
Topic ► Roles of Security 2 Management in the Organisation

LEARNING OUTCOMES

By the end of this topic, you should be able to:

1. Explain the roles of security management in an organisation; and
2. Discuss the types of security services provided by the security management and its personnel.

► INTRODUCTION

RM 500,000 FACTORY ROBBERY 13/11/2009 (UNI)

NILAI: Two robbers made off with almost RM 500,000 worth of electrical cables and components from a factory here early yesterday. A masked man armed with a 'parang' was believed to have climbed over the fence before forcing three security guards to open the gates to allow a lorry driven by an accomplice into the grounds. State Criminal Investigation Department chief Assistant Commissioner Mohd Zaki Masroh said the suspects tied up the guards before loading the lorry with the goods. Police were notified several hours later when another security guard who turned up for duty found his colleagues tied up.

Armed men loot goods worth USD 12.7 million in Malaysia

Kuala Lumpur, 21/11/2009 (UNI)

In one of the biggest heists in Malaysia, more than 20 men armed with machetes drugged and assaulted security personnel before carting away computer parts worth USD 12.7 million from a warehouse in Penang, northern Malaysia.

Two container trailers driven by men dressed in Rela, the country's voluntary immigration workers uniform, arrived at the MASKargo Complex in Penang's Batu Maung at 2.15 a.m. on that day and the men driving the vehicle told the two Customs officers manning the checkpoint that they were there to flush out illegal workers, the Star newspaper reported.

Once the vehicles were inside the premises, robbers armed with machetes sprung out and rounded up 17 people in the area, including the two Customs officers and two Malaysia Airport bhd personnel and beat them up. The robbers also plied their captives with chloroform, the paper said. Within an hour, they piled 585 cartons and 18 pallets of microchips and motherboards manufactured by a multi-national company into the containers.

The loot estimated to be worth USD 12.7 million was said to be the country's biggest ever heist, the daily said.

The news clips above are two examples of major reported theft or robbery incidents occurring in Malaysia. These cases are not only limited to Malaysia only, but also occurs in other parts of the world as well. To overcome this problem, organisations are now taking this seriously and taking measures to curb this.

2.1 ROLES AND FUNCTIONS OF THE SECURITY MANAGEMENT

The singularly most conspicuous role of the Security Department in any organisation is that of a protector or guardian-protecting the organisation's property, product or merchandise, assets, equipment, reputation, and employees. This responsibility is not restricted to just the organisation's assets and employees. It extends to non-employees as well, be they guests, patrons, customers, or any other form of invitees on company property or the company

premises. Taking it otherwise, the Security Department is the guardian of the property and all people working in the company.

That protective role comprises a service to the organisation; thus, the Security Department's function is of service. For the company to operate over a given period of time without a payroll hold-up; major burglary; substantial disappearance of inventory, equipment, or documents; or a rape, mugging, or assault in the parking lot (or parking structure-both of which are inherently dangerous areas), stairwell, or anywhere else on company property is indicative of the security function's effectiveness in its guardian role. The posture of the guardian role is one of prevention-prevention of crime and prevention of losses by means of a strategy and philosophy of denying the criminal the opportunity to succeed. In keeping with that posture, some organisations have abandoned the name Security Department in favour of Department of Loss Prevention or Loss Control. The latter is more appropriate because each incident we fail to prevent mocks our effectiveness, whereas no one expects us to "control" everything!



SELF-CHECK 2.1

Discuss the role of the Security Department as the protector or guardian of an organisation.



ACTIVITY 2.1

A carpet manufacturing company headquartered in Kuala Lumpur with men force of 2500 and having 24 other branches in other parts of Malaysia wants to establish security management. Suggest them a good Security Management Plan.

Stated another way, security could conveniently be identified as a protective service of prevention and control. The specific responsibilities of any department will be adapted to the particular organisation-its buildings and contents, its operations, its assets, its personnel, its interaction at all levels with the public, and its general environment as well as the reputation or the goodwill of the organisation. However, the role of security generally comprises common elements, among which the following can be included:

- (a) Arrests cause prosecution of all persons committing a criminal attack on or against organisation's property, equipment, supplies, products, goods, and/or other assets.
- (b) Designs implement physical controls of the facility.
- (c) Administers and conducts access controls to the facility, comprising identification badge programme.
- (d) Conducts pre-employment and postemployment screening.
- (e) Monitors control Department of Defence (DOD) classified documents and information.
- (f) Maintains liaison with local, state, and national law enforcement authorities.
- (g) Monitors control organisation's proprietary information.
- (h) Administers vehicular access and parking controls and secures the parking environment.
- (i) Prevents or otherwise reduces crime by maintaining a "security presence" and high visibility through such activities as patrolling company property in distinctively marked vehicles (if vehicular patrol is required) and wearing distinctive apparel, although not inevitably military-type uniforms.
- (j) Administers company's lock and key control programme.
- (k) Conducts security indoctrination and training.
- (l) Investigates all criminal activity committed on the firm's premises or against company interests, comprising attacks against persons.
- (m) Administers executive protective programme.
- (n) Conducts financial stability or due diligence investigations of potential vendors, merger candidates, and so forth.
- (o) Co-ordinates special protection arrangements essential during or as a result of riots, natural disasters, strikes, explosions, and so forth.
- (p) Co-ordinates or assists in Disaster Preparedness and Response programmes.
- (q) Designs and conducts security/loss prevention vulnerability surveys.
- (r) Contracts for administers outside security services such as professional consulting services, guard services, undercover agents, shopping services, certain investigative services, polygraph services, armoured transport services, document destruction, and so forth.

- (s) Provides emergency courier and escort services as and when required.
- (t) Acts as adviser and in-house consultant to senior management on all security-related matters.
- (u) Consider to fix wide range CCTV coverage at the vulnerable locations to detect any intruders or theft by own staff.
- (v) Conduct emergency/unexpected screening amongst the staff during check-in/check-out to detect any theft/pilferage of company properties.

2.2 OTHER ROLES OF SECURITY MANAGEMENT

This wide-ranging list by no means exhausts the possible protection services that will fall on a given Security Department as it responds to specific conditions. What the previously listed menu does suggest is the general purpose of the security function in any organisation is to protect the company (people and assets) against attack or loss. Within protective role of the security department and its personnel, there are a host of sub-roles that are often neglected or unrecognised by security management. These sub-roles may be divided into three service categories.

2.2.1 Special Services

The Security Department's aims are tailored to contribute to the achievement of organisation's goals. Company executives, who provide vital leadership for organisational goal attainment, have personal goals that are inseparable from organisational goals. More often than not, their goals are company goals. Service, then, to the "company" and service to management should be one and the same, for what is good for the executive team is good for the organisation and vice versa. All demands for protective service, whether clearly related to the work environment or of a peripheral nature comprising senior management, needs attention.

The security management that understands the reasonableness and logic of providing the broadest possible range of special services moves the function of security more closely to the mainstream of the business and makes a more substantial contribution to the overall success of the organisation. A sampling of special services follows.

(a) **Executive's Home Security Survey**

The executive, who wishes to "make safer" his or her home, by installing protective measures against criminal intrusion and attack, has the choice of calling the police for advice, hiring an outside security consultant, attempting to select appropriate defences personally, or calling on the organisation's security staff. The latter is recommended-providing, of course, the staff has the expertise to attain the required degree of security. The homes of executives are far more attractive targets for burglary than those of the average employees, and it is always and intelligent task to take extraordinary measures of precaution.

Executive home surveys will also examine the possible use of digital or central station alarming, inventory of valuable personal property (which comprises recording serial numbers, photographing, videotaping, and/or marking), and establishment of emergency procedures and exterior lighting, to name a few of the areas of concern, depending on the person and properties to be protected.

It should be kept in mind that if company funds are expended to safeguard executives and the company wants the tax advantage of such expenditure, an outside independent security consultant must approve, recommend, or otherwise agree such protection costs are essential and reasonable.

(b) **Investigative Assistance**

Sooner or later the whole gamut of investigative skills can be used in peripheral service-from tracing the license plate of a hit-and-run driver who sideswiped an executive's car, to tracking the source of an obscene letter sent to an executive's home, to locating (in co-operation with police) the runaway daughter of an executive. Such investigative service need not be limited to executive or senior management problems; someone in the middle management or a key supervisor in the company could have a problem that the senior management feels is deserving of company attention.

(c) **Bodyguard/Escort Service**

The bodyguard duties comprise another dimension to the variety of special services the security organisation can provide. Such services could be any of the following:

- (i) Escorting couriers or messengers;
- (ii) Intermingling with guests at special social functions;
- (iii) Serving as an executive's chauffeur, temporarily or permanently;

- (iv) Serving as courier;
- (v) Serving as escort for members of executives' families;
- (vi) Serving as escort for dignitaries who are guests of the firm; and
- (vii) Serving as escorts for company executives visiting locations deemed hazardous.

(d) **Emergency Service**

Most of the Security Departments run round the clock operation from an alarm room, security operations room, or desk. Because of that 24-hour telephone capability, the department can offer company management a unique emergency service, as follows: Every member of the management participating in the emergency plan provides the department with a data card or electronic file that mentions the name, sex, and date of birth of the executive and his or her whole family; their home address and phone number, with directions how to reach the home; the address and phone number of any summer or second homes and directions how to reach those residences; the names and phone numbers of family physicians and dentists; local police department's address and phone number; local fire and rescue department's names and numbers; local ambulance data; local hospital and emergency service data; insurance agent's identity and number; description and license numbers of family vehicles; and identity of people to call (family, neighbours, or friends) in the event of an emergency.

The data card, computerised or manual is maintained in a round the clock operational room. When an executive is travelling, he calls in a supplement to the file, listing his itinerary with phone numbers.

The emergency service becomes a clearinghouse for processing emergency messages, dispatching emergency services, notifying appropriate people of problems, and expediting the flow of such information. Sure enough the executive or a member of his family can call the police, fire department, rescue squad, and so forth directly and perhaps faster than routing the call through the Security Department. On the other hand, youngsters at home alone or domestic employees could be at a loss as to whom to call. Even an executive's wife might choose to call the Security Department before calling the police if her husband is travelling-for instance, if she is scared and felt a prowler was on their property. A call from the company's Security Department reporting to the police that a prowler was on the property of an executive's home would, in all probability, receive a quicker response than the wife calling the police herself. There are a number of clear benefits to this type of service, still relatively unheard of and rare, but a growing

function in the future of service-minded Security Departments throughout the world.



SELF-CHECK 2.2

In the protective role of the security department and its personnel, why is it that sub-roles are often neglected or unrecognised by a security management? Give your views.



ACTIVITY 2.2

How are emergency services significant for the organisation and its employees? Discuss with your coursemates.

2.2.2 Educational Services

Nowadays, an increasingly significant and relatively new role for the Security Department is that of a trainer and an educator. As the private sector assumes more and more responsibility for law and order on private premises, there is an increasing necessity to educate employees and non-employees similarly on the necessity and objectives of security. A striking instance of need for employee security education is in the retail industry. Retailers, including food and drug department chains, specialty stores, and independents, lose billions of dollars each year to dishonest employees. Part of that loss is directly attributable to the fact that the employee is ignorant of the organisation's security efforts and capabilities to observe and trace dishonesty.

Every day, new or relatively new employees "find out" clever methods to misroute or deliver merchandise or funds into their personal possession, unaware of the fact that the ingenious scheme has been attempted and detected thousands of times before. As they have not been properly educated, they contrive for unwarranted advantages in total ignorance, damaging their employer and exposing themselves to the tragic consequences of detection, termination, and prosecution—all for the want of a security induction or awareness programme for new employees.

The hospitality industry provides another good example of the necessity for employee training and education. Programmes that teach employees how to

recognise the signs leading up to alcohol overindulgence and the proper use of force are critical issues today. There was a time when such issues were of little regard. Beer bars or pub bouncers just threw out drunks. Today, in our litigious society “Door Hosts” or “Hosts” are held to a higher standard of conduct in terms of how they eject a patron; careless attention to protocol in these circumstances invites lawsuits. Therefore, today, specific training programmes, including videos, are used as training tools.

Who is to conduct such training sessions? Experience tells us that the most effective presentations about the security function are made by security personnel. They know what they are talking about, and their expertise is perceptible. A security presentation by a training officer or member of management lacks the same degree of confidence or credibility. Security must, for that reason, assume the role of trainer/educator. New employee induction programmes are one of a number of educational activities in which the Security Department is involved.

(a) **General Security Programmes**

The induction training addresses itself to the new employee and the consequences of dishonesty. The general security programmes are aimed at creating an appreciation and understanding of the Security Department’s aims as they relate to the specific industry they serve.

Therefore, in retailing, the mix of problems comprise shoplifting, credit card frauds, hide-in burglars, counterfeit passers, and quick-change artists—can be an interesting, informative, and educational experience for employees. They leave such sessions with a deeper insight into problems and with ideas as to what they can do in the future to prevent them.

(b) **Supervisory Training Sessions**

New supervisors (not security supervisors), while undergoing a new set of directions aimed at assisting them in their new responsibilities as leaders, should be exposed to security problems that are strange to supervisors. What can and what should supervisors do under certain circumstances arise? What are their limitations? What are the company’s expectations of supervisors under a variety of security conditions, such as the discovery of a break-in or major loss? Again, as in the programmes listed previously, the best trainer is a security professional in such situations.

(c) **Employee Self-Protection Programmes**

Possibly the most dramatic and best-attended employee self-protection programmes are rape prevention sessions, using one of the quality commercial films or video cassettes available nowadays. Employees are

impressed that the Security Department is concerned about the protection of female employees and not only the more business-related security activities. Other employee self-protection programmes, such as kidnapping prevention for executives, protection of personal property and home for regular (nonexecutive) employees, and basic self-defence, are all programmes the Security Department possibly could offer, even on an optional basis, to employees of the company. This type of educational service demonstrates that the security organisation cares about the employees of the organisation. Accordingly, the service tends to build a foundation of respect and support for the department's main goals of protecting the organisation. However, it's always good to follow that the employee should be taught to act as first responder at work place. They should respond positively to any eventualities and to handle the problem before arrival of security personnel or Fire & Resource personnel in case of fire break out at the work place.

(d) **Unit or Departmental Presentations**

Another significant educational service role that the Security Department plays is in giving security presentations to various units or departments of the organisation. If a particular company unit—regardless of its organisational function or composition—wishes to hear from the Security Department, then the department should respond with a message aimed at that particular group. Housekeeping, Engineering, Purchasing, the Faculty Club, Merchandising Managers, the Youth Council—any group within the work environment—is worthy of the Security Department's time and attention. (Sometimes it is essential to cultivate an interest in security among the departments of the organisation.)

The objective of each presentation, regardless of the audience, is two-fold. First, the Security Department should educate the group on the role and significance of the security function in the whole enterprise. This should be done in an entertaining and intriguing way; the description of the security organisation and its assignments can be liberally sprinkled with actual “war stories” that fascinate those not connected with the world of security.

The second part of the objective is to point out to whatever group is being addressed how its role, contribution, or responsibility ties in with the security and protective efforts of the company or institution. In that way, the group can identify and relate to the security organisation. The educational efforts strive to bridge the gap between the Security Department and the rest of the organisation. The gap has been an accepted fact for too long; indeed, it has served to isolate security from the rest of the organisation. Regrettably, that isolation or insulation has bred distrust and

fear of the security function—a function that must, if it is to be truly effective, have the understanding, trust, and support of all employees of the organisation.

2.2.3 Management Services

For the Security Department to make the maximum contribution to the organisational goals, security personnel (particularly at the managerial level) should achieve visibility as company management representatives as well as security management representatives. Specialists, as significant as they may be, make limited contributions. Those who demonstrate interest in company problems and affairs, and who serve on several committees not particularly constituted for pure protection purposes, play an additional, new role in the organisation. They provide the company with a managerial support or service always in demand in organisational life. This new dimension in security's role must be sought out and cultivated, because the Security Department has traditionally been content to limit its activities, and sometimes its image, to that of "company policeman." Organisational management, as a consequence, is accustomed to looking beyond the Security Department for general problem-solving counsel and assistance.

SUMMARY

- Security is basically a protective service of prevention, most evidently engaged in such general protective activities as access control, cargo protection, and building security, investigation of criminal activities, inspections, and enforcement of company rules.
- Security can and should also provide a number of related services. Special services might comprise executive protection, bodyguard service, special investigations, and emergency services.
- Security should be actively engaged in educational services, bringing security awareness to new and established employees and to supervisors whose responsibility must comprise loss prevention.
- Wherever possible, the effective Security Department will seek out ways to expand its role, making its presence felt in a positive way, as a general problem-solving arm of management services.

- Security management becomes the interface where strategies and work plans meet armed and violent challenges, the "living" interface which allows the agency to cope with unforeseen events and at the same time provide a sense of stability to humanitarian work.

KEY TERMS

Bodyguard services	Employee self-protection programmes
Disaster preparedness	Investigative assistance
Escort services	Security management
Emergency services	

SELF-TEST 1

1. Explain the statement, "The value of the Security Department's service is better measured by what does not happen than by what does."
2. Briefly stated, what is the general purpose of the security function in any organisation?
3. Give four examples of special services that the Security Department might provide to company management.

SELF-TEST 2

1. Describe how the Security Department might set up and operate an emergency service for the benefit of company management.
2. What are two objectives of the Security Department in making presentations to other company units or departments?