



INCLUSIVE OMNIBUS

Digital classroom for diverse workforce

QUALITY WORKFORCE

COMPREHENSIVE HANDBOOK FOR
INCLUSIVE PRACTICES FOR
HUMAN RESOURCES IN
THE PRIVATE SECURITY



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INCLUSIVE OMNIBUS

A digital classroom for a diverse workforce



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PREFACE

This manual was prepared within the framework of the project "Inclusive omnibus-digital classroom for a diverse workforce" which is implemented as a strategic partnership for adult education, supported by the Erasmus + program of the European Union. The project is financed by a grant from the National Agency for European Educational Programs and Mobility awarded to the Chamber of the Republic of North Macedonia for private security, and is implemented in partnership with private security organizations from Slovenia, Serbia and Romania.

The basis for the creation of this manual is the Manual "Purchasing quality services for private security" produced by the European Confederation of Private Security (KOES) and UNI-Europa, which emphasizes the benefits of choosing quality companies for private security.

This handbook therefore explains why the quality of private security matters, offers arguments for why private security services should be based on best value and not solely on lowest cost, demonstrates the critical importance of defining, identifying, seeking and selecting best value of private security services.

In that sense, quality, that is, best value means that the buyer gets the most/best according to the selected parameters, the most valuable balance and the most optimal combination between price and quality, while receiving the greatest benefit according to the defined needs and criteria.

This is especially important in the private security sector and has a specific nature because it is related to guaranteeing the safety of citizens and customers, which is why this sector should be separated from other sectors. Therefore, the approach of defining quality, i.e. best value, is of considerable importance for private security and should be a priority for the regulator, private security providers and clients/users of services.

From a practical point of view, this manual is easy to use, the chapters are self-contained. The first chapter focuses on the basic objectives of the manual, how to use it and a basis for creating it. In the second chapter, it is clarified why quality is important for the buyer, what are the benefits of choosing a quality provider of private security and the risks of accepting only the lowest price of the private security service. Chapter 3 offers guidance on what KOES and UNI-Europe consider good tendering practice, namely the dos and don'ts of (public) procurement of private security services. Furthermore, in chapter 4, the handbook explains the EU public procurement regulation in relation to private security services. The EU regulation mainly applies to public procurers based in the EU or candidate countries, however, this manual also serves as an indicator of good practice for all other suppliers, i.e. providers of private security. Chapter 5 is key in presenting the quality criteria of private security in relation to the quality criteria of workers, activities resulting from the contract, operational management, as well as the company itself that provides private security.



TERMINOLOGY AND DEFINITION

Backup plan: An alternative plan that can be used, if for some reason the original plan cannot be applied (eg the operational plan or schedule).

Bidder: A company that provides private security in the form of providing services.

Buyer: A contracting authority wishing to procure/purchase private security services.

Operational plan: It provides a detailed overview of how private security will be carried out.

Performance monitoring evaluation (also for KPP-key performance indicators): includes monitoring and analysis of the achieved results, which are in accordance with the operational requirements for private security, and includes feedback from clients, private security workers in relation to the performed work duties, and includes the necessary competencies.

Private Security Company: According to the definition of the CEN standard, a company that provides private security services. In this manual, the term is used in the same sense as the term economic operator, a term used in legislation and standards. However, in a certain context, in terms of quality, it also refers to a provider of private security for one's own needs.

Private security services: The following services may be, but are not limited to: Private Security Officer - Entry/Exit Control, Airport

Security Check, Armed Security/Private Security Officers, Entry Security, Site Security, Private Security Officers security in shops/malls; mobile patrol of a specific area or location; response to alarm signs - alarm devices, center for monitoring and intervention at signs of alarm, operator of the center for monitoring and intervention at signs of alarm, response to a sign of alarm, officer to respond to a sign of alarm; storage of spare keys - storage of keys and key warehouses; event security - crowd control, crowd control supervisor, crowd control board; providing doors and supervisor; personal protection/bodyguard; services for maintaining public order and peace - patrolling in the city, providing transportation, etc.

Accountability structure: Hierarchy of management in the company

Deployment: The schedule is part of the operational plan and is a schedule of the work of workers for the private security of the site, for each day, week or month. It is necessary for daily operations and makes a balance between the needs of the employees and the requirements arising from the contract. This is important because working too long can lead to accidents and safety violations. The schedule has significant social implications for private security workers and that is why it is crucial that there is a certain level of predictability, continuity, and a review process for the accepted schedule.

Supervisor of the control process: Staff member responsible for control/supervision and recording of certain aspects within the performance of private security.

Private Security Officer: Lan employee who is employed in a private security company, who has a private security license and private security identification.

Standard operating procedures for work: Established or prescribed methods to be followed when performing certain activities in certain situations.

Training Plan: Established internally in the company, where it is stated what kind of training will be organized for which employees, who will implement it, where and when it will be implemented, as well as its structural components. The document should be flexible enough to be modified accordingly

CHAPTER 1

This manual has been prepared for the needs of buyers of services for private services, both public companies and private legal entities, based in and outside the EU. The purpose of this handbook is to offer guidance on choosing a quality private security company. The combination of quality and price is crucial for the selection of private security services, so the key purpose of this guide is to offer solid arguments for choosing quality and to provide recommendations and examples of how to purchase quality private security services.

Basic objectives of the Handbook

With this manual, attention is focused on defining, identifying, and choosing the quality or best value of private security. The ultimate aim is to indicate that private provision represents the best value incorporating general quality criteria.

Defining best value

Best value means the most valuable balance and the most optimal combination between cost and quality, while obtaining the greatest benefit according to the anticipated needs and criteria. Value also includes social aspects.

Determination of quality in the private security sector

The private security sector is very specific because it refers to the exercise of public powers to guarantee the safety of citizens and customers. Because of the above, quality is of exceptional importance for private security services and as such should be a priority for buyers of such services. Chapter 5 of this handbook provides an extensive description of what constitutes quality in the private security services sector.

Basis for creating this Manual

This manual is based on the Manual "Purchasing Quality Private Security Services", prepared by the European Confederation of Security Services (COES) and UNI-Europe. KOES represents the private security industry representing 60,000 private security companies that employ approximately 2.2 million private security workers.

Private security services as an economic activity in Europe have an annual turnover of around 65 billion euros. UNI-Europe, which is part of the UNI Global Union, represents more than 20 million workers from over 900 trade unions in the fastest growing sector in the world. The first version of the manual "Purchasing quality services for private

provision" was initiated by the Memorandum of Understanding between KOES and UNI-Europe (formerly Euro-FIET) signed on

June 10, 1999 in Berlin. Based on a joint survey in 1999, it was determined that the majority of state authorities at that time hired private security services solely on the basis of price. Therefore, that common handbook was originally created to help and guide state authorities in the tender processes of their sector. In 2016, the second version of the manual was developed, updated with the latest developments in the public procurement process and in the sector.



INTRODUCTION

The initial manual "Purchasing quality services for private security", prepared by KOES and UNI-Europe was intended exclusively for public tenders in 1999. However, in the new millennium it is becoming clear that this handbook is more widely useful. In that sense, the guiding principles of this manual can be applied by all potential buyers of private security services (public and private clients) in and outside the European Union, but also by legal entities that perform private security for their own needs in terms of defining the quality. The business activity that deals with private security services does not offer a difference in quality depending on whether the client is private or public. On the contrary, quality must be at the highest level for all private security services offered because it is about the safety of citizens and customers. Therefore, any buyer interested in purchasing private security services should not change their process of determining best value, collecting bids, prospecting, and selecting the right contractor before signing the contract.

In recent decades, private security services have become more and more present in people's daily lives, so now private security workers can be seen in residential and commercial facilities, business centers, in shopping malls, at stadiums, events, etc. Such changes indicate the increasing role that private security companies have in guaranteeing the safety of

citizens and crime prevention. Furthermore, in addition to public clients, this economic activity also offers services to an increasing

number of private clients. Some of these customers are airports, subways and railway stations, nuclear power plants, significant infrastructure facilities, transport hubs, transport stations and zones, hospitals, national government agencies and institutions (eg asylum centers, universities) etc. Also, private security companies are increasingly contracting or officially cooperating with the police and other public and private stakeholders involved in providing private security, in order to assist them in performing their work tasks.



CHAPTER 2

WHY IS PRIVATE SECURITY QUALITY IMPORTANT?

This Chapter explains why quality private security is important and also provides an overview of the benefits of choosing a quality private security company. The chapter outlines the risks to which the client is exposed if he chooses a low-quality private security company, which is often equivalent to choosing the lowest-priced underwriter.

The emergence of using private security services, in and outside the European Union, for a greater number of security issues, including the protection of products, assets, processes, events and of course, citizens, is becoming increasingly common. It is evident the emergence of delegation of former functions from the private or public security service to private security companies, which not only include security tasks for personal needs but also increasingly, include a large number of delicate security tasks related to public health and safety.

The increase in the competitive collection of bids, together with the reduction of the budget for public procurement, imposes that the price paid for the services should be the basic starting criterion. This has a significant impact on the working conditions and wages in the private security sector, the infrastructure of the companies and finally on the quality of the private security services offered. It is clear that there is concern among the European social partners

representing private security workers (which has intensified in the years of economic and financial crisis), that the principle of hiring the lowest bidder leads to a gradual lowering of quality standards. The experience of KOES and UNI-Europe members indicates that in most European countries there is an increasing pressure to reduce the price in the tender process when choosing the provider of private security services. This poses a major risk especially when private security companies increasingly take over and/or assist in the performance of sensitive security functions taken over by the public security service and are required to be more specialized and increase quality.

It is necessary to point out that buyers of private security services should be aware of the risks of choosing the lowest price of private security services in the context of the security of the company itself, the way they value their environment, their public image and potential , the additional court costs that may arise due to low quality services. When the buyer strives for high quality, everyone wins – when quality private security services guarantee safety, work is easier for everyone. It is important to note that buyers do not always want the lowest price, but are forced to do so due to existing national legislation. This is the case with some of the national legal frameworks in the European Union.

*"Private Security Officer
can properly respond to a security incident,
only if he is properly trained?"*

Companies and institutions that order security services from specialized firms do so under the assumption that these firms possess the necessary knowledge and expertise to provide such services consistently and under the most cost-effective economic conditions. However, this does not mean that private security service companies are automatically able to provide the requested services at the lowest cost. On the contrary, the increased responsibilities assumed or imposed on private security companies require huge investments in private security personnel, equipment, tools and procedures.

The well-paid and motivated private security worker is the "face of the company", the first point of contact with the facility/client. Quality private security professionals do their job properly and prevent or reduce damage caused by criminals, accidents, fires, etc. As a result of this, there may be a reduction in customer costs. Quality private security workers are able to communicate better with guests and other people, even in foreign languages. Furthermore, quality private security professionals have the ability to operate technical equipment as well. As a result of this, the buyer will achieve the objectives, in terms of achieving the required level of security by hiring external security personnel. This in turn leads to a good reputation and return on investment along with ensuring a level playing field and fair competition. At the same time, if the buyer does not invest in purchasing quality private security services, the private security workers hired may be undertrained.

Furthermore, low-cost private security services mean that private security workers are not properly paid and may decide not to come to work, which ultimately affects the customer.

In order to offer the lowest price, some of the private insurance companies avoid paying taxes and social charges. Selecting the lowest bidder may result in early termination of the contract, as the costs of performing the original contract may become unsustainable for private security companies.

Furthermore, if a company with low quality is chosen, it will contribute to unfair competition in the market. Namely, in order to provide the services at the lowest prices, the bidders use unregistered private security workers or hire staff without complying with the relevant laws. Also, to reduce costs, private security companies decide to feature "phantom" private security workers. This means offering a service with a staff whose number is less than that specified in the contract, and the costs of wages and social costs are reduced through the employment of fixed-term and part-time labor. The lowest price may also indicate non-compliance with the law on private security, that is, work without a license and identification for private security.



CHAPTER 3

GOOD PRACTICES FOR (PUBLIC) PROCUREMENT OF PRIVATE SECURITY SERVICES

This Chapter presents good public procurement practices for buyers of private security services set out by KOES and UNI-Europe.

In order to offer additional assistance to buyers in defining, searching for and selecting the best value private security service companies, this chapter provides an overview of what good practices should be for the public procurement of private security. Before going into the details of recommended practices for public procurement, the following tender process procedures are important for the buyer to achieve their end goal, so in that sense, good tender process procedures include the following steps:

- defining quality and good value, according to the needs of the buyer;
- selection of quality criteria according to the customer's needs;
- application of the selected quality criteria in the tender process, to select a quality company for private security services.

Awarding tenders according to the best ratio between quality and price

Although price is an important element, buyers are advised to they seek the highest quality based on the ultimate goals and the set results. By choosing quality services, buyers can be sure that private security workers are properly trained, know how to use the right equipment, will come to work on time, will be motivated, will

have a sense of loyalty and pride, which is of particular importance. importance in this activity. Countries introduce measures to ensure compliance with collective agreements of private security companies in public procurement processes involving public authorities in the EU and public authorities of candidate countries. This may also be the case in other countries that have regulated by law the public procurement of state bodies. The final offer should cover the initial quality parameters. The initial importance that buyers attribute to quality should be followed throughout the entire process and should be reflected in the end result, eg awarding tenders to private security companies. The minimum threshold of quality criteria should be requested before awarding the tender, in order to guarantee the required quality of the provider. Experience shows that sometimes the bidders who have been awarded the tender do not have the capacity to satisfy them

the conditions on which the award of the tender is based, due to the use of undeclared labor. It is recommended that buyers do an inspection/control/audit of the selected bidder before and after awarding the tender. The audit involves checking whether the bidders meet the conditions, have the necessary infrastructure, fully comply with relevant laws, respect collective agreements, pay taxes and social security, meet technical specifications, etc. Such checks/controls can be performed on the data available in the relevant state authorities, trade unions, police stations, external auditors, etc. Furthermore, the review process becomes even more important when buyers include complicated terms, so there is a risk of non-compliance with legal procedures.

Due to the nature of the business/service, it is important to treat private security companies as partners in determining the right solution for the relevant purposes, rather than looking for the lowest price bidder.

The use of an annex to a contract is accepted from the aspect of increasing and adjusting productivity and including social criteria in public procurement. In this case, buyers can ask potential bidders to submit annexes, which can be socially responsible or contain innovative and competitive solutions. This means that the buyer has to set a minimum set of technical specifications for the services he wants to buy, which will apply to both the first offer and its variants. The competitive dialogue helps in the qualitative evaluation of the bidders. In this way, after the dialogue with the interested bidders, the buyers can ask them to submit their final offers based on the solutions reached during the dialogue. This procedure allows to choose the best quality-price ratio and is a good practice for purchasing quality services for private security. The EU law on public procurement includes elements on how the competitive dialogue should be designed.

When procuring private security services, the following things should be avoided: unusually low prices should not be accepted; complicated conditions (requirements) should not be prescribed; fixed prices should not be set for the entire duration of the contract; electronic bidding should not be accepted; a new call for public procurement should not be made or negotiated after prices have been offered.

CHAPTER 4

EUROPEAN REGULATION ON PUBLIC PROCUREMENT OF PRIVATE SECURITY SERVICES

The European Union has developed a legal framework for public procurement, and the main legal instrument is the Directive of the European Parliament and the Council of 26 February 2014 on public procurement and the repeal of Directive 2004/18/CE, OJEU L 28.3.2014, which establishes the rules for public procurement in the European Union. The rules include the types of procedures, exemptions, selection and criteria setting that public purchasers ("contracting authorities") must adhere to. However, the EU legal framework does not regulate public buyer tenders. They are free to choose criteria that, in their opinion, correspond to the needs of the contract. KOES and UNI-Europe encourage private buyers to be inspired by the legal framework of the EU and to take it into account during tender procedures. At the same time, KOES and UNI-Europe advise countries that are not part of the EU, regardless of whether it is public or private tenders, to use and be inspired by the European regulation. Finally, the countries that are candidates for EU membership must, as part of the negotiations, to approximate or implement the EU legal framework. Therefore, the EU Public Procurement Rules are important for candidate countries and will become part of their national legislation.

EU rules oblige bidders to comply with applicable obligations in the field of environmental, social and labor law prescribed by EU law, national legislation and collective agreements or international

provisions of certain environmental, social and labor law. This is also a mandatory obligation when it comes to a subcontractor, where the subcontractor's services must be in accordance with the above-mentioned legal frameworks and collective agreements.

Examples of good tender documentation

The authority for awarding tenders as a criterion for the selection of services for private provision should foresee a training plan that evaluates the competences and professional qualifications of the tenderer. The buyer should ask the bidder to provide details on the training of the persons who will perform the activities resulting from the contract. Furthermore, details of the teaching methodology, location of the training, content and practical exercises, duration of the courses and qualifications of the trainers should be provided. Bidders must, as part of their bid, formally undertake that they will conduct these trainings for the persons who will perform the activities arising from the contract and that they will include a detailed training calendar. The calendar should include the number of training hours and the number of employees who will attend training on the designated date.

Furthermore, an additional selection criterion is needed to guarantee the quality of private security services. The program may include the following elements: System for checking and controlling the quality of services, certificates for the quality of services for which public procurement is carried out; an employee loyalty plan which guarantees that the staff is stable and motivated; employee satisfaction survey; reserve staff in case of absence of part of the staff; internal and external audits/quality control of services; implementation of data protection laws. Other elements may also

be taken into account, such as: Use of quality control tools; established quality control indicators; criteria for staff selection; CV from middle management level; quality control statistics; the frequency of quality control etc.



EXAMPLE-MODEL FOR A TENDER PROCEDURE IN THREE PHASES

Stage 1 – EXCLUSION CRITERIA

In this section, buyers will use certain criteria to exclude some of the private security service companies from the tender process. Such criteria will be different for public and private buyers, but both will be used as a filter to exclude companies.

If used correctly, at this stage some of the low quality private security service companies will automatically be excluded.

PHASE 2 – SELECTION CRITERIA

At this stage, buyers choose the best value private security service company that will meet their goals and needs. Buyers will use different criteria to select what they mean by the company's best value.

An important element in the selection criteria is the focus on choosing a quality company for private security services.

PHASE 3 – TENDER AWARD CRITERIA

During this phase, the selection of bidders is evaluated against the tender award criteria and conditions set out in the tender specifications.

CHAPTER 5

DEFINING PRIVATE SECURITY QUALITY CRITERIA

The purpose of this Chapter is to identify the criteria for the quality of private security in relation to private security workers, the activities resulting from the realization of the contract, the operational management, the contract infrastructure and the company itself.

The quality of private security services depends on several key factors. Above all, the abilities, skills and motivation of private security workers are important factors, but also the administration that is not in direct contact with customers must provide an adequate level of support to enable private security workers to focus on their work tasks and powers. The infrastructure of technical, operational and human resources available to private security workers is of similar importance. At the same time, the management team of the private security company is very important to the customers as well as to the state, both for the satisfaction of the user of the service and for the members of the community.

Hence, the quality criteria can be applied to five different aspects of the contract:

- ☐ PRIVATE SECURITY WORKERS
- ☐ IMPLEMENTATION OF THE AGREEMENT
- ☐ ACTIVITIES ARISING FROM THE AGREEMENT
- ☐ STRUCTURE OF THE AGREEMENT
- ☐ PRIVATE SECURITY COMPANY

It should be emphasized that buyers should first clearly recognize the quality criteria, clearly explain to whom they apply and design them in a transparent and non-discriminatory way.



PRIVATE SECURITY WORKERS

Quality bidders should have prepared documentation for the process of identification, selection and employment of personnel. The procedure for identification, selection and employment within a private security company should be carried out by specialized and properly trained personnel. This guarantees that the personnel for private security meet the legally prescribed conditions and standards in the activity, the company, the customers, etc. In certain countries, checking the background and character of operational personnel is mandatory by law, so in that sense it is necessary that the same is provided for in the employment procedure. Certain European standards for aviation and airport security offer good examples of the elements that a formal and prescribed recruitment procedure should include.

Another indicator of a quality private security company is social aspects related to employment, such as: youth employment, gender equality, diversity policies for the integration of marginalized groups, such as ethnic or religious minorities, etc.

In most European countries, compulsory basic training is required, which is designed to enable any individual wishing to work as a private security worker to acquire the minimum level of knowledge and skills. However, private security workers should go through comprehensive basic training, regardless of whether it is prescribed by law, and they are in the direction of increased quality in performing the work. This should be clearly stated in internal policies and plans for additional training, i.e. in quality criteria documents. As part of the quality criteria, additional, specialized training and refresher training should be foreseen.

The company should pay due attention to the creation of training centers for acquiring and/or upgrading the skills and qualifications of the staff in external professional training centers, to implement a philosophy for professional development and investment in staff, curriculum for the training, schedule / or modules . Research shows that private security workers who undergo ongoing training show greater motivation and commitment to work. Training programs should also be linked to a clear structure for career growth in the private security company, which allows for vertical and horizontal advancement. This is also indicative of higher levels of motivation and, as a result, better service quality.

Another key element in the quality of private security workers is the experience of the staff assigned to perform the activities. Especially when it comes to sensitive private security services (eg critical infrastructure) it is recommended that private security personnel have previous experience working in similar circumstances. At certain high-risk locations, a brief resume may be requested for all of the private security operations personnel assigned to the specific facility. In other cases, information on how many years on average the designated private security staff has been working in the business and performing similar tasks can be sufficient.

If private security workers have worked or been part of an information exchange program with government authorities (eg police, rescue services, etc.) it is considered an indication that private security workers have extensive experience in cooperating with authorities.

There is usually a correlation between a transparent and clear salary system and the employment of experienced private security staff.

If the bidder can present a fair and transparent salary system, it is more likely that the staff will be motivated and satisfied with their work, which would ultimately be reflected in better performance of work tasks.

A quality economic operator should encourage professional career development, investment in employee training and exercises. Bidders with a large number of private security workers should in particular have an established system of complaints, suggestions and feedback, which can be achieved by appointing a representative who will be responsible for collecting and transferring complaints of private security workers to management. Some companies may also have a designated person responsible for gender equality, who is in direct contact with the company's management. Companies should clearly demonstrate that they respect collective agreements and national labor law. This should be done by presenting a certificate issued by the competent authorities. If there are no collective agreements, the duty schedule can serve as an indication of working hours and shift duration. A quality economic operator should be able to clearly demonstrate civically responsible behavior for all its employees, as well as for the management team of the company that is in charge specifically of those activities required by the buyer. This must also include the handling of equipment and weapons, if necessary.

QUALITY CRITERIA FOR PRIVATE SECURITY WORKERS

<p>Employment and background checks</p>	<p><i>Are background and character checks done on private security workers? Is there a law that requires private security workers and management staff to undergo a background check by the relevant authorities?</i></p> <p><i>Are private security workers selected by a special, professional staff?</i></p> <p><i>Are social aspects taken into account during employment (e.g. gender equality/ youth employment?)</i></p>
<p>Skills and abilities</p>	<p><i>Does the private security company provide basic training?</i></p> <p><i>Does the private security company provide additional training and drills, specialized training (eg crowd control, K9 training, first aid, etc?), refresher/refresher training?</i></p> <p><i>Does the private security company have its own training staff and its own training center?</i></p> <p><i>Are there curricula and training modules?</i></p> <p><i>Are other skills required/encouraged (eg knowledge of a foreign language, technical skills?)</i></p>



How do career opportunities for private security workers relate to the training offered?

Is it clearly stated in the tender that the staff should show proof of potentially required additional skills (eg knowledge of a foreign language)?

How does the bidder demonstrate the required level of experience?

Has the offeror or its private security personnel participated with the authorities in any information sharing program?

<p><i>Labor relations, employment</i></p>	<p><i>Does the bidder present a certificate issued by the competent authorities, which proves that the collective agreements / national laws on labor relations and social regulations are respected?</i></p> <p><i>Is there a clear and transparent salary system?</i></p> <p><i>Does the bidder have a system for complaints, feedback and suggestions?</i></p> <p><i>Does the bidder show clear evidence of civically responsible behavior for its private security workers?</i></p>
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IMPLEMENTATION OF THE AGREEMENT

When tendering for private security services, buyers generally want to minimize oversight of the services and this is why the way the private security service provider is managed is crucial. The management team oversees the legal compliance of the company and for that reason it is extremely important that the management team is experienced and professional. The bidder's management team should present proper financial statements, for example no huge debts. The buyer should be satisfied that all members of the management of the private security service provider possess the necessary skills, so that he can be sure that he is properly managing all aspects of the company and especially those that are part of the contract. In that regard, the clear demarcation between the personnel responsible for the realization of the contract and the personnel responsible for the activities resulting from the contract indicates a well-organized hierarchy. The management team's experience in business administration and company management must be proven by the bidder, so a company that has professional management and professional relationship with clients should be hired. Therefore, as a quality criterion, the buyer can specify any evidence of experience in management activities in similar circumstances and/or non-academic training that the management team has undergone. The deontological code of conduct of the management team reflects the ethical approach to the services offered by the entire company. Any sign of the ethical approach of the company's management team can be set as quality criteria. In relation to the actual implementation of the contract, the buyers should agree on the standards of communication between the

offeror and the buyer, for example who is the contact person for the buyer in the private security service company. If the contract specifies specific support and emergency response services, the buyer should ask how specifically the management team will implement this. Duty schedules can be indicative of emergency support and response staffing. the buyer should ask how specifically the management team will implement this. Duty schedules can be indicative of emergency support and response staffing. the buyer should ask how specifically the management team will implement this. Duty schedules can be indicative of emergency support and response staffing.

Effective support services at the headquarters of private security companies guarantee smooth implementation of the contract. Private security support services include staff who perform the administrative duties of a private security company, such as billing, backup staff, human resource management, sales and marketing personnel.

QUALITY CRITERIA FOR CONTRACT IMPLEMENTATION

<p>Management team</p>	<p><i>Does the company's management present evidence of proper financial statements (eg debt or open disputes with fiscal authorities)?</i></p> <p><i>Does the management have the necessary skills to implement the contract? What qualifications and experience can be presented?</i></p> <p><i>Is there a code of conduct for the management team?</i></p> <p><i>Are the standards for communication between the bidder and the buyer clearly established?</i></p> <p><i>Is it clear which of the management team will be responsible for communication for the duration of the contract?</i></p>
<p>Support</p>	<p><i>Does the provider have support services? For example Billing, HR, sales and marketing staff</i></p>

ACTIVITIES ARISING FROM THE AGREEMENT

The private security company should clearly determine who is responsible for the implementation of the contract at the specific location and also the responsible person for all operational issues. This member of staff is usually the manager of the site where the activities are carried out and is responsible for ensuring that services are provided on a day-to-day basis and overseeing all activities. This manager oversees the implementation of the operational plan and should pay particular attention to the procedures that are part of the plan, in order to be able to respond in case of unforeseen circumstances. The company manager should know the terms of the contract and the operational plan and should understand the customer's requirements, organizational structure and security philosophy. It is recommended that the operational plan contains a clear chain of responsibilities,

Considering that the operational plan is the core of the offer submitted by the bidder, special attention should be paid to the elements and details covered by the plan. The European standards for aviation and airport security services are a good indication of what elements should be included in the operational plan, although it is crucial for any plan to meet the customer's quality and security requirements. The operational plan should include details of: the schedule of duties; standard operating procedure; chain for mobilization and support; transition plan; price of performance monitoring; training/exercise plan; plan for reversibility; accountability systems/structures; disaster recovery/ business continuity; management model etc. The schedule of duties or operational plan shall indicate whether tenderers possess sufficient

organizational capacity to replace any private security worker for a short period of time, e.g. in case of illness. This means that a private security worker with similar qualifications and experience will be able to take over the responsibilities of their colleague. Private security companies need to prove that they can handle unforeseen and emergency situations and that they can adapt quickly and smoothly. Especially now that private economic operators, such situations can include from natural disasters, through demonstrations/manifestations to violent incidents.

The information specified in the operational plan should satisfy the buyer and should include regular monitoring of the private security company's performance at pre-determined dates/periods in cooperation with the buyer

The implementation of the operational plan should be regularly monitored, and conclusions should also be drawn from the use of internal quality control. Private security workers should have a clear accountability structure in place. When reporting, the following should be taken into account: the report is accurate and regular; the report offers insight and answers questions that might arise during the activities (for example: How many visitors are searched? Are the entrances/exits large enough to accommodate the influx of people during the busiest hours of the day?); the manner in which the report is given does not hinder private security workers in the execution of the contract; the report should, if the results so require, be adapted to the needs of the buyer, by prior agreement; the analysis of the report should result in corrective and preventive measures (for example: We need more workers for private security during peak hours, etc.). Particular attention should be paid to the

proposed schedule of duties, as it is a central element in fulfilling the requirements of the contract. Note that based on the report, the requirements may change and the schedule of duties will need to be adjusted accordingly. Any adjustment following the report should be properly documented. The duty schedule methodology should ensure: that the appropriate staff for private security is deployed; 100% fulfillment of contractual activities; timely realization of the contract; realization of the contract at the appropriate location; each member of the private security staff knows his schedule in advance for a long period of time; the schedule of duties is predictable for private security workers and includes social aspects, e.g. has a mechanism been established to deputizeena.

Every private security company should have an internal quality control and testing methodology. Such control may include readiness tests and practical implementation of the operational plan. The procedures applied during inspections and audits should also convince the buyer that internal inspections are conducted with maximum impartiality.

The schedule of duties and operational plan should be subject to regular formal meetings between the buyer and the private security company. Due to the societal implications for private security workers, the duty schedule should be predictable, continuous and allow for a correct balance between private life and shift work / how vacations are planned etc.

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QUALITY CRITERIA FOR ACTIVITIES ARISING FROM THE CONTRACT

Site Manager	<p><i>Does the site manager have sufficient knowledge of the contract provisions to be able to implement all aspects satisfactorily?</i></p> <p><i>What qualifications does the site manager have?</i></p> <p><i>Has a system of responsibilities been established?</i></p>
Operational plan	<p><i>Does the operational plan include all necessary elements? Is there a clearly visible methodology for the assignment of duties?</i></p> <p><i>Does the bidder have sufficient capacity to replace a worker for private security in case of illness or other unforeseen circumstances?</i></p> <p><i>Does the operational plan include any performance evaluation?</i></p> <p><i>Does the operational plan include mandatory reporting? Does the established duty schedule methodology include all important elements? More specifically, does it take into account social aspects for private security workers, while at the same time guaranteeing 100% implementation of the contract?</i></p>
Quality control	<p><i>Are there quality control mechanisms (internal or third party)?</i></p> <p><i>Are internal quality control mechanisms applied with the required impartiality?</i></p>

CONTRACT STRUCTURE

Technology is often a key element in providing private security services that meet the highest quality standards. Although the choice of available technology is constantly increasing, it is critical that the technology that is integrated into the operational plan matches the objectives of the contract. Considering the increasingly complex requirements for private security workers who have the ability to handle technology, each of them should be well trained in handling the available equipment and technology necessary to perform the duties. Equipment and technology should be regularly maintained, in accordance with the manufacturer's instructions. The tenderer has to prove that all these aspects are listed in the operational plan.

All equipment used by the bidder must be maintained by the owner of the equipment (usually the bidder) in compliance with all national standards, laws, regulations and manufacturer's instructions for use. Responsibility for maintenance can be delegated to a third party (for example, in the case of vehicles: to a trusted mechanic's workshop). The equipment and its use must comply with health and safety regulations. Also, the tool should be suitable for the specific circumstances of the site, for example suitable for carrying a concealed weapon, if the site requires it.

The external appearance of the private security staff is particularly important, because it represents an image for the customer. The tenderer must therefore provide standard uniforms for all private security workers and ensure that the uniforms provided are properly worn and maintained. Necessary devices for communication, IT, hardware and software should be provided to private security

workers, according to the nature of the activities performed. Any weapon carried for the purposes of the performance of relevant private security services must be properly used, maintained and stored. Weapons are to be used only by the bidder and his private security personnel who have the necessary permits, training and experience in their use. Weapons should be regularly inventoried, inspected and stored in an appropriate and safe manner. The operational plan must specify who has the necessary permits to use weapons and under what conditions and circumstances they may be used. All concerned members of the private security staff must be fully aware of the procedures for the use of weapons. All vehicles used in the performance of the contract must be clearly marked and maintained in good condition. It must be clearly established who has access to them and how they are to be used. All dogs that will be used in the implementation of the contract must go through the relevant training and be accompanied by a trained worker for private security. The operational plan must specify when they are to be used. For all the aforementioned auxiliary tools and instruments, it is necessary for the bidder to present sufficient evidence of mandatory and/or other required insurance guarantee and civil liability. In addition, when it comes to the use of weapons and dogs, national laws apply. The bidder must provide regular training and demonstrate full compliance with the latest legal regulations for the professional use of equipment.

The operational plan must contain the necessary information that explains to the buyer the technical support and equipment provided to private security workers and what is the plan for their use in the performance of the activities. Equipment maintenance should be

included in the operational plan in order to ensure that all equipment, from logistics material, through communication equipment to the material used for reporting, is in operational readiness. When it comes to closed video systems or CCTV systems or some other automated systems, such as access control and alarm installation, the operational plan should answer the following questions: Are all relevant laws being followed? In some European laws there are laws that protect the privacy of the persons being monitored. Does the provider have the necessary technical expertise to operate the equipment? Can the private security provider properly maintain the equipment? If not, does the private security service company work with a suitable maintenance company? Is the technology up to date?

QUALITY CRITERIA FOR CONTRACT STRUCTURE

Equipment	<p><i>Can the bidder demonstrate compliance with all national laws related to the handling of weapons/K9/vehicles? This applies to e.g. privacy law, if CCTV activities are involved, etc.</i></p> <p><i>Are the tools and equipment specified in the operational plan adequate for the implementation of the contract?</i></p> <p><i>Does the technology meet all health and safety aspects and the manufacturer's instructions?</i></p> <p><i>Are operational safety personnel trained to operate the equipment?</i></p> <p><i>Is regular maintenance and renewal guaranteed?</i></p> <p><i>Is the equipment used in a way that fulfills the manufacturer's warranty conditions?</i></p> <p><i>Has the bidder covered all liability requirements with appropriate insurances related to the handling of the equipment?</i></p> <p><i>Does the offeror provide regular training for personnel handling weapons as well as legal education?</i></p>
Technical support	<p><i>Does the bidder guarantee the operational readiness of the equipment whenever the contract requires its use? Is it clear for which aspects of the contract the bidder wants to use external technical support?</i></p>

PRIVATE SECURITY COMPANY

The quality criteria listed below allow the buyer to define the type of private security company. This refers to the scale and capacity, the number of employees, the annual turnover and the level of specialization or the range of services offered by the tenderer. It should be noted that the quality criteria designed to find the right bidder are related to the tasks and services to be performed.

The legal environment for all private security companies is constantly changing. That's why many companies have internal compliance programs, which also guarantee the customer a level of assurance that the most current legal aspects of the services provided are respected at all times. This includes control and assessment of legal risk, and in some cases, bidders should possess documentation issued by the relevant administrative service, which guarantees that all certificates and accreditations are in accordance with the relevant laws. More and more companies are entering into business continuity agreements to ensure business continuity of critical operational functions in the event of unforeseen circumstances.

Providers of private security services should be required to disclose information about their organizational structure, the nature and range of private security services they offer, and how long they have been offering such services. Any current or previous cooperation with local or state authorities can indicate a quality private security services company. This may go beyond previously provided services and include participation in information exchange programs or training and coordination systems, e.g. with the police or other emergency services.

A good performance in guaranteeing health and safety in the workplace and providing support to private security workers who have been victims of (violent) attacks or other incidents is an indication of a good company health and safety policy. This is often reflected in a lower rate of absenteeism and a more motivated staff. An increasingly important element in personnel management is the application of any policy that balances private life with working hours. The health and safety risks associated with certain contracts can be assessed using various health and safety risk assessment tools. A solid track record in confidentiality with customer information and respect for personal data is becoming increasingly important in the digital world. from there,

Any indication that the bidder has a solid organizational structure and ethics is evidence of corporate social responsibility. The company should create documentation that will show how to approach customers and work activities, from an ethical and deontological point of view, to see that the bidder adheres to certain internal norms, including those on anti-corruption and financial transparency, which will show whether the offeror meets the buyer's expectations in terms of their business philosophy. A company's internal compliance program or quality manager often has responsibility for ensuring that staff adhere to both internal ethical and deontological rules and principles, as well as business obligations and standards.

QUALITY CRITERIA FOR PRIVATE SECURITY COMPANIES

Experience and performance	<p><i>Can the bidder demonstrate experience in the requested field?</i></p> <p><i>Range of services provided? How long has it been on the market?</i></p> <p><i>Does the bidder have current/previous cooperation with state authorities?</i></p> <p><i>Does the tenderer have a good occupational health and safety record?</i></p> <p><i>Does the tenderer use health and safety assessment tools when required?</i></p> <p><i>Does the offeror have a good record of confidentiality and data protection?</i></p>
Ethics, company philosophy and code of conduct	<p><i>Is the bidder committed to corporate social responsibility?</i></p> <p><i>Does the offeror have an internal quality and compliance program in place that ensures legal compliance with industry standards/own commitments?</i></p> <p><i>Does the bidder have a code of conduct/integrity program in place?</i></p>



НАЦИОНАЛНА АГЕНЦИЈА
ЗА ЕВРОПСКИ ОБРАЗОВНИ
ПРОГРАМИ И МОБИЛНОСТ



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