

To: David Taylor
Regional Director

From: Robert L. Dixon
Corporate Security Supervisor

Subject: Final draft of "TRAINING AS A MOTIVATOR"

Date: 12/14/2008

Dear Mr. Taylor

Enclosed is a copy of "TRAINING AS A MOTIVATOR". I wrote this report in an effort to gain your support in rejuvenating our security department through training and increased supervision during the evening shifts.

The report results from my observation of what appeared to be a continuous degrading of performance levels by several members of our security team. I thought that the primary cause of the department's lethargic performance was a result of poor knowledge and skill sets amongst the officers. To validate my position regarding this matter, I surveyed the team with 100% member participation and found data which proved my perceptions to be wrong.

While I chose not to needlessly labor you reviewing writings proclaiming the benefits of effective supervision, my averments regarding poor supervision were supported by my findings.

This report reveals that, primarily, we have a knowledgeable and capable staff. Individual staff achievements are also included to show that most of our members are suffocating from conditions that are not challenging or inclusive. Other members appear to performing poorly as result of a lack of supervision.

I have included information that should help us formulate a training initiative. These resources were found by me examining current security training programs, strategies and practices of similar national manufacturing operations. Sources of information include internet media published by respected industry leaders and security profession scholars.

If can further assist in gaining your support, please do not hesitate to call upon me.

Thank you,

Robert L. Dixon

Running Head: Training As a Motivator

TRAINING AS A MOTIVATOR
Making a Case for Educating, Rejuvenating and Motivating Our Security Team:

A Trebor Manufacturing Security Report

By

Robert L. Dixon

University of Maryland University College / Writing for Managers

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I. Executive Summary

"I thought my job was to provide security; not customer service. I'm sick of being volunteered to everything around here except security."

"When it comes to hiring, this company has double standards. When I was hired officers had to have a criminal justice degree or years of law enforcement experience. Now they hired this girl who has only a GED."

"They can hire whom ever they want, but they better train them before sending to night shift. It's not my job to hire, train, or supervise anyone else; so until they pay me to do so, I'm not doing it."

"These people aren't serious about security; the only reason they hired us is to save on insurance costs."

"I feel like my knowledge and experience are useless; for the past 10 years, I've seen my knowledge and skills become practically useless for this company. The line-officers are never included in the planning of any substantive security initiatives or activities; it's like we don't exist until someone is threatened or hurt."

These comments are from line-level security officers, employed at our S.E. Manufacturing and Distribution Center and they evidence a lack of motivation and commitment to our security-specific mission, but more importantly to the holistic success of the company.

The statements further suggest that some officers feel they are under appreciated; under utilized; and are not trustworthy enough to handle their official duties as individual contributors or even as a team of company contributors. While the above comments and other unreported statements may appear to evidence a consensus amongst the entire security staff; I am informed and believe otherwise. What those statements offer me is evidence that my team is suffering from a lack of engagement, which can best be addressed by a revamped security training initiative and closer supervision.

Your keen knowledge of the security team's prescribed role makes you uniquely aware of the value in educating; rejuvenating; and motivating our security team for peak performance and utilization. Mission-fitness is of the utmost importance for the success of each officer, the security department and the company as whole. Mission-fitness can only be achieved through a successful officer training program.

II. Introduction

Background

Following the terror attacks against America in 2001 TREBOR Manufacturing, like most other corporations re-evaluated its security department's readiness as a contributing unit in the corporation's success. Realizing that we were not adequately staffed to protect and defend the company's assets and interests against a potential terror threat, management doubled the size of our proprietary security force and engaged a local contract security firm to provide supplemental support.

Problem

While such an increase in staff represented a major undertaking by management to improve the emergency preparedness state of the corporation; holistically the security department's performance is lacking. Less than desirable knowledge and skill sets amongst the security staff; poor communication, and limited supervision have rendered our enlarged security team primarily inefficient. Evidence of our inefficiency is apparent as officer cohesiveness, effort, and morale steadily decline.

I am convinced that this department is due for rejuvenation that can only be realized through a changing of thought patterns amongst the line officers and effective supervision. Education and motivation are key elements of restoring individual officer's perceptions of their self-worth and their self-confidence. A potential positive by-product of this cognitive reformation is we increase our value to both internal and external customers.

Purpose and Scope of Work

The purpose of this research was to determine if operational deficiencies of the security staff could be remedied by employing a mandatory training and certification initiative and by more closely supervising officer performance.

Areas of concentration included our current initial employment training and certification program; potential annual re-certification; and the feasibility of adding a supervisor for each shift at our S.E. Manufacturing and Distribution Center. The costs of employing the said initiatives and potential for return on investment are also examined.

Sources and Methods of Data Collection

Data was collected from both internal and external resources. I examined current security training programs, strategies and practices of similar national manufacturing

operations. Hardback books, video, newsprint, and internet media published by respected industry leaders and security profession scholars were main targets for inquiry and answers. I also performed a survey of our security staff's background, education, experience, and self worth mind-sets regarding their value as individual contributors.

Discussion

Does training improve performance?

Data from the accompanying security officer survey (Table 1.) will reveal that each officer our team has received some form of mandatory. To answer the question "does training improve performance" one only has to analyze the reasoning for legislative mandates requiring such training. Such an analysis by any seasoned protection professional would likely reveal what he or she already knows; without proper education and training, efficient and effective performances of most security duties are impossible. Therefore, any effort to improve upon one's performance must include efforts of continued learning by the practitioner.

In 2004, American Society for Industrial Security (ASIS) expounded the need for effective training and continued education in its publication *"Private Security Officer Selection and Training"*. Here, for example ASIS offers irrefutable support for its regarding performance and training:

The development of such minimum criteria has become essential for enabling the private security industry to meet the need of providing effective security to its clients as well as meeting the demands associated with new homeland security initiatives. Effective security today requires workers who are familiar with all aspects of a facility's security system for assessing and containing potential threats. Security officers are required to be well versed in emergency procedures and able to work with an organization to ensure that emergency procedures can be implemented successfully. They are also required to be able to work closely and effectively with public safety personnel. (p.11)

While the title of this article might suggest that its target audience are owners and managers of private security company; their message is equally important to the success of our proprietary security team. Aside from a few legislative comparisons and mandates regarding the formation and operation of security organizations in South Carolina; our goal and duties are almost exact.

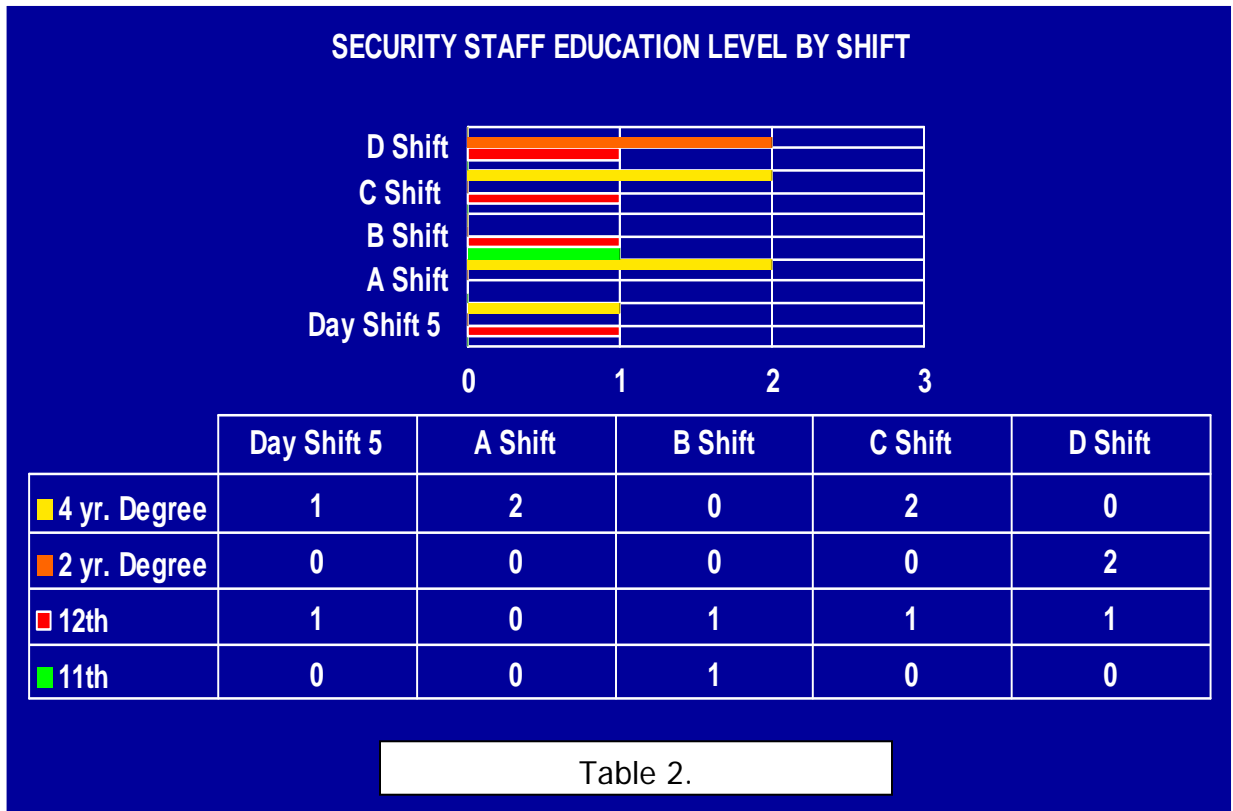
Training not only improves officer performance; in South Carolina the legislature has mandated security officer training as prerequisite for licensing of both private security guards and for private security companies. SLED Regulation Code 73-420(1) states "each candidate for registration as a private security officer must qualify by successfully completing a basic training course approved by SLED". While proprietary officers such as ours are not specifically mentioned in the regulation, we certainly are not immune from negative consequences that could result from wrong doing by members of our staff.

Until recently, the majority of TREBOR Manufacturing's security officers have performed honorably and has taken ownership in the company. I believe the company has been the primary beneficiary of a successful 12 year safety and security campaign, which is an attribute of the security team's professional maturity and their many years of experience. As Table 1 evidences, TREBOR Manufacturing has done a remarkable job in attracting, hiring and retaining a highly experienced and knowledgeable security force.



Table 1.

While Table 1 highlights the aforementioned security experience backgrounds of our team; Table 2 highlights the scholastic endowments of security investments.



Working closely with the members of this team leaves me without doubt as to its capabilities. My main concern is that stagnation and an inappropriate level of supervision on the evening shifts are preventing the company from fully capitalizing on its security investments.

The personal remarks mentioned above are clear signs that such a qualified group is not meeting its potential. It also evidences boredom, a lack of focus and a miniscule feeling of self worth as individual contributors of the company's success.

With our officers having such admirable personal and professional backgrounds one might wonder; how did we get here? Simply put the recession has replaced personal safety and fears of terror attacks on the back-burner. Spending for non-essentials has all but come to a stop for many American households and businesses alike. This is true for individual citizens and corporations alike. Participants of an August 2008 survey *"Psychology of Bad Times Fueling Consumer Cutbacks"* validate my position on priority trends in the U.S.:

A majority of Americans (59%) are delaying or cancelling purchases or cutting back on other spending because they worry that their financial situation might get worse in the future, while 28% are cutting back because their financial situation has already gotten worse and made such cutbacks necessary. (p.24)

A December 2008 People Press survey entitled *More Americans Question Religion's Role in Politics*, further validated my position that we are more fearful of losing our jobs; our homes; and medical benefits than we are of non-financial threats:

The economy continues to lead the list of issues voters say will be very important to their candidate choice this fall. Fully 87% of voters say the economy will be very important to their vote this fall, which is virtually unchanged since May (88%) but greater than the proportion of voters citing the economy as very important in October 2004 (78%). And while terrorism, Iraq and other issues rivaled the economy in importance four years ago, the economy rates 10 points higher than any other issue this year. (p.28)

While it may be wise to spend conservatively during these tough economic times; our company can not afford to allow our security investment to degrade to the point that it becomes a liability and not the asset for which we planned.

What are the elements of a good training program?

Good security training is not something that you run out and purchase from the person who has the best sales pitch; it is an evolution of best practices and a pursuit of knowledge relative to current trends and issues of the profession. The wealth of security knowledge and experiences possessed by many of our officers places us in a unique position to develop an education and training program for our current officers and their successors.

By combining the internal resources of the Manufacturing, Education, and Development (M.E.D.) team and the security team, I believe that we can develop a security training curriculum and have it fully implement in three months. Drawing from the aforementioned knowledge and skills our senior officers; combining current departmental policies and procedures with a collection of new information regarding current security methods and trends practiced by similar departments; and the M.E.D. department's delivery expertise, TREBOR Manufacturing can educate, rejuvenate and motivate its security team.

The current lethargic state of our security team is not confine to TREBOR Manufacturing; security managers throughout the country are have to rethink their education and training strategies in effort to establish or maintain vibrant and prepared security operatives.

Developing, Implementing and Administering the Program

The security department will have two senior officers assigned to perform the necessary research and compile their findings to me; I will then compose and submit a finalized report to M.E.D. for the purpose of composing the lesson and delivery plans.

Delivery methods from outside sources conflict with our duties and schedules and therefore, outsourcing is not a possibility. Office-site security training in the Columbia area is limited to the S.C. Justice Academy; 2 year colleges; and 4 year colleges and universities. The fastest program for completion (basic police officer training) is not an option due to admissions limitations which are posted on the website of S.C. Justice Academy. "Employment is a condition for certification. An officer can be certified only while in the employment of a South Carolina law enforcement organization."

While remaining options are open to public admittance; their costs and class durations precludes them from serious consideration. Midlands Technical College currently charges \$1,620 per semester and the University of South Carolina charges \$ 4718.00 per semester. These costs are based on full-time state resident students and no other options, including per class costs we included because of the time and manpower strains the department would face.

The above program characteristics justify a restricted and biased look into our own resources for our training needs. While internal development of the security training will not come cheap; procuring the right resources will make affordable and expandable for years to come. In a web blog entitled "A Training Success Story", Mike McGinnis of the Bose Corporation explained he launched their plant's intranet based training program for under \$50,000.00. Fifty thousand dollars is a hefty price tag, however the benefits of being able to train our security team as well as the rest of company's departments with limited demographic and geographic restrictions; over the life of plant is a worth while investment.

With LSM systems, it appears that the number of training plans and course titles are limited by the administrators' input activities. With proper planning and implementation, our security team can realize success even during unforeseen incidents. Sam Vinicur described such an unforeseen event as told a story in his article "Key Success Factors of Top Security Directors ".

American Society for Industrial Security (ASIS) Providing ongoing training and development to your entire security staff is not only vital, it can be invaluable. "We recently contracted outside security to provide added security for an in-house event for about 400 employees and guests," says LaMantia.

"A trained security staff is not only vital, it can be invaluable."

"One guest who was diabetic became dizzy and unsteady when his blood sugar level dropped. Realizing there was a problem, our security person quickly assigned someone to her post so it would not be unmanned. She then ran to a nearby store and purchased a container of orange juice, which helped the guest recover. A potentially fatal situation was averted because our personnel were properly trained."
(p.28)

With success stories such as this, I can easily see the potential for an increased return on investment as it relates to the value of our security team.

Conclusion

Since its inception TREBOR Manufacturing has been a customer focused and results driven organization of professions. We have experienced much success a result of our tenacious efforts to meet and exceed industry standards. With this success we have met with many challenges, the challenge at hand is not overwhelmingly different from others we have faced and conquered. The main twist to this challenge is the global economic downturn from which we are not immune. We must plan for success in all areas of the company with economic conditions in mind. Protecting our assets and interests can not be neglected, so not should TREBOR Manufacturing implement an officer training program; we must implement.

As evidenced by this report; we have made wise investment choices, as it relates to our security. However, performance indicators reveal that we are not realizing maximum return on our security investments. Therefore, I also recommend better supervision during the evening shifts.

Appendix A

Security Staff's Background Survey Form

1. What is the highest grade level completed?
 - a. 9th
 - b. 10th
 - c. 11th
 - d. 12th
 - e. 2 yr. degree
 - f. 4 yr. degree

2. Do you have specialized security training?
 - a. Civilian Employment
 - b. Military Training
 - c. Police Training
 - d. Other

3. Which shift do you work?
 - a. 8hr Mornings
 - b. 12hr Mornings
 - c. 12hr Mornings
 - d. 12hr Evenings
 - e. 12hr Evenings
 - f. 8hr Evenings

4. How would you rate overall knowledge of current security issues, measures and trends?
 - a. Excellent
 - b. Good
 - c. Average
 - d. Poor

5. What do you think the biggest security threat to TREBOR Manufacturing?
 - a. Foreign Terrorism
 - b. Domestic Terrorism
 - c. Employee Violence
 - d. Employee Thefts
 - e. Cyber Crimes
 - f. Selection and Training Standards
 - g. Other

6. Specify your level of preparedness to handle the above threats.
 - a. Excellent
 - b. Good
 - c. Average
 - d. Poor
7. Specify your shift team's level of preparedness to handle the above threats.
 - a. Excellent
 - b. Good
 - c. Average
 - d. Poor
8. Specify the security department's level of preparedness to handle the above threats.
 - a. Excellent
 - b. Good
 - c. Average
 - d. Poor
9. My supervisor's directives and instructions clear and easily understood.
 - a. Highly Agree
 - b. Agree
 - c. Sometimes
 - d. Disagree
 - e. Highly Disagree
10. My supervisor makes himself available to me when I need guidance.
 - a. Highly Agree
 - b. Agree
 - c. Sometimes
 - d. Disagree
 - e. Highly Disagree
 - f. Does Not Apply
11. My supervisor consistently provides me sound advice.
 - a. Highly Agree
 - b. Agree
 - c. Sometimes
 - d. Disagree
 - e. Highly Disagree
12. I feel that I am a valued member of the security team.
 - a. Highly Agree
 - b. Agree
 - c. Sometimes

- d. Disagree
- e. Highly Disagree

13. I contribute to the success of the security department.

- a. Highly Agree
- b. Agree
- c. Sometimes
- d. Disagree
- e. Highly Disagree

14. My contributions are welcomed by the security team.

- a. Highly Agree
- b. Agree
- c. Sometimes
- d. Disagree
- e. Highly Disagree

Appendix B

Security Staff's Background Survey Data

15. What is the highest grade level completed?

- a. 9th
- b. 10th
- c. 11th =1
- d. 12th =4
- e. 2 yr. degree =2
- f. 4 yr. degree =5

16. How many years of specialized security training do you have?

- a. Civilian Employment
- b. Military Training
- c. Police Training
- d. Other

17. Which shift do you work?

- a. 8hr Mornings =2
- b. 12hr Mornings =4
- c. 12hr Mornings =4
- d. 12hr Evenings =3
- e. 12hr Evenings =3
- f. 8hr Evenings =0

18. How would you rate overall of current security issues, measures and trends?

- a. Excellent =1
- b. Good =4
- c. Average =7
- d. Poor =0

19. What do you think the biggest security threat to TREBOR Manufacturing?

- a. Foreign Terrorism =0
- b. Domestic Terrorism =0
- c. Employee Violence =2
- d. Employee Thefts =8
- e. Cyber Crimes =0

- f. Selection and Training Standards =2
g. Other =0
20. Specify your level of preparedness to handle the above threats.
- a. Excellent =1
b. Good =11
c. Average =0
d. Poor =0
21. Specify your shift team's level of preparedness to handle the above threats.
- a. Excellent =4
b. Good =6
c. Average =1
d. Poor =1
22. Specify the security department's level of preparedness to handle the above threats.
- a. Excellent =1
b. Good =7
c. Average =4
d. Poor =0
23. Are your supervisor's directives and instructions clear?
- a. Highly Agree =4
b. Agree =3
c. Sometimes =3
d. Disagree =1
e. Highly Disagree =1
24. Does your supervisor make himself available to you for guidance?
- a. Highly Agree =5
b. Agree =6
c. Sometimes =0
d. Disagree =0
e. Highly Disagree =1
f. Does Not Apply =0
25. Does your supervisor provide sound advice consistently?
- a. Highly Agree =0
b. Agree =9
c. Sometimes =2
d. Disagree =0
e. Highly Disagree =1
26. Do you feel that you are a valued member of the security team?

- a. Highly Agree =0
- b. Agree =10
- c. Sometimes =1
- d. Disagree =0
- e. Highly Disagree =1

27. Do you contribute to the success of the department?

- a. Highly Agree =11
- b. Agree =0
- c. Sometimes =0
- d. Disagree =0
- e. Highly Disagree =0

28. Are your contributions welcomed by the security team?

- a. Highly Agree =4
- b. Agree =2
- c. Sometimes =4
- d. Disagree =1
- e. Highly Disagree =1

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