conflicts.

Instead of hiring their own watchmen or guards, more and more companies are hiring professional security managers and contract security agencies with well managed and trained security officers to meet their security manpower needs. The security industry has taken great strides in screening and training security officers. Security professionals now have advanced degrees not only in security and law enforcement subjects, but in business and administration.

The state regulatory agencies are beginning to do a better job in licensing and regulating the industry to discourage the opportunists and encourage professionalism.

Image

The effectiveness of any security program is measured by its ability to gain involvement from as many people in an organization as possible. If the image of the security program is perceived to be that of a professional unit employing competent professional security officers, then it will achieve far greater success than one that is not perceived in that manner.

The cornerstone of this program is the security officer. His/her success is measured largely by the cooperation and support received from and within the organization. If the perception of the officer is poor, his/her ability to be effective will suffer. If the perception is that of a professional, the officer will be treated with more respect and deference and will likely be more successful.

In order for the security officer to be perceived as “part of the business,” the officer must act as an integral part of that business. While the officer may not make, warehouse or sell widgets the officer (to the degree that he/she is capable) is responsible for protecting those who do and the environment in which they work. This responsibility makes the officer an integral part of the business.

Conduct

While the role of security officer is vastly different from that of police officer, both work in a fish bowl. The security officer works in a highly visible position where duties and actions are often carefully scrutinized and examined, and do not allow for inappropriate behavior. A security officer’s actions, good or bad, are very apparent.

It is important for the security officer to think before acting. Some questions security officers may wish to ask themselves before taking action in any situation include:

- What resources do I have at my disposal?
- What will the result of my actions be?

- Will my actions improve or diminish the situation?
- How will my actions impact others?
- How will my actions be observed by others?

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Of the options that I have, which is the best course of action for this situation?

A security officer that asks these questions is more likely to take the appropriate action in a given situation.

Attitude

Perhaps the single most important aspect of good public relations for the security officer is ATTITUDE. The only thing that a security officer has total control over in a given situation is the way he responds to that situation.

While the officer can do little to predict or control a situation, his/her reaction to the situation is controllable. If the response to a situation is with anger, excitement, over-aggressiveness or any number of other emotions, that response will likely not improve the situation. On the other hand, if the response is well thought out, concise and professional, the security officer has a much greater chance for success.

Attitude is best explained in this quote by Charles Swindoll:

"The longer I live, the more I realize the impact of attitude on life. Attitude, to me, is more important than facts. It is more important than the past, than education, than money, than circumstances, than failures, than successes, than what other people think or say or do. It is more important than appearance, giftedness or skill. It will make or break a company, a church, a home. The remarkable thing is, we have a choice every day regarding the attitudes we will embrace for that day. We cannot change our past. We cannot change the fact that people will act in a certain way. We cannot change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude. I am convinced that life is 10% what happens to me and 90% how I react to it. And so it is with you...We are in charge of our attitudes."

The bottom line is this: if you as the security officer respond to a situation with anything other than a positive attitude, you are giving up control of the situation. Worse, you are perhaps showing others that you are out of control.

If you respond to every situation with a positive attitude, you are giving yourself the best opportunity for success, no matter what the situation. If others expect you, the security officer, to respond to every situation with a positive attitude, then you have elevated your profession because you have elevated the expectation. This makes the security officer more valuable.

Appearance

The security officer's appearance is very important. If the uniform is not clean and neatly pressed or the officer well groomed, then the officer is either a distraction or not noticed. Neither is acceptable.

Appearance is the combination of a neat uniform, a well-groomed officer and a professional presence. Anything that detracts or distracts from that diminishes the APPEARANCE of the officer. Even a well-groomed officer can make the mistake of detracting from an otherwise good appearance by absently doing things like wearing too much cologne, perfume, distracting jewelry or hairstyle, chewing gum, slouching or engaging in some other activity that diminishes appearance.

Importance Of Good Public Relations

Earlier in this chapter, we talked about the importance of creating and maintaining a good environment in which to operate. If your role in the organization is to protect, doesn't it make sense to have a good relationship with the people you are protecting? In order to be effective, the security officer must understand the environment and the people in the workplace. If the officer works in an office building for example, then it might be important for him/her to know the work habits of the various tenants and their employees. If the officer knows that one of the tenants has several women who work late into the evening, then an extra effort must be made to observe them as they leave the safe confines of the building. If the officer sees suspicious activities around one of the firms, it might need to be brought to the attention of the supervisor, who should then notify building

management or the tenant directly.

A smart tenant will appreciate the fact that the security officer is watching out for their employees and business interests.

Changing The Perceptions

While the security industry has made great strides in the past 10 years, there are still those who think of security officers as they did in the old days. Indeed, many in our industry still think of themselves as nothing more than a watchman. The officer who refers to himself as “just a guard” or “I just work security” is the worst enemy of the security profession. To hear security people refer to themselves in such a self-effacing way is unfortunate. How can others be expected to understand and respect the value of the security profession if those who are a part of it do not?

The first order of business is to understand the importance of the security officer. If you weren't important, you wouldn't be there in the first place. Companies don't hire security officers because they like the way they look in their business. Security officers are hired because they are needed to perform a valuable service. If you don't believe that, you are wasting your time in this profession and should begin looking immediately for another line of work.

Secondly, people will show respect for you only when you have earned it. The ways to earn it are to show respect to others, do the best job you possibly can in the environment in which you work and demonstrate a positive attitude in carrying out your duties.

Finally, learn to communicate with people. In order to change people's perceptions you have to know and understand them. This doesn't mean making small talk with them or engaging in idle conversation. It means asking them what their security needs and expectations are, what special security problems or concerns they may have, or how you can work together to maintain a quality level of security. Done effectively, this will provide a better understanding of their needs and will demonstrate your interest in providing a quality service.

By the same token, the people you serve need to understand your responsibilities. The more they know about security, the easier it is for them

to recognize your value. While it is inappropriate to talk about sensitive material or information, it is very appropriate to answer people's questions about the security function and your responsibilities in their environment. Don't be afraid to explain what you do, or to ask people to let you know when something is suspicious or out of the ordinary. When someone asks you about security, take advantage of the opportunity to tell them how important it is for them to let you know when something suspicious is going on.

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Ethics

Much has been written recently concerning ethics in our country. Most of the time, when we read about violations of recognized ethical standards we associate the conduct with business fraud of some sort. As security officers, the foundation of our very existence rests on the refusal of certain people to act in an ethical manner at all times. If people did not steal, cheat, rob, vandalize or otherwise destroy that which belongs to someone else, there would not there be a need for security.

Unfortunately, due to the presence of unacceptable social behaviors in our society, there is a need for persons to protect themselves and their property. By and large, that is why security exists! However, if, as security professionals, we accept the theory that security personnel must conduct themselves in a highly proper and ethical manner at all times, then we must also accept the notion that ours is an integrity profession. Without integrity, security personnel are no better than criminals. In fact, many would argue worse than criminals, for if a person has been assigned the responsibility of protecting someone else's property, to damage or steal the property is the greatest wrong!

What Is Ethics?

This question has been debated for hundreds of years. A study conducted several years ago by the Ethics Resource Center found that over 86% of all people who were interviewed associated ethics with standards and rules of conduct, morals, right and wrong, values, and honesty. Unfortunately, only those who display a lack of ethics are identified. Those who "do the right thing" are not often publicized. Rather, individuals who violate recognized standards of behavior are apparent.

Dr. Albert Schweitzer defined ethics as, "the name we give to our concern for good behavior. We feel an obligation to consider not only our own personal well-being, but also that of others and of human society as a whole." Ethical behavior includes a shared interest which affects all humans. Ethical behavior needs to be recognized and accepted. Behavior becomes unethical when a special interest of one individual or a number of individuals is considered more important than the interest of society.

For security professionals, it is essential that we understand and accept what is considered ethical behavior. Since security personnel are often charged with enforcing rules and policies, an example of conduct which demonstrates high ethical standards must be the rule and not the exception for all security personnel.

Ethical Violations or Cardinal Sins of Security Officers

When hired, most security officers are instructed by their employer as to what is considered improper or unethical behavior. Often a statement to the effect that, "anyone who violates any of the before mentioned rules and regulations will be subject to discipline, up to and including discharge," is signed by all new hires. Normally these rule violations include: theft, sleeping while on duty, destruction of property, misuse of equipment, etc.

Dishonesty-Theft

Without question, security personnel who exhibit dishonest behavior discredit the entire profession. Security personnel who are assigned to a facility to protect and ensure that property is not damaged or stolen, but decide to engage in the theft of that property, have committed the most serious and damaging offense possible. Security and cleaning personnel are considered prime suspects in any theft investigation because of their opportunity to have access to various areas of a facility.

People steal for a variety of reasons but a need or desire to steal is always present. When security officers are found to have been responsible for a theft, they will usually display the second element of theft...rationalization. Security officers will often rationalize that they chose to steal because they were not appreciated, or they were overworked, underpaid, etc. The fact remains that no legitimate reason ever exists for a security officer to engage in theft. Opportunity is the final element that is present in any theft situation. Usually a security officer has more of an opportunity than anyone in an organization to steal.

Security personnel have a great opportunity for theft since they may be the only person working at the facility or one of only a few people working. It may seem easy for a security officer to have an accomplice come into a facility,

back up a truck to the rear loading dock and remove property. This can often be accomplished without detection. Usually, thieves who find a facility so susceptible to theft will often come back and become more daring. If the thefts continue, the odds are great that the thefts will eventually be discovered and the perpetrators apprehended. Some facilities may discover a theft immediately while other organizations may not learn of the loss for weeks or months. The point to be remembered is that the odds increase that eventually a security officer who engages in theft will be identified.

Dishonesty-Theft Of Time

Security officers are required to record the actual hours worked in many different ways. Some officers will punch-in using a time-clock. Others will simply write their hours in a log, or telephone a central office to record their call-on and off times. No matter what system is utilized to record the time worked, security personnel are often afforded the opportunity to misrepresent their actual hours worked.

Security officers who walk off-duty at a facility are not only leaving the facility unprotected, they are leaving their employer possibly liable for any loss or damage which occurs while the facility is left unprotected. In addition, if the security officer is a contract employee, his employer may unintentionally be cheating the client for hours worked. Again, eventually the truth will come to the surface and the security officer who is leaving the post will be identified. Usually a situation of this type is extremely embarrassing to all parties.

Destruction Of Property

Because of boredom, unethical security officers will often decide to use a computer, take a "spin" on a forklift, take a drive in a company vehicle, or simply perform some "knucklehead" action which damages or destroys property.

Damage to property can often be repaired or replaced no matter how costly. Damage to the reputation of the security officer, security department, or contract providing company will often be damaged beyond repair.

Dishonesty-Telephone Abuse And Misuse

As with every other Code of Conduct violation, telephone misuse or abuse is

discussed with security officers before their first day of work. Everyone knows that on occasion, a security officer will need to use the telephone for legitimate reasons and few would question this moderate use. However, since telephone calls are logged by most organizations which describe the phone use, date and time of the call, whether the call was incoming or outgoing, telephone number called, length of the conversation, and cost of the call, it is very easy to determine if a security officer is abusing telephone privileges.

If the security officer decides to make a long-distance call or call a 900 number, not only is communication to the protected facility often impossible, an expense is being incurred for the phone call. Additionally, the security officer is being paid to perform a job, not talk on the phone! And eventually, the facts will become clear as to who was working on a particular date and time and who in all likelihood is responsible for the phone abuse!

Dishonesty-Falsification Of Records

Security officers who attempt to take shortcuts by stating that patrols or inspections were made when, in fact, they were not, have committed a very serious offense. Acts of omission are those where something should occur and does not. Acts of commission are those where something occurs which should not.

Falsifying records or logs is more serious because a security officer had to have thought out in advance how they were going to misrepresent or falsify a record.

Falsification of records is the equivalent of lying and a very dishonest act. Whether the security officer is falsifying a travel expense or indicating that a patrol was made which did not occur, serious discipline will result when discovered, and these actions should result in the termination of the security officer.

Even security officers who fill-in their daily logs in advance are violating accepted codes of conduct. Since many shifts result in similar reports and activities, dishonest security officers will often complete their logs in advance. Naturally, when an incident occurs which changes the pre-completed log, a problem exists. Usually, logs are completed in advance because of boredom

or laziness on the part of the security officer. No matter what the reason, completing logs in advance is dishonest and is falsification of records!

Use Of Alcohol Or Drugs

As with all of the previously discussed rules of conduct, the use of alcohol or drugs while on duty is strictly prohibited. In addition, consumption of alcohol prior to reporting for duty is prohibited. As discussed in the Alcohol and Drug Awareness Module, the liver can detoxify only one ounce of alcohol per hour. Therefore, if a security officer consumes two or three beers one hour before the start of their shift, they will be considered unfit to work!

Since security positions will often allow a person a good deal of privacy, away from others, persons with an abuse problem can indulge themselves without immediate fear of being detected. However, signs and symptoms will eventually become apparent to co-workers, superiors or even visitors. Once again, the credibility and reputation of the entire security organization is tarnished when incidents of alcohol and/or drug abuse are discovered.

Sleeping On Duty

There is sleeping on duty and then there is sleeping on duty! The first type of sleeping on duty has occurred to just about everyone who has worked in the security field. This situation occurs as a security officer is sitting in a chair legitimately attempting to perform the required duties. Before long the eyelids become heavy and the head begins to nod and before you know it...! Usually, this type of brief sleep is interrupted by the security officer realizing what is occurring, immediately getting up, walking around the desk, splashing cold water on his/her face, and standing up for several minutes. Sometimes the ring of the telephone or worse yet, someone entering the security office awakens the officer. While this situation is embarrassing, it will normally not lead to immediate termination after only one offense.

The second type of sleeping on duty occurs when the security officer deliberately attempts to sleep while on duty. Evidence supporting this occurrence usually includes the officer finding an "out-of-the-way" place where he/she can lie down; removal of shoes and socks; and general absence from their assigned duties for extended periods of time. This type of sleeping on duty will eventually be discovered, perhaps by an executive who enters

their office early one morning to begin their workday and finds the security officer “sacked-out.” To say the least, this is a very embarrassing situation which discredits the security company.

There are no reasonable excuses for sleeping on duty. Even if a security officer has had to work 12 or 16 hours straight, sleeping is not reasonable or excusable. Sleeping on duty is strictly forbidden and will usually result in immediate termination. Proper rest is a condition of employment. Clients expect security officers to be alert and awake while on duty.

Bribes

Bribes are defined as: anything offered or given to someone in a position of trust to induce that person to act dishonestly. Security officers who accept money from persons in order for the security officer to “look the other way,” are guilty of accepting bribes and should be terminated at once!

Attempted bribes of security personnel will often occur if other dishonest employees believe that in order to commit an act, they must protect themselves from the likelihood of security observing their conduct. Bribes will usually not be offered if the person offering the bribe believes their offer will be refused. Acceptance of a bribe will result in immediate termination of a security officer.

Gambling, Betting And/or Borrowing Money

Security officers who bet with other officers or with employees of a facility are violating the accepted code of conduct for security personnel. Gambling or betting debts can become quite excessive and result in compromises in the overall security of a facility.

Borrowing money from employees and/or co-workers is also an unacceptable practice. Borrowed money is often never paid back which causes resentment and hard-feelings. Co-workers and client employees should never be asked to loan money for any reason.

Sexual Harassment

Security officers who attempt to solicit attention from members of the opposite sex may find themselves on the receiving end of a sexual

harassment complaint if their advances are unwarranted and not acceptable. Security officers should never attempt to date employees of the facility where they work for obvious reasons. Conflicts of interest can easily develop and compromises in the security operation are possible.

Any verbal or physical conduct of a sexual nature that can create an intimidating, hostile, or offensive work environment cannot be tolerated. Any undesirable activity such as sexual, racial, or ethnic jokes, unwelcome sexual advances or requests for sexual favors in exchange for special treatment cannot be tolerated.

Companies and organizations who condone or tolerate behavior which is considered to be of a harassing nature can be sued in a federal court and subject to severe financial penalties.

Reporting Of Ethical Violations

It can be very difficult for a security officer to report to his or her superior that they believe a fellow security officer is involved in improper conduct. To report to a superior that a co-worker may be involved in improper conduct, requires a great deal of courage on the part of the reporting security officer. In addition, the reporting security officer must have a strong feeling of trust in the people to whom the information is provided. If after a report has been filed, the security officer is accosted by the co-worker because information "leaked" regarding the suspicions, a greater problem is created.

Reporting wrongdoing is never easy or pleasant. But as security professionals, we are all required to report this wrongdoing, no matter how difficult. Many organizations have initiated "hot-lines" for anonymously reporting wrongdoing. Other companies encourage security officers to telephone a key executive or security director to report their suspicions. Others may encourage individuals to write an anonymous letter to report the information.

Whatever avenues are available to report the wrongdoings or suspicions, the security officer must choose one and report the information. Failure to do so casts a shadow of suspicion over all security officers. Sometimes, investigations are underway before the security officer's suspicions are made known. By reporting this information, security officers are not only doing the right thing, they are doing their job and removing themselves from the cloud

of suspicion.

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Code of Ethics for Private Security Employees

There is no recognized Code of Ethics for Security Personnel. However, with the increased importance and scrutiny on security officers, we propose this Code, originally developed in 1976 after a federal government study of private security, which we hope will be guidelines by which all officers act:

In recognition of the significant contribution of private security to crime prevention and reduction, as a private security employee, I pledge:

1. To accept the responsibilities and fulfill the obligations of my role: protecting life and property; preventing and reducing crimes against my employer's business, or other organizations and institutions to which I am assigned; upholding the law; and respecting the constitutional rights of all persons.
2. To conduct myself with honesty and integrity and to adhere to the highest moral principles in the performance of my security duties.
3. To be faithful, diligent, and dependable in the discharge of my duties, and to uphold at all times the laws, policies, and procedures that protect the rights of others.
4. To observe the precepts of truth, accuracy and prudence, without allowing personal feelings, prejudices, animosities or friendships to influence my judgments.
5. To report to my superiors, without hesitation, any violation of the law or of my employer's or client's regulations.
6. To respect and protect the confidential and privileged information of my employer or client beyond the term of my employment, except where they are contrary to law or this Code of Ethics.
7. To cooperate with all recognized and responsible law enforcement and government agencies in matters within their jurisdiction.
8. To accept no compensation, commission, gratuity, or other advantage without the knowledge and consent of my employer.
9. To conduct myself professionally at all times, and to perform my duties in a manner that reflects credit upon myself, my employer, and private security.

10. To strive continually to improve my performance by seeking training and educational opportunities that will better prepare me for my private security duties.

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Case Study #1

Imagine that you are a security officer working at the prestigious world headquarters of a Fortune 500 company. You had been unemployed for over 18 months before a friend of yours, Tommy Smith helped you obtain a job for the company. Tommy Smith is a local boy who has “made good.” Tommy spent the early part of his career in the Army, having served two tours of duty in Vietnam. Tommy is now the third shift supervisor of security for the Acme Company, whom you report to.

1. On three occasions you have found an hourly maintenance mechanic asleep, in a remote location of the facility. On each occasion you have immediately informed your supervisor, Tommy Smith, who told you he will handle the situation. To your knowledge, the maintenance employee has never been disciplined for sleeping
2. You notice that when employees are leaving work, they talk to Tommy Smith about meeting for a drink later. Tommy tells them he’ll meet them at the “usual spot” in about 20 minutes. You ask Tommy if he could get in trouble with his superiors for fraternizing with employees. Tommy tells you its nobody’s business what he does after work.
3. There are strong suspicions that a group of employees are involved in alcohol and drug use on the third shift. Some of the employees suspected of being involved are the same ones that Tommy meets after work for a drink. Tommy has told you that these employees are nothing but a bunch of “good ol’ boys” who just like to have a little fun at work. The Acme Corporation’s security department has a very clear policy regarding the behavior of all security personnel. All security department employees are required to report to the Manager of Security, any suspicions regarding the possible misconduct of employees. You believe that your supervisor, Tommy Smith, may be involved in some improprieties with some other employees but you don’t know for certain.

What if anything, should you do?

Case Study #2

You have just been named the Loss Prevention Supervisor for the ABC Company which operates a large warehouse distribution center for which you are responsible. Rumors abound that the distribution manager, whom you report to, is a recovering alcoholic. You have heard that he once had a very bright career before he became involved with alcohol. While he had abstained from alcohol for several months, he recently has missed several days of work. You heard that the assistant distribution manager had to drive the manager home from work one day last week because the manager was intoxicated.

While at the local courthouse where you are waiting to testify in a shoplifting case, you notice the distribution manager's name on the court docket for a "driving under the influence" charge. You notice the arresting officer's name as someone you know. You seek out this officer who informs you that on the previous Saturday night he arrested the distribution manager for drunk driving. The officer told you that the distribution manager's blood alcohol content was .18. The officer added that the distribution manager begged the officer not to arrest him since he would lose his job if anyone from the company learned of the charge.

You notice that the distribution manager sees you speaking with the officer. When you return to work the distribution manager calls you into his office for a private meeting. He politely tells you that he has always been impressed with your work and that you have a bright career ahead of you. He also advises you that a person of your age should do all that is possible not to have enemies within the corporation and that he has a lot of friends at the corporate offices who can either help or hinder you in your career. You thank him for his time and quickly leave his office.

When you were hired, you signed a statement that you would report to management any behavior on the part of any other employee which detracts from the overall good of the company or reflects poorly on the company's reputation.

Do you report what you know about the Distribution Manager?

Professionalism

Professionalism is the behavior or conduct that one is expected to demonstrate in their particular chosen profession. For security officers, professionalism is an essential element to ensure success.

Observe & Report

To observe and Report is the core responsibility of security officers. For most security officers, the ability to be alert and to be aware of their surroundings will greatly enhance their chance for success and promotion. At every security post a set of written post orders or instructions will guide you in terms of your daily responsibility. One of the basic functions of security personnel is to either monitor access to a facility or to actually “grant” access by opening of an entrance. This will require the officer to interact with visitors and employees daily, to be certain proper identification procedures are followed and to ensure that property does not leave the facility without proper documentation. Usually, security officers’ responsibilities with regard to observe and report consist of the following:

- Control access to a facility.
- Meet and greet all visitors, ensuring they have proper identification and are escorted by an employee of the facility if required.
- Monitor all vehicle traffic, reporting unsafe or dangerous driving conditions.
- Reporting improper behavior on the part of employees or visitors.
- Report safety or maintenance issues.

Reduce Improper Behavior

Security personnel may often be compared to a referee or an umpire at a sporting event. No one has come to see the security officer perform daily tasks. However, if something does not go right, rest assured the security officer (much like the umpire at a baseball game) will normally be in the middle of the action. Unfortunately, human nature will often cause people to do things they would normally not do. Or perhaps people act in a proper manner only because someone is watching their behavior. Like it or not, one important aspect of the role of a security officer is to serve as a deterrent to

poor or improper behavior. The very fact an observant, well-respected security officer is on duty will normally prevent the theft of material, illegal use of alcohol and drugs, and otherwise inappropriate conduct. Security officers should recognize that being popular is not a goal, nor is being liked by people. Winning the respect of people... that is our goal!

Being professional, polite and tactful will greatly assist the security officer. It is okay to remind an employee with the comment, "Sir, the security policies of the company prohibit you from entering this facility without a valid photo identification badge. Please wait here until I contact your supervisor."

Create Peace of Mind

Another important aspect of the role of the security officer is to create a "peace of mind" or comfort level on the part of all persons who enter the facility serviced by a contract security officer. A security officer who is diligent in their tasks, polite to all whom they come into contact, neat in appearance and an example with a positive mental outlook, will create the peace of mind that is expected and appreciated by the client.

Compliment/Support Client's Security Program

Security officers are to enhance and support the overall security program that has been implemented by the client. There is no opportunity in our job description to disagree or to comment on a particular procedure. In addition, a security officer should never apologize for requesting compliance with a security policy. Saying to someone, "I'm sorry but I need to see your I.D. badge before you enter," conveys an impression the security officer does not really know what they are doing or really does not want to enforce the requirement. The role of a security officer is to support and adhere to the policies and procedures of the client's program. Disagreeing or offering opinions that are not solicited or warranted is considered unprofessional and detracts from the role of all security personnel.

Client Relations

The surest way to success in your chosen field is to project a positive image and to establish good relationships with everyone you come into contact.

Being polite, friendly and helpful is a positive element required for success.

Besides visual appearance, the tone of one's voice and the willingness to offer a "good morning" or a "may I help you?" creates a positive impression in the minds of the listener.

As security officers, to improve our chances of success, we should follow these simple guidelines:

1. Arrive to work a few minutes early, in a clean uniform.
2. Bathe or shower just before leaving for work.
3. Greet your co-workers with a friendly hello and smile.
4. Ask the officer you are relieving what happened on the previous shift.
5. Leave your personal problems and hang-ups at home.
6. Perform even the non-security duties effectively.
7. Ask at least once a day, "How can I help you?"
8. Clean your work area before the end of your shift.
9. Ask your relief officer if there is anything they need before you leave.
10. Remember that you agreed to perform this job for an agreed amount of money. If you find a better job, treat your employers as you would like to be treated and give at least two weeks' notice.

Perception vs. Reality

Often, clients of security companies misunderstand the role of security officers. Hopefully, the misunderstanding does not exist with the person security reports to at a facility. Employees may from time-to-time attempt to embarrass or trick security officers by using a fake employee I.D. badge or by criticizing security when a theft occurs. An employee who has just had their car stolen will often vent their frustration towards security personnel who were never in a position to prevent the theft. The fact the person may have owned one of the most popular vehicles stolen by thieves and the fact the work site is in a high crime area is of no consequence at the time of the theft. At these times, security officers should be polite and not engage into too much conversation with the frustrated or annoyed individual. Never make comments such as "Well, I knew that would happen sooner or later," or anything similar. At these times, clients often believe security has been ineffective. In reality, there is only so much any person can do to prevent

crime.

Notes:

Appearance

The uniform of the security officer is the single greatest first impression a person sees when meeting the officer. A sloppy, dirty uniform cannot convey a positive impression.

Uniforms should always be clean and pressed. At least two sets of uniforms are supplied by most contract agencies. Usually, more uniforms are issued once the officer has demonstrated a willingness and ability to work consistently.

While not being used, uniforms should be neatly stored, either neatly folded or hung on hangers. A lint brush can also be used to clean the uniform prior to leaving for work. Pet hair (even if in a vehicle) can make an otherwise neat uniform unsightly.

Shoes or boots should be clean and polished. In addition, all badges or hats worn by officers should also be cleaned and presentable.

Conduct and Behavior

As discussed earlier in this module, improper or unethical behavior severely hampers the ability of the security officer to perform their tasks successfully. In addition, improper behavior by one security officer impacts the entire security organization. When a security officer believes or suspects a fellow officer is involved in conduct detrimental to the contract company or client, they have a duty to report it. This includes theft, destruction of property, continuing to arrive late for work, walking off post without permission, telephone abuse, sexual harassment or misconduct, sleeping on duty or using alcohol or drugs on duty.

Non-Security Duties

If a contest were held throughout the United States to determine what was the most ridiculous non-security duty performed by security officers, the list would be long and humorous. There may be reasons or past history as to why security is responsible for certain duties. These duties may include:

- Answering the Telephone

- Vehicle Maintenance
- Delivering Mail
- Janitorial
- Lawn Care
- Driver or Chauffeur

Notes:

Non-security duties for officers may be standard operating procedure at many facilities. Remember your professionalism and that you are a security officer. Your primary role is to enhance and support the client's security function. While answering the telephone may be part of access control, and driving may be part of executive protection, some non-security duties are inappropriate to ask a security officer to perform.

For officers facing the request to perform inappropriate duties, your first recourse is to contact your employer, the private security firm you work for. If your employer indicates that you should perform those duties, you must decide if you can fully accept these duties and perform them in a professional manner. If you cannot, you may have to make a decision about your assignment at that post.

Interpersonal Communication

“What we got here is a failure to communicate,” is a classic line from the Paul Newman movie, Cool Hand Luke. The statement summarizes a general belief by most employees about their jobs and the companies for which they work. Communications on the job are normally believed to be poor by most employees. Perhaps the lack of communication complaint is only an excuse for a general dislike for the job. But why do so many people complain about the lack of good communication?

It is important to understand exactly what communication means. What one person believes is good communication, another person feels is non-existent communication.

Communication in organizations is defined as the process by which messages are transmitted from one person to another. Messages may be expressed in the form of bulletins, letters, memos, job descriptions, policy statements, telephone communications and other forms of verbal information. Some definitions imply that communication occurs only when the sender is successful in sending the intended message. A problem with this definition is that people seldom are totally effective in transmitting their intended messages. The goal in studying communication is to narrow the gap between the intended message and the message which is actually transmitted. Communication involves four elements:

- the Sender
- the Message
- Medium or Device for sending the message
- The Receiver

It is important that the sender and the receiver have similar backgrounds for communication to be totally effective. In communicating a person never knows for certain what another person is thinking. We make assumptions from verbal and physical signs about what other people are thinking and feeling.

Encoding

Before a message can be transmitted from one person to another it must be

encoded. Encoding is the process of transmitting into words, gestures, facial expressions, etc. which represent the message the sender hopes to communicate. It is important to know that only symbols are transmitted. The meaning depends upon the receiver's interpretation of those symbols. A small child responds favorably to an adult who speaks in a soft tone of voice no matter what the adult is saying.

Medium

The medium or device of a message can be a face-to-face meeting, a letter, telephone call, etc. Different mediums are utilized depending on the nature of the communication. Most people want to discuss serious or important matters in person. The telephone is usually used for less formal communication.

Decoding

The sender's message must be understood or interpreted. Words and other symbols have multiple meanings. There is no assurance that the intended meanings of the sender are the same as the receiver or decoder. The more experiences the sender and receiver have in common, the more likely it is that the intended message will be understood. In order for people with different experience fields to communicate, at least one must learn to speak the language of the other. Managers who want to communicate with their employees must learn how their employees think and feel. With this knowledge a person can usually predict with accuracy how a message will be decoded.

Non-Verbal Communication

Most of what a person communicates is transmitted non verbally. Any gesture which serves as a word substitute may be classified as sign language. Examples are hand movements for yes and no. A wave of the hand may mean both hello and goodbye.

Action language is physical movement which conveys a message but is not specifically used as a substitute for words. The way people work, sit or laugh

tells something about them.

Object language can be an intentional or unintentional display of material things which communicate certain messages to other people. A person's clothes or automobile often communicate a message.

Personality Factors & Communication

People differ in their ability to communicate. The differences are the result of skills in writing, grammar and even spelling. Other personality characteristics are important in communicating.

Empathy is the awareness of the needs and motives of others. A person can improve their sensitivity by consciously trying to understand how other people think and feel.

Usually quiet people are poor communicators. Likewise, a good communicator motivates people to talk freely.

Assertiveness is shown by people who are persistent and forceful in stating a point of view. A person who gives a good presentation and is convincing in their speech is usually very persuasive.

Character is trust in a person. The ability to express oneself means little if trust is low. When trust is high, people will accept a message and expect honorable motives from the sender. Maturity in the treatment of information is very important. Employees who believe supervisors can be trusted will usually confide in them. Trust develops only over a long period of time. People's behavior, not their words, builds trust. Simply stated, "actions speak louder than words."

Security personnel who have children can relate to the problems associated with effective communication. In the early stages of communication, making assumptions that the person you are communicating with understands exactly what you want can lead to unintended results. Once a pattern of experience and communication develops between two people, communications can improve without having to issue every single, detailed instruction. The development happens between a supervisor and employee. Once they know what to expect from one another, communication should

improve.

Informal Communication

Informal communication includes all messages transmitted in the workplace which are not formal in nature. Organizations could not function without informal communication. For the security supervisor, it must be recognized that security officers will discuss work related issues while on the job which will ultimately have a direct impact on how a particular job or task is carried out.

One form of informal communication is the “grapevine”. The grapevine in an informal structure where information is passed on between employees and departments which involve various aspects of an organization. The grapevine will be the source for “unofficial” information such as impending layoffs and plant closings. Management may often use grapevines in order to test theories and ideas prior to their actual implementation.

The truth of the messages via a grapevine is often debatable.

Climate Of The Organization

Communication is directly impacted by the climate and atmosphere of the organization. If the organization fosters an open and honest environment where information is presented in a direct and straightforward manner, mutual trust between employees and the organization will normally exist. Even when the information presented is bad news, employees who believe their employer is being open and honest will generally support management.

Active Listening

The major objective of active listening is to improve communication. Effective listening is a skill that most people do not come by naturally. For the security officer and supervisor, an essential element in improving communication within the security force is to incorporate active listening into the daily management of security officers.

Listening is most effective when a person listens with a purpose. Effective listening begins with a motivation to hear, to understand, and to remember. Active listening requires intense concentration. Often when a person is

speaking the listener is more concerned with what they are about to say in reply or they are daydreaming.

When a security officer comes to a supervisor with a problem, a typical response on the part of the supervisor is to try to change the way the officer is looking at the situation. A supervisor will often encourage the officer to view things the way the superior sees things. In these situations, a supervisor is usually responding to his or her own needs and not those of the security officer.

When a person is using active listening, it is best not to respond to demands for decisions and judgments but to simply allow the other person to express himself.

For example:

Security Officer's Question

"Don't you think younger security officers should receive promotions before older, less qualified persons?"

Supervisor's Response

So what you're saying is that more qualified officers should receive promotions, regardless of their age. Is that correct?"

Security Officer's Question

"Why doesn't maintenance ever fix anything that I put on my inspection reports?"

Supervisor's Response

"You're pretty frustrated and disgusted about this, aren't you?"

These responses allow the employee the opportunity to express what is really bothering them. This approach allows the listener (the supervisor) to participate in the problem or solution without assuming all the responsibility for the decision. This is a process of thinking "with people".

A good active listener does not pass judgment. If a supervisor gives advice, he or she may be seen as trying to change a person's point of view. Usually,

advice is seldom taken anyway.

To be an effective, active listener, a person must try to see the speaker's point of view. To listen actively one must:

Listen for Total Meaning - Any message has two components: the message content and the feeling or attitude underlying the content. If a security officer comes to their supervisor and says, "Well, I finally finished directing those damn employees into the parking lot!" What message is the officer trying to convey? What occurs or does not occur if the superior says nothing, or says, "That's good". What occurs if the supervisor says, "They were pretty uncooperative with you?" This will allow the security officer to more openly express him or herself.

Respond to Feelings - Besides listening for the total meaning of the message, a supervisor must respond to the feelings of the speaker. What is the person really trying to tell me? What does it mean to the speaker? How does the speaker view the situation? Additionally, the listener needs to pay careful attention to the tone of the speaker's voice. Some points may be conveyed loudly and clearly while other points are mumbled. Particular attention should be paid to the non-verbal signs (facial features, body posture, hand movements, etc.), that the speaker is conveying.

By consistently listening to a speaker, the listener conveys the idea that they are really interested in the speaker, as a person. The speaker will often feel that they are truly respected by the listener.

Risks Of Active Listening

If a person is not sincere with active listening, they may come across as being insincere or a fake. Likewise, when a supervisor listens actively to someone, they run the risk of changing their perspective. To begin to think about a situation from another's point of view, requires a great deal of self-esteem and security. Most people are accustomed to viewing things in certain ways and see and hear only what they desire.

Finally, a listener's own emotions can become a barrier to effective listening. It is often difficult to suppress emotions in order to concentrate on what the speaker is saying. Emotions may take the form of defensiveness (feeling threatened); resentment (the speaker does not share our viewpoint); or

simply a clash of personalities. Listening and understanding what a person is saying is the most central and important aspect of communication.

The following are techniques for use in improving active listening skills:

- Ask questions of the speaker.
- Don't ignore the speaker. Concentrate on what is being said.
- Maintain eye contact with the speaker. Use head nods and facial expressions to communicate nonverbally with the speaker.
- Clarify points with the speaker, such as saying, "Do I understand you correctly, you believe that...?"
- Seek confirmation from the speaker that you heard what was said.

Common Sense Tips

For security supervisors or officers, it will be a rare security organization where personnel believe that communication is considered good. It seems that most employees feel that communication is poor or even if it is considered adequate, they believe it could be better. Here are some common sense suggestions on improving communication within your security organization whether you are an officer or supervisor:

1. Have written job descriptions for every position and basic job duties or post orders which are clear and explicit in defining job responsibilities.
2. Be sure that all procedures are clearly written and updated frequently.
3. Write all daily communication to security officers in a required reading folder.
4. Conduct monthly shift or departmental meetings to discuss job issues.
5. Post memos, bulletins, and other communication from management in the required reading folder.
6. Security officers should not gossip.
7. Don't discuss with another officer, that which someone else shared with you in confidence.
8. Encourage all security officers to attend companywide employee informational meetings.
9. Meet privately on a quarterly basis with each security officer reporting to you to review performance in general.
10. Take a genuine interest in learning more about each officer. Make

mental notes on items which are important to each officer. Remind yourself to ask about these items the next time you speak with the officer.

Notes:

Crisis Management

The Workplace And The Potential For Violence

It seems, almost on a regular basis, you can pick up a newspaper or watch the 6 o'clock news and learn about some disgruntled employee or former employee who returns to his place of employment and opens fire on his boss and co-workers. You don't necessarily always think of the workplace as an environment which would induce violence, but over the past five or ten years, there have been numerous violent episodes which have resulted in serious physical injury and even death to employees.

It is imperative today's security officer understand his other role in potentially violent situations and be offered the training required to respond appropriately. In most instances, the security officer's role is preventative in nature. The security officer must develop excellent skills at being able to recognize potentially violent situations and be able to utilize appropriate verbal skills and other management techniques to diffuse them.

A closer examination of the work place environment reveals a number of situations which could turn violent:

- Employees being severely disciplined.
- Employees being discharged.
- Disgruntled former employees returning to the property.
- Employee suspected of drug abuse being sent for a drug test.
- Employees under the influence of drugs or alcohol which causes a reduced "threat threshold".
- Severe personality conflicts between employees/ employees and between employees/supervisors.
- Employees involved in relationships who are now feuding.
- Employees who are psychotic or who have developed severe mental problems due to personal problems, or in some cases, brought about by the work environment.
- Stress related incidents of "acting out".

The Security Officer's Role In Preventing Violence And Providing Assistance When Violent Situations Occur

This training is provided to the security officer for the purpose of learning to recognize and appropriately respond to disruptive instances in the work place. As a professional in public relations and law enforcement, the security officer's skillfulness in carrying out the duties is a reflection of the officer and the organization they represent.

The security officer's primary goal in a potentially violent situation is to defuse the situation - not incite a physical confrontation.

In order to have an effective role, the security officer must become proficient at recognizing or assessing potentially violent behavior, utilizing verbal skills designed to minimize the risk of agitating the potentially violent individual and learning and utilizing only non-offensive physical techniques when appropriate.

The presence of a uniformed security officer is usually a visual deterrent to violence, particularly when there is a show of force. Security officers should be requested to "standby" in the immediate vicinity when management anticipates a violent situation might occur, such as when an employee with a past history of violence is being terminated. A "standby" may be referred to as a precautionary measure taken by management to permit security to intervene early with a potentially violent person. Prior to any management person giving the potentially violent person any ultimatum, the presence of uniformed security officers should be ensured. This may cause the situation to de-escalate. This form of early intervention is utilized in most mental health care settings and is deemed very appropriate when handling potentially violent individuals.

The primary goal of preventing violence whenever possible, must always be remembered. There are times when a person becomes violent regardless of the presence of several security officers standing by in the immediate area and regardless of the skill level of the person verbalizing with the individual. When management is aware of an individual's potential for violence and that individual is going to be disciplined or discharged, etc., the security officers should be called early and a "game plan" developed in the event violence occurs.

This plan should include:

- Who is going to call the police?
- When should the police be called?
- When should the security officers move to restrain the individual?
- Where should the person be taken once restrained?
- Should handcuffs be utilized?
- Does anyone have handcuffs?
- Should the person be physically ejected from the property rather than restrained?

The security officer in charge should discuss and assist in developing the plan with the appropriate management person on the scene.

A subject that rears it's ugly head during times of violence, although it is the most inappropriate time for such discussion, is "I don't get paid enough to do this." Anyone considering a career in security must be aware that violence can and does occur in the work place.

Verbal Skill Management

Communication with words and gestures can be one of the safest, simplest, and most readily available interventions that people working with a potentially violent individual have available to them. The risks are few and the gains are many. Through effective verbal communication, problem resolution can be accomplished with minimum risk of injury. Verbal techniques can be used as a tool in helping persons to calm down, to discuss concerns, to regain an inner sense of control and to explore alternatives. As physical pain and emotional stress may reduce a person's ability to cope, effective verbal interventions can help the person deal with feelings of frustration and fear, and ultimately help restore a sense of balance and control.

The escalation or de-escalation of a crisis may depend on a security officer's ability to verbally intervene.

As previously stated, the team leader is the ONLY person to communicate and verbally intervene with the disruptive person. The rest of the team works to be supportive to their leader and a resource for future help. This approach will provide the disruptive person with structure and help focus their attention. If more than one staff member is talking to the disruptive person,

the chance is MUCH GREATER that the team will lose control of the situation.

Verbal interventions should be based on the emotional/ behavioral response to a crisis. Following are examples of a disruptive person's emotional behavior and symptoms, and the appropriate verbal interventions.

EMOTIONAL/BEHAVIORAL SYMPTOMS

Mild anxiety and tension; defensiveness; scanning the environment for threat cues; reduced communication; some sweating; mild shakiness; mild physical arousal.

APPROPRIATE VERBAL INTERVENTIONS

- What is your name?
- My name is _____.

EMOTIONAL/BEHAVIORAL SYMPTOMS

Moderate anxiety, heightened physical arousal; increased defensiveness; scanning area for defensive alternatives; evaluating consequences of threats and actions; increased talkativeness (asking questions); aversion to physical contact (Don't touch me!); tightening of muscles, clenching teeth; urge to move about; growing resistance to direction.

APPROPRIATE VERBAL INTERVENTIONS

Use diversion to redirect their attention.

- Let's get a soda and talk about this.
- It's difficult to cooperate with you when.... so please.....
- This is a tough situation right now, so how about sitting down and discussing what our alternatives might be.

EMOTIONAL/BEHAVIORAL SYMPTOMS

High anxiety; assessing perceived adversary's vulnerability; verbal threats; abusive language; personal threatening gestures; open refusal to cooperate; intimidation.

APPROPRIATE VERBAL INTERVENTIONS

Set limits by consequences.

- I know you are upset but you cannot continue to behave this way. Either you calm down and discuss the problem or we will escort you off the property.
- Either you calm down or we will help you control yourself.

Never give an ultimatum unless you are prepared to “back it up” and follow through.

- Either you go to your room like the nurses have asked or we will take you to your room.

All communication should be short, simple and to the point.

Sexual Harassment

Introduction

In recent years, people who have been victimized by unwanted or inappropriate sexual advances in the workplace are bringing complaints to their employers against the offenders and in extreme cases, against the employees themselves. These actions have resulted in much publicity, and a heightened awareness by many against such inappropriate behavior. As a result, more people have come to realize that they have recourse against such behavior, and more employers have recognized their responsibility to establish policies against sexual harassment. While there has been much discussion over the issue of sexual harassment, there should no longer be any confusion over what constitutes sexual harassment.

Sexual harassment occurs whenever any unwanted sexually oriented behavior in the employee's perception changes an employee's working conditions and creates a hostile or abusive work environment. This, according to the

U.S. Supreme Court (*Meritor Savings Bank V. Vinson*, 47 U.S.57) in a 1986 decision.

Subsequent court decisions have refined the definition. The obvious example of sexual harassment is the request for sexual favors in exchange for a promotion or other form of preferred treatment. Some not so obvious forms of sexual harassment include sexually explicit photos, sexually explicit conversation or actions that are offensive to or create discomfort for another employee. Even less obvious are the incidents where a male is the victim, or where the behavior by one man is deemed "not offensive" to one person but offensive to another.

Sexual Harassment

According to the Equal Employment Opportunity Commission (EEOC), sexual harassment is any unwelcome sexual advance, request for sexual favors, or other verbal or physical conduct of a sexual nature when submission to such conduct is made either explicitly or implicitly as term or condition of an

individual's employment, submission to or rejection of such conduct has the purpose of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

What You Should Know

What is your responsibility as a security officer when such an event is brought to your attention?

It is important to remember, that sexual harassment is against the law. You have a responsibility to make any such alleged incident known to your employer. As a security officer, such activities may come to your attention. That information should be conveyed to the company management and your employer as soon as possible, so that the company has the opportunity to respond to the incident appropriately. Typically, an incident report is made, detailing the circumstances of the allegation. It would be wise however, to discuss this with your employer in advance. The company may have a program in place that requires some other reporting mechanism, or have specific input on what actions the security supervisor should take or what guidelines should be followed. If the security supervisor is to make an incident report, then it is the security supervisor's responsibility to report the facts as they are reported by the victim, asking the victim to explain things that are not clear, so that the report is an accurate depiction of the alleged incident.

Investigations

It is never appropriate for the security officer to take it upon himself or herself to investigate such an incident unless he has been directed to do so. To undertake such an investigation could hinder what other steps or procedures the employer must undertake. The employer may already have a plan in place that requires someone other than the security department to investigate such allegations. For a security officer to go ahead and investigate such a complaint on his own could jeopardize the other investigation, thus having a negative impact on the outcome. If this happens, the alleged victim, employee may lose confidence in the efforts of the employer, the alleged suspect employee may not be treated fairly and the employer is at a further disadvantage in attempting to resolve the issue.

Other Things That A Security Officer Should Know:

Sexual harassment is not necessarily malicious behavior. It may be the result of carelessness, thoughtlessness, or ignorance. This does not make it any less offensive, but points up the importance for the security supervisor to be nonjudgmental. Repeating such activities after it has been explained that such behavior is inappropriate is more serious.

Not all allegations of sexual harassment are true. As with any incident, a security officer should never assume anything.

There is a difference between sexual attraction and sexual harassment. Sexual attraction is not a problem, so long as the employee exercises good judgment. Sexual attraction can become a problem in the workplace when an employee oversteps the limits of what is reasonable in the expression of that attraction. For example, if an employee expresses a personal interest in a fellow employee, and the other employee does not object to the behavior, and the behavior has no impact on either party's work performance or the environment in which they work, it is not a problem. If, on the other hand, the person who is the object of the attraction does object, and the behavior does not stop as soon as the objection is known to the offending party, then the actions may constitute sexual harassment.

Management Responsibility

It is an employer's responsibility to investigate any report or allegation of sexual harassment. The investigation may be brought as a result of information provided by the security officer. Once an investigation is completed, the employer is required to take an appropriate action as a result. Such action may be one of the following:

- Establishing a policy explaining expected and appropriate behavior if none previously existed.
- Reinforcing the policy if it does exist.
- Ensuring that the offensive behavior ceases.
- Disciplining of the guilty party if appropriate.
- Counseling of the guilty party and or the victim.

Victim Responsibility

As a security officer, you may be asked for advice on how to respond to such advances or behavior. Here are some guidelines that you may wish to pass along to those who feel they have been exposed to sexual harassment (but these suggestions are not intended to supplant a company's existing sexual harassment reporting and resolution policy):

1. Say no. Say it firmly, and without apology so that there is no doubt of your feelings toward such behavior. Let the harasser know that such behavior will not be tolerated.
2. Keep a log of all incidents. Write down exactly what occurred, when, where and by whom. Note any witnesses, and note direct quotes.
3. Save any physical evidence such as letters, notes, and photos. Save them off site in a secure place such as your home.
4. Ask others if they are aware of similar incidents involving others.
5. Inform your superior of the incident or incidents and make your feelings about them known.
6. Explore options for an informal resolution, and report these actions to your superior.
7. If informal resolutions are not satisfactory, then pursue formal complaint procedures within the company.

Employee Responsibility

It is every employee's responsibility to comply with their employer's sexual harassment policy. To treat others with respect, and to be mindful that discussion, behavior, or displays of a sexual nature may be offensive to others.

Security Officer's Responsibility

On a personal level, a security officer has the same responsibility as every other employee. That is, not to engage in discussion, behavior or display that is or could be perceived as offensive to others.

As with all inappropriate workplace activity, if an officer observes such behavior, it should be documented.

As the person who is looked upon as being responsible for protecting the company, the security supervisor may be held to an even higher standard. By the nature of the position, a security supervisor is expected to maintain a unique standard of professionalism that other employees are not necessarily held to.

The security officer's high visibility makes his or her actions much more obvious. Consequently, negative behavior is magnified. If a security officer is the one who is to report a sexual harassment allegations, then the officer must be held to a higher standard and be above reproach.

A security officer who is the perpetrator of a sexual harassment incident can be sued in Federal Court and subject to penalties including:

1. Damaged reputation of his/her employer
2. Termination of employment
3. Financial damages

Conclusion

Complaints of sexual harassment have and will likely continue to increase. People are becoming more aware that they have recourse when they are victimized by such behavior, and employers are becoming more sensitive to their responsibilities. You as a security officer are acting at the direction of the company management. It would serve you well to learn exactly what the company expects from you in the matter of sexual harassment. If you don't know, ASK!

Cultural Diversity

The primary rule for cultural awareness is to treat every person with a basic level of human dignity. Regardless of a person's race, nationality, religion, gender, age or disability, each person is a human being and therefore worthy of the respect that classification entails. This is the crux of tolerance.

"Tolerance implies a respect for another person not because he or she is wrong or even because he or she is right, but because he or she is human." This is a difficult task. When the people security officers may be dealing with are disruptive, uncooperative or condescending the hardest thing to do may be to treat them with a high level of cultural awareness or respect. Cultural awareness recognizes that no matter what the circumstances, an officer must be sensitive to the fact that the people they are dealing with must be treated as equals and with the understanding that they may have different values, expectations and languages than the officer. All officers must recognize those differences, appreciate the value of those differences, and rise above them to ensure standard service and effective communication.

Unfortunately, one's environment, education, past experiences, and socialization often dictate an officer's prejudices and insensitivities. For instance, few people ever learn in school how to deal with individuals of other races, religions or nationalities. There is a low level of exposure to diversity in many communities and therefore not a high level of understanding and empathy on the part of members of these communities. But one can guarantee that the field of security and loss prevention will bring officers face to face with all different kinds of people.

Prejudice is any belief or idea that one group of people is inferior to another based on the group's race, heritage, nationality, gender, age, disability, or other classification. Bigotry is an extreme form of prejudice that manifests itself in perpetuating the prejudice and in a refusal to make one's self open to education and awareness. Racism or any "ism" has two definitions. Institutional "ism" are the factors that have become ingrained in society that give foundation and solidity to prejudices. The second "ism" is a prejudice that is combined with action. Therefore a racist act would be an action, covert or overt, direct or indirect, that portrays or results from a prejudice based on

race. Discrimination is the name given to illegal actions or behaviors caused from prejudices, bigotries, and cultural ignorance.

The purpose of cultural awareness is two-fold. The first is to strip away the prejudices that officers have from their own past and the second is education to help them deal with what has become a true melting pot, the communities that make up this country.

These ideas, however, are difficult and confusing. Twenty different people may define racism or prejudice twenty different ways. For security professionals however, it is easy to understand why it would be wrong to allow jurors with prejudice in a case to render a verdict. For the same reason, a prejudiced officer cannot possibly deal fairly or equitably with a member of the group or class he or she is prejudiced against.

Fifty years ago, the majority of people a security officer would have dealt with were white males. That has changed dramatically and continues unabated. Now the white male is a minority in America. This is not a negative occurrence.

Regardless of what values one might place on the multi-culturalization of America, the fact is that security officers must now deal with their jobs from the understanding that our population is full of people of different races, genders, religions, and nationalities. Treating all people with the knowledge and sensitivity of different cultures enhances the service provided by security officers and improves the chances that their actions will not be based on prejudice but on proper learned techniques and common sense.

Substance Abuse

A single definition for drug dependence is impossible. The term drug dependence of a specific type emphasizes that different drugs have different effects. Addiction refers to a style of living that includes drug dependence. Usually this dependence is both physical and psychological. Dependence usually is considered to be a compulsive use and overwhelming involvement with a drug. In addition, addiction implies the risk of harm and the need to stop use whether the addict agrees or not.

Drug or substance abuse is defined only in terms of society's disapproval and involves different kinds of behavior.

Drug abuse can include:

1. Experimental and recreational use of drugs
2. Use of drugs to relieve problems or symptoms
3. Use of drugs to relieve problems or symptoms which leads to a dependency

Recreational drug use has increasingly become a part of our culture even though it is not sanctioned by our society. Recreational users tend toward sporadic drug use involving relatively small doses and they apparently do not suffer harm from their exposure. Recreational use is seldom practiced alone. Most drugs used in this manner are used to obtain a "high" rather than to relieve distress. For this reason, depressant drugs are seldom used for the "recreational" user.

Two general aspects are common to most types of drug dependence:

1. Psychological dependence involves feelings of satisfaction and a desire to repeat the use of the drug in order to produce pleasure or avoid pain. The mental state is a powerful factor involved in chronic use of certain drugs.
2. Physical dependence is a state of addiction to a drug accompanied by development of tolerance displayed by a withdrawal or abstinence syndrome. Tolerance is a need to increase the dose progressively in order to produce the effect originally achieved by smaller amounts. A withdrawal syndrome is characterized by physiological changes that

occur when the drug is discontinued, such as convulsions, violent shaking and twisting, sweating, vomiting, delirium, etc.

Notes:

Drugs that produce dependence act on the Central Nervous System and produce one or more of the following effects: reduced anxiety or tension; elation, euphoria, or other pleasurable mood changes; feelings of increased mental and physical ability; altered sensory perception; and changes in behavior. These drugs can be divided into two categories: those which cause psychological dependence and those which cause both a physical and psychological dependence. Drugs which cause primarily a mental dependence include: cocaine, marijuana, amphetamine, bromides and the hallucinogens, such as LSD, MDA, and mescaline.

The development of drug dependence is complex and unclear. At least three components require consideration: the addictive drugs, predisposing conditions, and the personality of the user. The psychology of the individual and drug availability determine the choice of the addicting drug and the pattern and frequency of use.

Dependence On Alcohol

Alcoholism is a chronic illness showing recognizable symptoms and signs in direct relation to its severity. Experts estimate that alcohol abuse costs the US over \$25 billion per year.

An alcoholic is identified by severe dependence or addiction and a pattern of behavior associated with drinking:

1. Frequent intoxication is obvious and destructive; it interferes with the ability to socialize and work.
2. Drunkenness may lead to marriage failure and work absenteeism.
3. Alcoholics may seek medical treatment; they may suffer physical injury and may be apprehended for driving under the influence.
4. Eventually alcoholics may be hospitalized for delirium tremors or cirrhosis of the liver. Incidence of alcoholism among women, children, adolescents, and college students is increasing.

Males outnumber female alcoholics 4:1. It is generally assumed that 75% of American adults drink alcoholic beverages and 1 in 10 will experience some problem with alcoholism. Families of alcoholics tend to have a higher

incidence of alcoholism. Genetic or biochemical defects leading to alcoholism are suspected but have not been clearly demonstrated although a higher incidence of alcoholism has been consistently reported in biological children of alcoholics as compared to adoptive children. Social factors affect patterns of drinking and consequent behavior. Alcoholics frequently have histories of broken homes and disturbed relationships with parents.

Dependence Of The Opioid Type

Opioid type drugs are considered narcotic and are also a most effective pain reliever. They are used by physicians for surgery, fractures, burns, etc. Opium itself is a dark brown, plastic like substance which is smoked through alongstemmed pipe. Opium is the dried milk of unripe opium poppy. For the most part, opium has been replaced by its more powerful derivatives: morphine and heroin.

Morphine is the preferred drug for relief of pain and is derived from crude opium. Morphine is an odorless, light brown or white crystalline substance in tablets, capsules or powder form. It is either injected or taken orally. It acts on the Central Nervous System as a pain killer (analgesic).

Heroin is the synthetic alkaloid form of morphine and is 2-10 times as potent. It is popular because of the "high" it produces.

Codeine is a weak derivative of opium and is most commonly used in cough medicine and milder pain medicine and is less addictive than morphine or heroin.

Methadone is a synthetic opiate developed during World War II in Germany. It is considered more addictive than heroin and is used to block the withdrawal symptoms of heroin. Methadone may be taken orally or injected. It is now also being used in treatment of severe, prolonged pain in cancer patients.

With Opioids, a strong mental dependency can occur which creates an overpowering compulsion to continue taking the drug. Tolerance develops so the dosage must be continually increased in order to obtain the initial effect. Physical dependency will occur with increased dosage and continued use. Tolerance and physical dependence on the Opioids and synthetic narcotics

develop rapidly. Therapeutic doses taken regularly over a 2 to 3 day period can lead to some tolerance and dependence and the user may show symptoms of withdrawal when the drug is discontinued. Opioid drugs induce cross-tolerance. Abusers may substitute one drug for another.

Symptoms & Signs

Acute intoxication with Opioids is characterized by euphoria, flushing, itching of the skin, drowsiness, decreased respiratory rate, hypertension and decreased body temperature. During withdrawal, symptoms begin to appear as early as 4 to 6 hours after cessation and reach a peak within 36 to 72 hours for heroin. The initial anxiety and craving for the drug are followed by other symptoms increasing in severity and intensity. A reliable early sign of withdrawal is an increased respiratory rate usually accompanied by yawning and perspiration.

Dependence Of The Barbiturate Type

Barbiturates are depressants and are used to induce sleep or to act as mild sedatives or tranquilizers.

Mental dependence may lead to periodic or continuous use of the drug which, in turn, can result in a physical dependence after a user ingests amounts considerably above the therapeutic or socially acceptable levels.

Symptoms & Signs

In general, those dependent on sedatives and hypnotics prefer the rapid onset drugs such as secobarbital and phenobarbital. In susceptible persons, psychological dependence on the drug may develop rapidly and after only a few weeks. Attempts to discontinue use may result in insomnia, restlessness, disturbing dreams and feelings of tension early in the morning. The extent of the physical dependence is related to the barbiturate dose and length of time that it has been taken. Barbiturate users may appear as if they are alcohol intoxicated.

An abrupt withdrawal from large doses of barbiturates or tranquilizers produces a severe, frightening and potentially life-threatening illness similar to delirium tremors. Withdrawal from barbiturates carries a significant mortality rate and should always be conducted under medical supervision.

The procedure for treating dependence on depressants, particularly barbiturates, is to re-intoxicate the patient and then withdraw the drug on a strict schedule, being alert for signs of marked withdrawal.

Dependence Of Marijuana

Chronic or periodic use of marijuana (cannabis) or cannabis substances produces some mental dependence due to its desired effects, but no physical dependence occurs.

Symptoms & Signs

Marijuana produces a dreamy state of consciousness in which ideas seem disconnected, uncontrollable and free flowing. Time, color and perceptions are distorted. In general, there is a feeling of "well-being", exaltation, and excitement that has been termed a "high." Many of the psychological effects seem to be related to the setting in which the drug is taken.

Metabolic products of marijuana are retained in the tissues for a long time. For this reason, many persons who undergo a drug screen urinalysis may show by-products of marijuana in their urine for 30 days after use. Lowered testosterone (sperm count) levels have been reported in some males.

Dependence Of The Cocaine Type

With cocaine use, psychic or mental dependence sometimes leads to an extreme psychological addiction when used in high doses. In the study of cocaine use physical dependence or a tolerance to the drug has never been proven. However, there is usually a strong mental dependence and desire to continue to take the drug.

Symptoms & Signs

When cocaine is either injected or inhaled it produces a condition of euphoria and feelings of great power. The "high" produced is similar to that produced by injection of high doses of amphetamines. Because cocaine is such a short acting drug, users may continue to repeat dosages.

Hallucinations may develop with continued use as well as violent behavior. An overdose of cocaine produces tremors, convulsions and delirium. Death

may result from a cardiovascular collapse or respiratory failure.

Cocaine use and the development of addictive behavior has continued to increase in the United States. The smoking of “free-base” or rock cocaine (crack) has become popular. This requires the conversion of the hydrochloride salt to the more combustible form. A flame is held to the material and the smoke inhaled. The speed of onset is quicker and the intensity of the “high” is magnified. Because this process utilizes flammable liquids, there have been serious explosions and burns.

Procaine produces local sensations not unlike cocaine and may even produce a “high.” Powdered procaine is widely used to cut cocaine and is occasionally mixed with mannitol or lactose and sold as cocaine. It is sometimes called “synthetic cocaine.”

Treatment of acute cocaine intoxication is generally unnecessary because of the extremely short action of the drug. If an overdose requires intervention, Schedule 4 barbiturates may be used. However, the difficulty in breathing which accompanies cocaine intoxication can be worsened with the use of sedatives. Discontinuing the use of cocaine requires considerable assistance and the depression that may occur requires close supervision and treatment.

Dependence Of The Amphetamine Type

Some psychological dependence occurs with the continued use of amphetamines. Previously these drugs were used in control of weight and obesity. However, recent studies have shown that their effectiveness in reducing appetite decreases after 30 days of use and, therefore, they have little or no place today in treatment of overweight patients. These drugs are widely used as stimulants and generally cause elevated mood, increased wakefulness, alertness, concentration and physical performance. They may also produce a feeling of well-being. There is significant sale of fake amphetamines so much so the FDA has outlawed the manufacture of fakes by declaring that any combination of a stimulant phenethylamine with caffeine is a new drug that must be registered with the agency.

Symptoms And Signs

The withdrawal syndrome is usually followed by a state of mental and physical depression and fatigue. The psychological dependence of the drug

varies. Amphetamines are different from Cocaine in that induce tolerance. This tolerance develops slowly but an ever increasing dosage is needed to get the effect desired. The tolerance to various effects is different. Nervousness and sleeplessness may occur along with hallucinations. Massive doses are rarely fatal. Abusers are prone to accidents because of their excited state and the excessive fatigue which follows usage.

Dependence Of The Hallucinogen Type

Hallucinogens include LSD (lysergic acid diethylamide), psilocybin, mescaline and methylene dioxymethamphetamine (MDMA). Generally, other than LSD, the other hallucinogens are not available on the street.

In recent years a number of samples of a street product called "Ecstasy" have contained relatively pure methylene dioxyamphetamine (MDA).

Symptoms And Signs These substances induce a state of excitation and

mood change from

euphoric to depressive. Psychic dependence on hallucinogens varies greatly but usually is not intense. There is no evidence of physical dependence when the drugs are abruptly withdrawn. LSD can develop a high degree of tolerance but disappears quickly. Individuals who are tolerant to any one of these drugs are cross-tolerant to the others.

The greatest dangers to the user are psychological effects and impaired judgment. Some persons, particularly those who are repeated users of the hallucinogens, especially LSD, may experience drug effects after discontinued use. These effects are commonly referred to as "flashbacks" which usually consist of visual illusions. "Flashbacks" can be brought on by use of marijuana, alcohol or barbiturates, by stress or fatigue or may occur without apparent reason. What produces "flashbacks" is not known, but they tend to decrease in frequency over a period of six months to one year.

Dependence On Phencyclidine (PCP)

PCP has emerged as an important drug of abuse. It is not easily classified and should be considered separately from the hallucinogenic drugs.

PCP was tested as an anesthetic agent in humans in the late 1950's. It was withdrawn because people experienced severe anxiety and delusions. Clinical testing stopped in 1962 and PCP appeared as a street drug in 1967.

Occasionally injected or ingested, it is most frequently sprinkled on smoking material and inhaled. Since the frequent reports of problems with PCP in 1978, the number of reports has declined significantly.

Symptoms And Signs

A giddy euphoria usually occurs with low doses often followed by bursts of anxiety. Effects of higher doses include a withdrawn catatonic state. In treatment, Diazepam (Valium) is often helpful.

Indicators Of Drug Abuse

Individuals, while at work, may continue their drug dependency and/or habit. Signs which may indicate drug abuse include:

- Frequent absence or tardiness
- Unexplained absences from work during normal working hours
- Frequent telephone calls
- Frequent and lengthy visits to washrooms, locker-rooms, or the parking lot
- Frequent non-work related visits by strangers or employees from other areas
- A change in the disposition of the employee
- Frequent mood changes
- Poor appetite and weight loss
- Bloodshot eyes, runny nose, irritation in eyes
- Unusual pupil size (i.e. very contracted or dilated in all types of light)
- Wearing of long-sleeved shirts in warm weather

The role of security in addressing the problem of alcohol and drug abuse in the workplace should remain consistent and similar to other policies and procedures. Security personnel are best suited to provide information, gather intelligence, and conduct observation concerning alcohol and/or drug use on company property. In particular, security officers who are stationed at or near parking lots can provide a significant amount of information concerning:

- Employee trips to their vehicles
- Non-employees visiting the facility
- Use of pay phones by employees
- Parking lot employees before and after work
- Condition of employees reporting to work
- Evidence of drinking (empty cans and bottles)

Additionally, employee informants may often confide in a security officer if they know their identity will remain anonymous. Any information received by a security officer either through his/her own observations or from an informant, must be treated confidentially and sensitively. Speculation, rumor and innuendo are often given as fact so as to embarrass or discredit an employee or the security officer reporting the information. Security personnel should always document reports of drug or alcohol activity at the workplace and report the same to their supervisor.

Security personnel may be asked to serve as a witness for a supervisor who suspects an employee may be engaged in drug or alcohol use on company property. It should be the responsibility of the security department to properly recover, record, identify, secure and store the evidence of suspected alcohol/drug activity. Plastic, self-sealing envelopes can often be purchased from a local supplier or law enforcement agency.

Security can provide a valuable service in conjunction with the human resources department by providing and/or coordinating the training of all supervisors and security personnel to drug awareness and to the procedures which are to be followed when an employee is suspected of drug/alcohol use at work. Local law enforcement agencies are usually an excellent resource in providing some basic training and indoctrination of drug awareness to management personnel. These presentations will often allow the participants to view firsthand what a particular drug looks and smells like when used. Educating the entire workforce to the problems associated with alcohol and drug abuse is a key role that security can provide for any organization. Often, to accurately detect whether or not a drug problem exists within an organization, undercover investigators are employed to obtain and gather information. Security officers would normally never be informed that an undercover investigator is being utilized. Naturally, if a security officer would suspect that a person is an undercover investigator, this suspicion should

never be discussed with anyone for fear or endangering a person's safety.

Notes: