



INCLUSIVE OMNIBUS

Digital classroom for diverse workforce

STRATEGIC FRAMEWORK FOR INCLUSIVE HUMAN RESOURCE COMPETENCES IN PRIVATE SECURITY



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**CHAMBER FOR
DEVELOPMENT
OF SLOVENIAN
PRIVATE
SECURITY**



center
for risk analysis and
crisis management



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A digital classroom for diverse workforce



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CONTENT AND STRUCTURE

1. INTRODUCTION	4
2. RECRUITMENT OF PRIVATE SECURITY GUARD	6
2.1 Sources of recruitment	
2.2 The recruitment procedures	
2.3 The standards for the hiring process	
3. SELECTION OF PRIVATE SECURITY CANDIDATES	11
3.1 Screening applications	
3.2 Interviewing candidates	
3.4 Pre-employment ability testing	
3.5 Selecting candidate	
4. JOB ANALYSIS	16
5. JOB DESCRIPTION	18
5.1 Patrolling	
5.2 Access control	
5.3 Security of public events	
5.4 Transport of money and valuables	
6. JOB SPECIFICATIONS	26

1. INRODUCTION

In the current fast-changing and volatile world, by applying the principles of Diversity, Equity and Inclusiveness, organizations, private security companies as well, can strengthen resilience, increase their leadership's capabilities to face complex problems and thus enhance their competitive advantage. Moreover, embracing and adhering to these principles is both a moral and legal obligation but, at the same time, is a marker of a high socially responsible behavior of companies. At the same time, in many countries, the industry faces an acute crisis generated by workforce scarcity and a high personnel turnover rate. Therefore, a more diverse and inclusive recruitment process may help to alleviate the personnel deficit. At the same time, a higher staff retention rate may be achieved by aligning the organizational culture with the respect to the Diversity, Equity and Inclusiveness.

„Strategic framework for human resource competences in private security“(PS) offers procedures and toolbox with relevant specific items on how a PS company can strategically and actively practice recruitment and selection processes with fair opportunities and access to all people. The Strategic Framework also aims to provide a long term, systematic solution to the existing problem of lack of human resource competences in the PS sector and inability to properly address the evident mismatch between the demand and supply of labor force in the PS sector. Thus, this document applies a systematic and holistic approach which will promote a change to occur simultaneously on a micro level (workers and companies), at the sector level and at a national level (for positive impact on the employment of people with fewer opportunities, on the economy etc.)

By promoting diversification of the recruiting process it will cover the following topics: the hiring philosophy; the recruitment procedures; the

standards for the hiring process; the core responsive manner and in compliance with current employment legislation, etc. Additionally, the Strategic Framework will include definition and framework of 3 significant terms that are never before defined in the PS industry: job analysis (outlining the content and the human requirements of the PS job, as well as, the context in which PS jobs are performed), job specification (a statement of minimum acceptable employee qualities, characteristics and qualifications required for satisfactory performance of defined duties and tasks comprising a specific job or function) and job description from the perspective of inclusion and diversification of personnel (which includes the duties, purpose, responsibilities, scope, and working conditions of a specific PS job along with the job's title, and the outranking position to whom an employee on a specific job reports).



2. RECRUITMENT OF PRIVATE SECURITY GUARD

Private security recruitment is the process of identifying, attracting and providing qualified candidates that allows the private security company to meet the requirements of vacant positions for the provision of security services.¹

As a rule, the recruitment and selection process is preceded by the organization's employment policy which determines not only the recruitment process, but also the selection process. Organizations are increasingly opting for people who have general development potential, often insisting on the initiative, creativity, communication, analytical and teamwork skills and flexibility of the candidates. Many companies emphasize in their brochures aimed at potential candidates that their general abilities and personality characteristics are more important than their professional knowledge and skills. In order to ensure a fruitful strategy for attracting and recruiting the necessary candidates, private security company should know: How many people does the organization need? What skills and abilities are required of the candidate? Are the candidates they are counting on already working and if so where do they work? What kind of compensation, benefits, career development opportunities, etc. are candidates likely to expect? What is the state of the labor market with such candidates?

¹ The term "private security" is used to denote the entire set of activities of securing property, persons and businesses, which are carried out by private companies for the provision of security services (Davidović, 2015). This term includes: 1) contractual security - activities of private companies and agencies specialized in providing physical and technical security services on a contractual basis, 2) internal (own) security and 3) private detective activity (Kesić, 2009).

2.1 Sources of recruitment

Potential candidates for filling vacant positions, in principle, can be provided in two ways: 1) developing the potential of existing ones among employees in the organization and 2) by hiring new people from outside the organization, that is, from the labor market. The decision to hire new people is usually associated with business expansion, technical-technological improvements, labor outflow, retirement of older workers, etc. Modern organizations most often opt for a combined application of both internal and external recruitment sources. It is believed that such an approach provides the best and most acceptable results for the company.

2.2 The recruitment procedures

The recruitment process begins with making a decision on filling vacant positions and reviewing the required requirements. Once these requirements are determined, the search for potential candidates to fill the vacant positions is started. At the same time, assessments are made about possible sources for recruiting suitable candidates.

In order to get candidates who fully meet the requirements of the job, it is necessary to provide significantly more candidates than the number that the organization lacks. The experiences of many organizations indicate that only a few of the applied candidates deserve a detailed selection procedure, i.e. an invitation for an interview. This relationship is not the same for all private security services, especially in countries with a large number of unemployed. The procedure for identification, selection and employment within a private security company should be carried out by specialized and properly trained personnel. One must know how recruitment is planned, how to conduct an interview with candidates, what should be learned from that interview, etc., which can only be done by selected and well-trained personnel; This

guarantees that the candidates meet the legally prescribed conditions and standards for private security. In certain countries, checking the background of security guard is mandatory by law, so in that sense it is necessary that the same is provided for in the recruitment procedure.²

The private security company and the vacant job position should be presented in a realistic light which is very important for the expectations and subsequent work behavior of newly hired personnel.

2.3 The standards for the hiring process

The laws and standards related to private security vary between countries and even within countries, depending on local regulations and laws. In this context, criteria for the hiring process of security officers may differ depending on national standards and regulations. General guidelines that often influence the selection of security guards in many countries may include the following aspects:

1. Age Limits: There are certain age limits that candidates must meet in order to qualify for a security job.
2. Physical Fitness: Security officers often have to meet certain physical standards in order to perform their duties. This may include the ability to perform physical activities and endurance.
3. Psychophysical condition: Applicants usually undergo a psychological and medical examination to determine whether they are mentally and physically fit to perform security duties.
4. Security Check: Applicants will likely be subject to a security check to determine if they have a criminal record.

²Certain European standards for aviation and airport security offer good examples of the elements that a formal and prescribed recruitment procedure should include.

5. Education and Training: Education and training requirements can vary, but many organizations that provide security services may require a high school diploma or some level of education. Also, safety and emergency training is usually part of the process.

6. License to work: In many countries, security officers must have an appropriate license issued by a competent body or agency.

In most European countries, mandatory basic training is required, which is designed to enable private security guard to acquire a minimum level of knowledge and skills. However, private security workers should undergo comprehensive basic training, regardless of whether it is prescribed by law, and they are in the direction of increasing the quality of their work. This should be clearly stated in internal policies and plans for additional training, i.e. in quality criteria documents. Additional, specialized training and refresher training should be provided as part of the quality criteria.

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. Diversity, equality and inclusiveness (DE&I) as an principles are perceived and defined in many ways, but all definitions, in essence, refer to the following:

- Diversity is about individuals' similarities and differences, such as nationality, culture, tradition, language, race, colour, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, military status, and family structures. It also may consider an individual's upbringing, ideology, and way of thinking.
- The concept of equity or equal opportunities means to equally provide to and ensure everyone the opportunity to achieve equal possible outcomes,

including equal employment opportunities. Equity also refers to fairness and impartiality regarding legal obligations and civil rights.

- Inclusiveness is a principle of the organizational culture that values every employee regardless of their differences. An inclusive organization provides a safe and collaborative environment where people of diverse social backgrounds, spiritual or physical appearance and conditions are indiscriminately included and can freely express thoughts and perspectives. An inclusive organizational environment encourages creativity and innovation, as well.



3. SELECTION OF PRIVATE SECURITY CANDIDATES

Selection of private security candidates represents the continuation of the recruitment process while at the same time representing the basis for orientation, training and development of employees. The basis for selection process is provided from the job analysis and performance evaluation. Each selection is preceded by a detailed job analysis on the basis of which determine the desirable qualities and competencies of the required candidate.³

Because of existing private security national regulations, applicants for private security jobs need to be physically apt, have a minimum level of education and speak the country's official language. Moreover, including applicants of other nationalities may be limited or even impossible, especially in EU member countries.

There are specific security tasks that indeed require a higher level of physical fitness, which also may limit the diversification of the workforce. In this context, the private security industry has to act within the legal constraints to both align itself with the moral principles and to open the tap of opportunities and benefits brought about by applying the DE&I principles.

The private security companies should focus primarily on the selection criteria aiming to improve the companies' capability to deal with specific challenges of inclusiveness, workforce diversity and building an equitable work environment. Concomitantly, educational and qualifications programs should be made available and accessible to people from diverse and disadvantaged categories to increase their suitability for working in the private security sector.

³ Job analysis involves the process of collecting all relevant information about tasks and responsibilities as well as professional and psychophysical abilities providing the information necessary for the development of the job description and job specification.

The process of selection includes some of the following activities:

3.1 Screening applications - Collection and scanning of job resumes or online applications. In incoming resumes or online applications, the employer looks for key information related to previous work experience, skills and education. The most important standard instruments for collection of biographical information about candidates are: job application; biography (CV) and relationship recommendations.

Job application can be processed by open application form and application forms.

The basic content of the biography consists of: personal data; data on formal and informal education and work experience; specific knowledge, skills and abilities that candidate has; additional information about achievements and personal interests of candidates

Checking references and recommendations requires that the employer gather information from the sources who had contact with candidates (former employers, colleagues, professors, etc.) This selection phase aims to: verification of information provided by candidates through application form, resume or at a job interview; prediction of future work performance based on previous work behavior of the candidates.

3.2 Interviewing candidates

Purpose of the interview is to: Collect information about the candidate; Provide information about the job and the organization; Assessment the candidate's abilities and qualities in determining whether it meets the requirements of the job. There are different types of interviews:

Telephone interview

If a large number of applications are received for a certain position, the employer may decide to first conduct telephone interviews with a wider range of candidates in order to check whether they possess the necessary qualifications to be invited for an interview. Also, it is a good opportunity for the candidate to get a little more specific information about the position and check if he really wants to apply for the given position.

Video interview

The employer may ask candidates to record a short video in which they answer some pre-prepared questions. In this way, the employer can see and hear candidates before deciding to call them for an interview.

1-on-1 interview

This is a classic way of interviewing candidates by human resources personal in charge of recruiting and selecting candidates. If candidates are invited to the second round, they are required to speak with the manager who is superior for the given position.

Panel interview

A panel interview implies that candidates conduct a conversation with several 'interviewers' who alternately ask questions.

Cascade interview

A cascade interview is organized by having a series of 1-on-1 conversations with different interviewers who ask different questions. The goal of this way of interviewing is to achieve greater objectivity on the part of the company in evaluating candidates for a specific position.

Given the nature of private security services, the situational, behavioral and stress interview are of particular importance for selection process. The situational interview aims to assess the candidate's behavior in

hypothetical situations/or ways of solving hypothetical problems. A behavioral interview aims to assess behavior unspecified situations/ or ways of solving problems which the candidate faces through previous work experience. The stress interview aims to assess reaction and behavior candidates in stressful situations.

3.3 Pre-employment ability testing

The selection process often involves different types of testing. Depending on the requirements of the position, these can be:

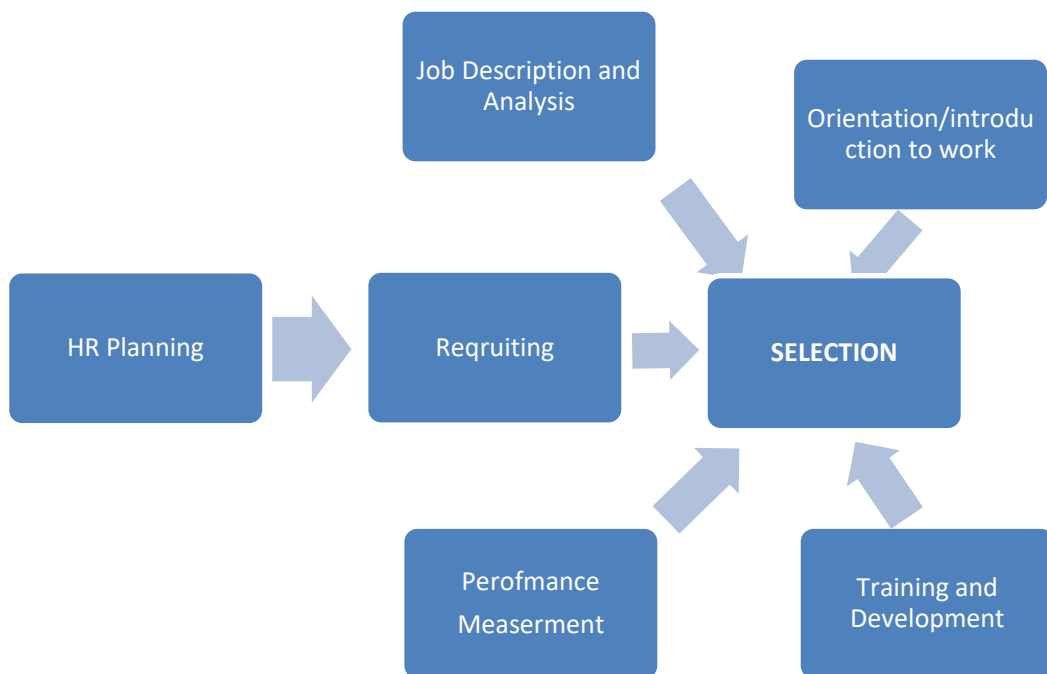
- knowledge tests (e.g. knowledge of a foreign language...),
- psychological tests (e.g. logical reasoning test, numerical reasoning test, personality tests...),
- manual tests (which simulate the performance of manual activities or technical skills that the given position includes – e.g. crowd control, first aid, etc),
- driving test.

Selection tests can be grouped in different ways. The most common division is: Ability tests; Personality tests; Knowledge tests; Job simulation tests; Other tests

Ability tests are standardized instruments aimed to assess the candidate's ability to perform specific tasks. There are different types of abilities, thus different tests from this group: general cognitive ability tests (intelligence tests); tests of specific cognitive abilities (numerical, verbal, verbal fluency, perceptive ability, logic); creativity tests; tests of psychomotor abilities; physical ability tests; tests of sensory abilities.

3.4 Selecting candidate

Candidate selection represents the continuation of the recruitment process. The basic guidelines and instructions for selecting candidate are obtained from job analysis and performance evaluation while simultaneously represents the basis of orientation, training and development. To be completely and effective, it is necessary to be synchronized with other activities of human resources management.



The relationship between personnel selection and other human resources management activities

4. JOB ANALYSIS

Recruitment, selection, development and rewarding of employees in private security sector are most directly related to job analysis. Job analysis can be defined as a process of organized collection and arrangement of relevant data and information about jobs, necessary knowledge and abilities, responsibilities and other requirements necessary to perform a specific job. Information about the job is directed in two directions: in the direction of the workplace (job title, job description, duties and responsibilities, etc.) and in the direction of the executor (professional education, work experience, knowledge of foreign languages, etc.).

A well-conceived and successfully implemented job analysis includes, among other things:

- a) determining the job description and the number of employees for each position;
- b) determination of the conditions that must be met in order to perform a certain job;
- c) defining the relative value of work, in order to ensure the internal and external fairness of the reward system;
- d) defining the relationship of superiority and subordination;
- e) defining general principles, rules and methods of work, etc.

It is about data that most often relate to: 1) description of behavior, 2) required abilities, 3) job characteristics and 4) information about equipment.

The data concerning the description of the behavior clarify the tasks, duties and actions that should be performed at a certain workplace, determine the specific responsibilities and tasks, that is, the specific movements and mental processes that the employee should perform. The data on the required abilities specify the abilities that must be fulfilled to work in a certain workplace. This

most often refers to the ability to communicate, the ability to perform work under stress, resourcefulness, the ability to make quick decisions, physical abilities, etc. The data on job characteristics clarify the importance and nature of the job, the possibility of receiving feedback on the work performed, the desired degree of diversity of the skills required to perform the job, etc. The equipment data provides information about the equipment used in the workplace..

The main results of the job analysis are: 1) job description, i.e. job position and 2) job specification, i.e. job position. In addition to the job description and specification, the results of the job analysis have other positive effects for the benefit of the organization and the people who work in it.



5. JOB DESCRIPTION

Job description contains information about: jobs, ie. activities that an employee at a certain workplace should perform, equipment or instruments used at that workplace and the working conditions in which the described tasks are performed. The most important segment of the job description consists of data on specific jobs that are related to a specific job position.

The job description can be detailed, depending on the judgment of the required competences and working environment. A detailed description implies marking all tasks of the workplace, from the most complex and significant to the simplest. Such a description is resorted in order to eliminate the dilemmas that arise since employees sometimes refuse to perform certain tasks, considering that they do not fall within the scope of their work. Such understandings are wrong, because the employee is expected to perform other tasks, for which he is qualified and trained, in addition to the tasks of his workplace, if there is a need for it and if one receives such an order from his superior. In addition, dilemmas about the scope and responsibility at the work can lead to major consequences, especially in the private security sector. If, for example, in a banks, it is not precisely determined who is obliged to manage the extraordinary tasks which distract from the guard's duties, it is not difficult to guess what consequences for security may arise from this. Similar examples can be cited in the field of healthcare, communal activities, air traffic, etc.

By analyzing and generalizing various jobs and private security services that affects the safety of persons, property and business, it is possible to point out the following groups of jobs performed by security guard: patrolling, access control, security of public gatherings, transport of value.



5.1 Patrolling is a security service undertaken on the basis of written procedures and which includes the presence and movement between control points, observation and checks in a protected facility/space by security officers in order to protect persons, facilities or spaces.

The main objectives of the patrolling are to prevent and detect unauthorized entry into a protected area/facility, to detect sources of threats to the safety of a protected object/premises, to prevent threats to security, to notify the Control Center and competent state authorities in a timely manner, etc. In particular, the patrol of security officers with its presence and visibility should act preventively on potential sources of security threats.

According to the object of protection, patrolling can be related to a person or an object/space that is protected. According to the place of execution, patrolling can be inside and outside the protected area. According to the method of execution patrolling can be public or covert. According to the means of transport it can be on foot or by means of transport (car patrol, motorcycle patrol, patrol on bicycles, scooters, etc.). According to the time: constant, occasional or periodic patrolling. The classification can also be made according to the equipment of security guard where there is patrolling with or without weapons. According to the tasks patrolling can be routine and

directed. Routine patrolling involves visiting all spaces in the facility in a certain order without pre-selecting a part of the facility that should be monitored with special attention. On the other hand, directed patrolling implies precisely increased monitoring of a part of the object/area in accordance with the assessment of its vulnerability.

During patrolling, the correctness of the means for the physical protection of the protected area (physical obstacles, security doors and locks, protective fence and gates), the method of storing goods and raw materials, the method of parking vehicles should be regularly checked in order to reduce the possibility of theft or minimize potential destruction and damage. Patrolling implies dynamism and adaptability to the situation where the security officer has to notice and appreciate suspicious phenomena and take appropriate measures accordingly. Security officers engaged in patrol must be maximally concentrated on performing their official task, alert, ready for intervention and maintain a sufficient level of attention towards the property and the person being protected by security. During patrolling, security officers must ensure a sufficient level of coordination and cooperation with the service user, his employees, the Control Center, police, state authorities and all other entities that can provide certain information essential for the security of the protected facility/space.



5.2 Access control is a system of interconnected elements of physical and technical protection that allows determined number of persons to enter, stay and leave the protected object/area under certain conditions and records of entry and exit. According to the method of execution, access control can be physical, mechanical, electronic and combined. Physical access control implies the use of only security officers who directly perform access control without any intems. Mechanical access control implies the use of mechanical devices (ramps, obstacles, fences, barriers, cones) to control entry/exit to/from the protected object/area. Electronic access control implies the use of electronic devices such as scanners, card readers, personal computers for access control, etc. Combined access control represents a set of previously described access controls and their interrelationship in an access control system where the security officer manages the system while other components help in the implementation of access control.

During the performance of access control tasks and upon risk assessment the security officer may perform different duties, in accordance with the written procedures: recording personal and vehicle data; inspection of persons, means of transport and luggage and temporarily confiscate items whose use in the protected facility is prohibited; issuing warnings with the aim of protecting the protected area and so on.



5.3 Security of public events. The classification of public gatherings can be done according to different criteria. According to the venue, public gatherings are divided into those held in an open and closed space.

The main duty of the security officer at a public gathering is to maintain order, which implies a harmonized state of mutual relations, that is, the equal realization of human and minority rights and freedoms of citizens during the public gathering. Sometimes, to maintain order, the presence of the security service is enough, but sometimes it requires the application of certain powers. Special care must be taken to ban on bringing objects that could endanger safety, ban on access to persons under the influence of alcohol or psychoactive substances. Taking into account the number of participants in the meeting, and the assessment of the risk of fire, the warden should also take certain preventive measures (checking the passability of evacuation routes, correctness of fire extinguishing equipment, proximity to fire hydrants, etc.). With regard to the application of powers, some national laws makes a clear distinction between security officers and security guards. A security officer engaged in the duties can use almost all powers except some means of coercion (restraints, gas spray, specially trained dogs and firearms). However, this circle of authority can be further narrowed by the contract drawn up between the organizer of the public meeting and the PS company. This contract must specify what powers can be applied in order to maintain order at a public meeting.

At sports gatherings special duties of the security service can be determined, especially when it comes to international sports events with increased risk of the highest level of national team sports competitions, namely:

- 1) ban on access to the facility where the sports event is held for persons who are under the influence of alcohol or other intoxicants, i.e. persons

who are prone to violent or inappropriate behavior, which is inferred from their behavior;

- 2) separation of visiting fans by directing them to special entrances and exits from the sports facility and a special part of the auditorium designated for them;
- 3) to ensure that each spectator sits in a precisely designated place;
- 4) preventing spectators from entering the sports field and preventing spectators from moving from one part of the auditorium intended for fans of one club to another;
- 5) preventing the introduction or sale of alcoholic beverages in the sports facility;
- 6) preventing the introduction into the sports facility of items that can be used in violent acts;
- 7) preventing the introduction into the sports facility and the display of fan symbols that may provoke violence at a sports event, endanger the safety of the participants of a sports event or disrupt its course.



5.4 Transport of money and valuables. Escorting and securing money and valuable shipments implies a set of pre-planned measures and actions undertaken by PS companies during loading, transportation, transfer and unloading of money and other valuables for safe transportation from the starting point, route/route of movement to the end point. Escort work and security of money and valuable shipments are performed only with weapons.



Useful tool 1: Job description framework

Tittle and number of workplace	Job title systematized within the certain sector, service/department
Working conditions	Education level, work experience, psychophysical abilities...
Number of executors	A larger number is planned for certain jobs
Job description and work tasks	The tasks to be performed, time and duration of work, working methods and procedures, mental and the physical characteristics of the executor
Objectives	The role of the workplace in achieving strategic, tactical and operational goals of the organizational unit
Description of activities on workplace	Detailed identification of work duties, requirements and workplace tasks and time frame
Performance	Desired effects depending on the type of workplace/type of services
Warning	Consequences of not performing the work task, with regard to implementation of business policy, client satisfaction, etc.
Communication	With whom and how the worker communicates, the relationship in reporting
Responsibility	Personal/equipment
Special working conditions	Specify special work conditions and indicate basis and conditions for what a health examination is performed

6. JOB SPECIFICATIONS⁴

Job specification, assumes the necessary knowledge, skills, experience, abilities and other conditions for performing a certain job. Each position is subject to certain conditions in terms of professional qualifications, work experience, psychophysical abilities and other parameters, which must be met. The conditions for being assigned for getting a certain job in PS sector are becoming more and more strict over time. Such a trend is the result of accelerated scientific and technological development, the intellectualization of work, the development of the education system and the increase in unemployment.



Workplaces are, as a rule, determined by a law that requires private security staff to undergo a background check by the relevant authorities which needs to be recognized in an act on the internal organization and systematization of workplaces in an organization. Apart from the fact that the relevant regulations increasingly require that social aspects are also taken into account during employment (e.g. gender equality/ youth employment), in order to comply

⁴ As for the required competencies, skills, etc., it is difficult to separate them by job description because of their affinity. Furthermore, as there is a large fluctuation within the organization, a breadth of knowledge and abilities is required, as well as the great flexibility in meeting the requirements for employees.

with the relevant legal norms, the employment and background check policy of many companies requires that the selection process is carried out by a special, professional staff.

In addition to the above conditions, in recent years there has been an increasing emphasis on additional conditions, such as: knowledge of one or more foreign languages, knowledge of working on a computer, passed driving test, sense of work organization, creative skills, communication skills, etc.

Many consider that the demands of the company exceed the demands of the workplace. Due to accelerated scientific and technological development and changing business conditions, personality traits are becoming more important than work experience, which is constantly being tested due to a short period of use. We are talking about requirements related to social competences of private security officers: communicativeness, ability to work in a team, sensitivity and the like. The nature and importance of the company's requirements mainly depend on the size of the company, technical and technological equipment, organizational structure, organizational culture and climate, management style, dominant rules of conduct, etc. In small companies, for example, the breadth of knowledge and competences requirements is insisted upon, in contrast to large ones, in which specialized knowledge and skills in a specific security area are favored. This is because in smaller companies almost everyone is forced to do everything, while in large companies, with clearly differentiated tasks and a high level of division of labor, everyone does only their part of the work. The size of the company also affects the determination of other requirements, both those of a social nature and those related to personality. In small companies, communication is simpler and more immediate, and in large companies, it is more formalized and complex. As a rule, the larger the company, the greater the requirements in relation to the candidate's personality.

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 protection) it is recommended that private security personnel have previous experience working in a 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.

Summarizing the above, we can state the minimum acceptable employee qualities, characteristics and qualifications required for satisfactory performance of defined duties and tasks for security guard.

Necessary abilities, skills and competences that are required to perform security guards tasks includes:

1. Communication and interpersonal skills. Communication is the most important "tool" of a security officer because good communication solves the majority of conflict situations. Good communication also affects customer satisfaction.
2. Good perception of risks and threats. The security officer must have the developed ability to observe situations and behaviors that deviate from the usual, potential risks and possible consequences thereof in order to determine the magnitude of the danger and accordingly take actions in order to preserve and protect the interests of the company.

3. The ability to quickly and efficiently react and resolve incident situations by applying the powers of security officers prescribed by the relevant legislation. The security officer is the first to be hit by any incident and therefore it is their duty to be the first to react in emergency situations such as natural accidents, disasters, fires, robberies, thefts, burglaries...
4. Negotiation and conflict resolution skills.
5. Pronounced abilities of visual detection of disputed situations and access control.
6. Appropriate level of physical and mental fitness.
7. Knowledge of a foreign language
8. Expressed social intelligence
9. Humanity, decency and management of stressful situations
10. Cheerful spirit and courage
11. Technical knowledge of security systems.
12. The ability to provide first aid to a vulnerable person.
13. Performing initial fire extinguishing in order to protect buildings, persons and businesses.



Useful tool 2: Person specification

CRITERION	Essential	Desirable
Qualifications	Necessary Qualification	Desirable Qualification
Competencies	List of all necessary competences	List of all desired competence
Work experience	Necessary work experience	Work experience preferred
Special knowledge and skills	For example necessary spoken or written skills...	For example desirable communication and negotiation skills
Knowledge of a foreign language	Minimum level of knowledge	Degree of knowledge preferred
Additional Achievements/ Competencies	Necessary licenses, education	Preferred certificates/licenses, education
Physical abilities	Essential level	High level
Technical skills	Essential level	High level



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