

# **Uniformed Security Personnel** **in a Commercial Facility** **An Asset or a Liability?**



ASSASIN



OR A  
LIABILITY

# Selection of a Contractor

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in a Commercial Facility  
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## Insurance

- **Liability insurance of the contractor covers a minimum of \$1 million per incident and \$3 million total. The higher the coverage the better.**
- **The contractor has fidelity bonding and other coverage.**  
*Fidelity Bonding is a business insurance policy that is like a "guarantee" to the employer that the person hired will be an honest worker.*
- **Liability coverage for any special equipment provided.**
- **Contractor's insurance carriers name your organization as "Additional Insured" on their liability insurance policies (or at least, obtain certificates of insurance for the contractor). This is important for long term contracts.**
- **Your insurance advisor does not object to any policy "Exclusions."**

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## Licensing

- Every jurisdiction that licenses security contractors keeps records on the licensed security firms.
- Make sure you hire a company that has a valid, current license that covers their operations within your jurisdiction.
- Investigate any complaints against the contractor reported to the licensing authority.
- Inquire as to whether the licensing jurisdiction requires you to obtain a license as the customer.

# Selection of a Contractor

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## Qualifications

- **Request LOCAL references from customers who use the contractor for services similar to yours. CHECK THEM!**
- **Evaluate the LOCAL operations team and facilities.**  
*Can their staffing and infrastructure competently support your needs?  
Entertain their presentations, but visit and tour the local offices of the finalists.*
- **Identify specific members of the contractor firm who will perform critical functions such as recruiting, screening, training, uniforms and payroll for your account.**
- **Identify the person who is responsible for your business. Spend time listening to their ideas and philosophies on their service.**
- **Can the contractor execute your standard service agreement?**  
*Ask for a review and response to the document BEFORE awarding the contract.  
Irreconcilable legal points are better to identify in advance.*

# Selection of Personnel

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Your new lobby desk  
Replacement officer.

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## Standards and Processes

- **Baseline standards for fidelity and clean criminal record are typically set by licensing authority.**
- **Clearly define your specific expectations.**  
**What do you really want the security officers to do?**
- **Who is responsible for personnel selection? – The Contractor**
  - *You may interview and approve all contractor personnel for your account.*
  - *You may interview only key supervisory personnel for your account.*
  - *You may leave it solely to the contractor.*
- **Monitor the methods used by the contractor for recruiting personnel.**
- **Retain the right to reject a contractor's selected applicant or to direct the immediate removal of any employee.**

# Selection of Personnel

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## Standards and Processes

- **Clearly define your specific expectations.**
  - **What do you really want the security officers to do?**
  - **Education: Is a high school diploma or GED enough?**
  - **Training: Law Enforcement; Military; Service Industry**
  - **Experience: Checkpoint; Concierge; Console; Other Positions**
  - **Physical Requirements**

# Training to Standards That Meet Your Facility's Need

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## Appropriate

- **Baseline training of security personnel is often very generic and aimed mainly at limiting the contractor's liability.**  
*Work from job descriptions to establish training needs.*
- **Training must be relevant.**  
*Subscribe to training that will be used in your environment.*
- **Training goals must be readily achievable.**  
*Training must be conducted in a venue and format that makes it reasonable for the employees to attend and participate.*
- **Training must be affordable.**  
*Determine how much the training will cost. Is there a special hourly billing rate for training?*

# Training to Standards That Meet Your Facility's Need

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## Classroom



## Online



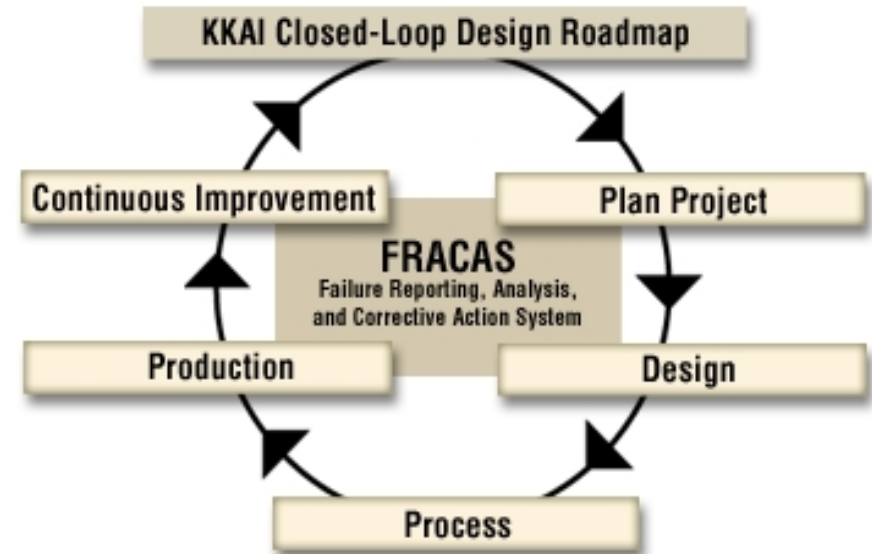
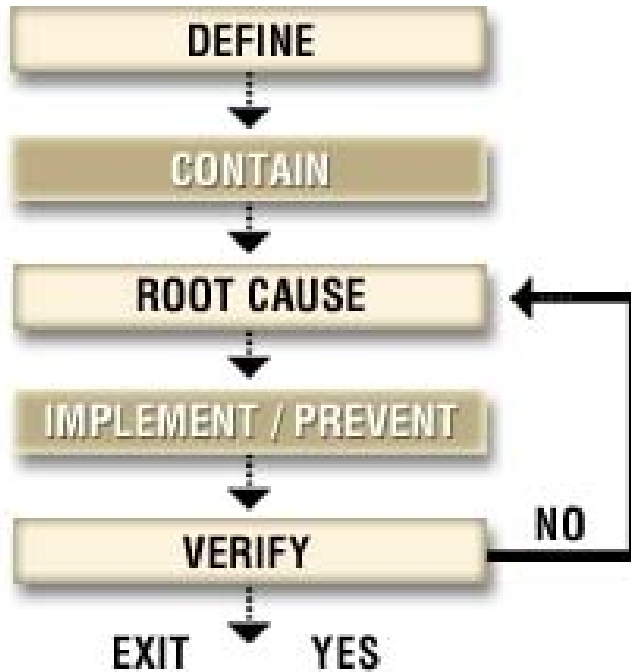
## On the Job



# Training to Standards That Meet Your Facility's Need

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## Remedial



# Performance Evaluation

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## For the Contractor

- The customer should provide a reasonable structure for feedback. (Either formal or informal)
- Evaluations should be strictly performance based.
- Evaluations should be timely, fair and consistent.
- The Contractor should offer some form of self-evaluation.

# Performance Evaluation

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## For the Employee

- The contractor should provide a formalized structure for employee reviews.
- Evaluations should be strictly performance based.
- Evaluations should be timely, fair and consistent.
- The contractor should offer an overview of employee evaluations with recommendations for performance rewards.
- A public way of saying “thank you” to a performer creates loyalty and a desire for improvement.

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