

## ASIS INTERNATIONAL EXECUTIVE DIRECTOR VISITS SINGAPORE

ASIS International Executive Director, Mr. Michael J. Stack visited Singapore from 13 to 15 February 2006. Accompanying him were Ms. Susan Melnicove, Director Education of ASIS International and Mr. Emmanuel Chantelot of Association Global Services.

During his visit, Mr. Stack hosted a meeting to discuss the planning of an ASIS International Conference scheduled for early February 2007 in Singapore. Some 30 ASIS members were present including SRVP Group 18, Mr. A K Moorthy CPP, RVP Region 33, Mr. P. Kalastree; and ASIS Singapore Chapter Chairman, Mr. Anthony Lee, CPP.

Held at Ritz Carlton's Garden Room on 14 February 2006, members were treated to a sumptuous meal after the meeting.

### About Mr. Michael J. Stack

Michael J. Stack joined ASIS in 1993 with 10 years experience in the for-profit sector (Finance, HR, Operations) and more than 15 years of association management experience. As ASIS Executive Director, he plays an important role in the development of the agenda and strategic direction of the Society, serving as a spokesperson of the Society, expressing the concerns and issues relevant to the more than 33,000 members internationally. Stack supports the ASIS Board of Directors by providing the necessary research and continued analysis that is vital in making important decisions involving the development of future strategies and tactical directions for the Society, expanding or venturing into new programs and services, setting the direction for the ASIS legislative agenda and identification and implementation of strategic alliance partnerships. Stack is ASIS's primary contact for media and serves as liaison for the Society for federal, state and local law enforcement organizations.

*(Information extracted and reproduced from ASIS International Website)*



ASIS International Executive Director, Mr. Michael Stack (centre), RVP Region 33, Mr. P. Kalastree (left), Mr. Emmanuel Chantelot of Association Global Services (second from right), and ASIS Singapore Chapter Chairman, Mr. Anthony Lee, CPP (right)



A section of the 30 Singapore Chapter members who attended the meeting on 14 February afternoon at Ritz Carlton Hotel



Chapter Chairman Mr. Anthony Lee CPP presenting a memento to Mr. Michael Stack at the end of meeting. Looking on is Mr. Wilfred Anthony, Chapter Founding Member.

### TABLE OF CONTENTS

ASIS ED Visits Spore	1
Chairman's Message	2
Security Article	2 - 5
Forecast of Events	3
May CPP Review	5
Social Gathering	6

### MEMBERSHIP RENEWAL

Have you renewed both your ASIS International and ASIS Singapore Chapter membership?

With all the exciting line-up of activities in the coming months, you wouldn't want to miss these exciting opportunities.

To renew your ASIS International membership, log on to ASIS International website.

To renew your ASIS Singapore Chapter membership, please mail your dues to us at No. 32 Maxwell Road #03-07 S069115. Don't forget to write your name and company on the reverse.

### ARTICLE SUBMISSION

Do you have an interesting article that you wish to share it with our members? Please email your article and write to the editorial management committee at [newsletter@asis-singapore.org.sg](mailto:newsletter@asis-singapore.org.sg)

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# Chairman's Message

A quarterly commentary by Anthony Lee, CPP – Hon. Chairman



We trust that you like the new design of our local Chapter newsletter *The Security Professional*. Mr. Marcus Tan, Chairman of our Publicity Sub-Committee, deserves due credit for his creativity and diligence in putting together the first two issues this year with new artwork and design. We sincerely welcome any security articles, news, case study, etc, from you to share with each other in the security fraternity.

As you know, the Singapore Chapter has always championed for skill upgrading and professional certification of local security practitioners by hosting the Certified Protection Professional (CPP) and Physical Security Practitioner (PSP) examinations each year. We are proud that the local certification examinations are very popular to security professionals in Singapore and other Asian countries. We are therefore pleased to announce that we will continue to host the CPP and PSP examinations this May and November. Our appreciation goes to Mr. Eddie How, our Certification Representative, for his selfless contributions in organising these examinations. We strongly encourage you to invite others to join you in seeking professional security credentials like the CPP and PSP.

In March, we had a wonderful social gathering of more than forty local Chapter members and guests at the Paramount Hotel. Besides precious professional networking, members

also feasted themselves to a sumptuous buffet dinner and had the opportunity to know more from Mr. Eddie How's presentation on ASIS certification programs. Under the leadership of Mr. Lee Huan Chiang and his Social Sub-Committee, we will organise more quarterly social gatherings and we look forward to your support of these activities which are free for all paid up members of Singapore Chapter. So do ensure that your local membership dues are not outstanding in order to enjoy such wonderful privileges!

Recently, ASIS International announced that its inaugural Asia-Pacific Security Conference will be held in Singapore next February 5<sup>th</sup> to 7<sup>th</sup>. The Singapore Chapter is most pleased to support this international event which presents new opportunities for sharing of knowledge and expertise with security professionals round the globe. This conference will explore key security topics including terrorism, insurgency, avian flu, casino security, transit security, natural disasters, and protection of intellectual property. As we look ahead, we can be certain that ASIS International Singapore Chapter will gain even greater recognition both locally and in the region.

To better serve local members, the Management Committee decided to change the registered address of the Singapore Chapter. Now, we are able to respond to correspondences and administrative matters in a prompt fashion. Do let us know if there are any other areas you think we can improve to better serve you.

Best Wishes,  
**Anthony Lee, CPP**  
Hon. Chairman

## Managing an Interlocking Social System – Security Guarding Management in the Private Security Guarding Industry In Singapore

By Raffee M Salleh

The contracted security guarding service as with all other security related services is seeing a resurgence in business as a result of the September 11 2001 terrorist incident in the USA and the continuing global war on terror. More money and more effort are being spent on systems, guards and procedures than ever before. Additionally, in Singapore, standards were also being engineered up to the next level due to the decision of the government to built integrated resorts.

But even with the increased security spending and the high focus on improving service delivery, agency management is still seeing a plethora of problems relative to the management of their guards, client relations issues and end-users or public dissatisfaction of the service being dispensed. However these problems can be traced to center on operational deficiencies foretelling the interaction of the various relationships between individuals involved in or connected to the industry.

This social continuum can be best explained through the concept of the Grievance Matrix.

The matrix (page 5) illustrates the inter-personal and work relationship continuum that forms the structural basis of the complaints arising from within the industry.

This observation is derived from the famous Hawthorne Studies (1924-33), which found no strong relationship between workplace conditions and productivity. One of its unexpected ground breaking conclusions was that the workplace is an interlocking social system and not simply a production system. The same applies to the Security Guarding Industry.

To be successful, agency managers must seek to understand and appreciate the nature and workings of this relationship continuum for effective operation management.

It would be necessary to examine the dual relationships continuum first and then expound on what managers can do to better manage it.

The players in the industry are made up of the security agency management, the security guards and the agency's clients. The regulatory bodies and end users or members of the public make up the direct and/or indirect players that may affect the interaction and give rise to or act as an arbitration conduit to a grievance. The relationships identified are as follows:

1. Client and Agency Management - The Business Relationship
2. Agency Management and Security Guard - An Employer/Employee Relationship

3. Security Guard and Client - The Operational Relationship
4. Regulatory Bodies and Agency Management – The Corporate Governance Relationship
5. General Public and Guards - The Service Relationship

It must be emphasize however that a grievance may arise from multiple relationship interactions.

**Client and Agency Management – The Business Relationship**

The client is broadly defined as any individual or organization that engages the services for contracted guard services from a licensed security agency.

The relationship starts with the invitation to tender for security services by the client and tender submission by a prospective service provider. The relationship became bonded with the formation of a contract between the client and the agency management. A typical contract clauses spelt out the provisions for the number of guards to be deployed, stipulated duties and responsibilities, for a predetermined contract sum and for a fixed length of service, usually 12 months. A standard inclusion would be the termination clause of 30 days notice exercisable by both parties.

The problems generally aired by a client within this relationship are services rendered falling short of contract stipulations inclusive of shortcoming on service delivery such a lack of supervision of security guards, poor response to client's feedback pertaining to services and shortage in manpower deployment. Improper or absence of background screening for security guards has resulted in the deployment of security guards that has previous criminal convictions.

At the other end of this relationship spectrum, the agency management main grouse against the client is their high expectations which displaced the low contract pricing. Other grievances are the delay in or non payment for services rendered and exorbitant service monetary penalties for non conformances. There have also been situations where the client interferes with the supervision and disciplinary actions taken by the agency operation management against the security guards making it difficult to discipline recalcitrant security guards.

**Agency Management and Security Guard - An Employer/Employee Relationship**

The agency management is defined as a corporate body or sole proprietor having the license to operate a security agency providing contracted security guards services to any individuals or organization in return for an agreed fee. Depending on the size of the business, the agency management is assisted by a team of middle managers known commonly within the industry as operation executives.

The complaints from agency management arising from this interaction have been lack of commitment amongst their employee-security guard, suppression of personal information related to criminal and personal records, and insubordination. The security guard does not take the profession as a career but a mere temporary job, resulting in the lack of responsibility and accountability. Other operational issues are absence without official leave, not turning up for work after acceptance of employment and often after issuance of uniform. Resigning with out due notice and usually planned after payday. Walking off site whilst on duty and refusing to carry out agency management instructions. Correspondingly once a bond existed between client and the assigned guards, the sharing of information by guards may influence the decision making of the client against the agency management. Hence, for the very fact that the security guard is at the fore front of service delivery meant that they wielded extensive negative power. In many circumstances as highlighted above, they literally hold the agency management to ransom. Thus the agency management lists of dissatisfaction can be sum up as a lack of effective control over security guards.

At the other end of this interpersonal continuum is the

**FORECAST OF EVENTS / ACTIVITIES**

Month	Day	Activity
January	25 <sup>th</sup>	2 <sup>nd</sup> MC Meeting
February	22 <sup>nd</sup>	3 <sup>rd</sup> MC Meeting
March	24 <sup>th</sup>	Social Event
	29 <sup>th</sup>	4 <sup>th</sup> MC Meeting
April	26 <sup>th</sup>	5 <sup>th</sup> MC Meeting
May	2 <sup>nd</sup> – 5 <sup>th</sup>	Advance Security Management Course (RELC International)
	6 <sup>th</sup>	CPP/PSP Examinations
	26 <sup>th</sup>	Social Event
	31 <sup>st</sup>	6 <sup>th</sup> MC Meeting
June	28 <sup>th</sup>	7 <sup>th</sup> MC Meeting
July	26 <sup>th</sup>	8 <sup>th</sup> MC Meeting
	TBA	Social Event
August	30 <sup>th</sup>	9 <sup>th</sup> MC Meeting
September	27 <sup>th</sup>	10 <sup>th</sup> MC Meeting
	TBA	PSP Review Program
	TBA	Social Event
October	25 <sup>th</sup>	11 <sup>th</sup> MC Meeting
	30 <sup>th</sup> – 2 <sup>nd</sup> Nov	Advance Security Management Course (RELC International)
November	4 <sup>th</sup>	CPP/PSP Examinations
	TBA	Chapter's Annual General Meeting
December		TBA

security guard, whom is often heard lamenting about low wages, delay in salary payment, and non-contribution of CPF payments by agency management into their personal accounts. Lack of welfare, insurances, medical benefits, awards and rejected loan request also tops the list of grievances. From the operational standpoint, complains involved lack of management support at site, instructed to directly interface with clients, blamed for any work related incidents but not recognized for a job well done with the credit of any commendation going to the agency management instead. There were also complaints of verbal abuse or threats by management to ensure operational conformity.

**Security Guard and Client – The Operational Relationship**

A security guard is taken as an individual that is employed by a security agency to ensure the protection of the property and safety of persons to the location they are assigned. The Security guard is often heard complaining about client's very high expectations and demands, are insensitive to their needs, giving high workload, not approachable and unfriendly. Clients have also been quoted by their guards as being picky for minor infringements of the house rules.

The clients on the other hand mentioned lack of discipline and unruly behavior of the guards, poor personal disposition and turn out. They added that guards are generally lacking in commitment and sense of responsibility, have minimal training and low educational standards.

**Regulatory Bodies and Agency Management – The Corporate Governance Relationship**

This group consists of statutory bodies in the likes of the Licensing Division and the Security Industry Regulatory Department of the Singapore Police Force, the Ministry of Manpower and the Central Provident Fund. They are generally the recipient of complaints from all quarters of the grievance matrix and do perform enforcement and arbitration roles.

The Licensing Division is responsible for issuance and renewal of license and criminal records vetting for the security guards. The governing statute is the Private Investigations and Security Agency Act enacted in 1973.

The Ministry of Manpower plays a pivotal role as a statutory authority and handles labour disputes between agency management and their guards. The process starts with an arbitration session failing which parties attend hearing at a Labour Court. The Labour Court does not have any enforcement powers which had to be taken by the winning party through the Civil Courts machinery. The main complaints coming from the guards are unfair dismissal and non-payment of salary.

The Central Provident Fund is responsible for managing workers provident retirement fund remitted by employers as governed by the CPF Act. The act makes mandatory for employers and employee to make predetermined amount of contribution into the CPF account of employees. Most guards complained about non-contribution of CPF monies into their account.

And the Security Industry Regulatory Department of the Singapore Police Force was set up to oversee and raise the standards of service delivery amongst the local players of the industry. The enforcement function of the department includes setting and maintaining training standards and ensuring that all security guards have completed and passed a criminal background screening before being deployed to the assignments

Within this continuum, the agency management has often cited business exigencies as the cause for deployment of unscreened security guards and non payment by clients as the main reason for lapses in delayed or non payment of salaries and CPF contributions.

### **General Public and Guards - The Service Relationship**

The term general public is synonymous to anyone, either as an end-user or observer, which came into contact with the security services through dealings with the security guards. Their role has traditionally been as feedback machinery, although much less for paying compliments than for bringing up complaints. They started as passive observers until they became affected by some unpleasant experience during contact with the security guards. A typical complain has been improper conduct and rude behavior of guards. The security guard in-turn retorted that end-users refused to conform to the house rules and used abusive language against them.

In essence, the problems emanating is shrouded and embroiled in a continuum of inter personal and work centered relationship. The problems can be traced to a grave absence of key management imperatives in the following areas of:

1. Client Relation and Marketing;
2. Finance and Administration;
3. Consulting and Training; and
4. Operations Management.

In hindsight, there are several key management imperatives that agency management can put in place to circumvent the identified issues thus ensuring efficacy of service delivery is restored.

The first management imperative is that the agency management must be fully committed in running their business. This due to the fact the common reason of business failure in the industry is attributable to a lack of top management involvement in the daily supervision of operations and client management matters. Thus, agency management must have hands-on participation across all rungs of the business functions and not leave day-to-day management to their team of salaried executives. The dynamic nature of security guarding industry as elucidated by the Grievance Matrix meant that agency management must implement strategic management imperatives early and to proactively engage operational problems, either with the guards, operation executives, clients, the general public, or the authorities, before it has the opportunity to escalate into a crisis.

The second fundamental imperative is for the agency management to adequately staff their operations team because these executives formed the backbone for the smooth execution of their business processes. From the author's experience, the effective supervision ratio is 1 executive to 40 security guards deployed between 5-10 assignments. This ratio also accounts for the fact that certain assignments requires added supervision and that varied client's expectations equates to more time being spent at some assignments. Examples of assignments requiring greater focus is residential properties and those assignments without a client's in-house security manager to provide first line service supervision and feedback. As a result of understaffing, service delivery is impacted as the operation executives in unable to provide the required attention since they are thinly spread out. This invariably leads to lapses in operational service delivery and enforcement for non conformances that result in monetary penalties which negates into profit margins. This is a vicious cycle that can only be detrimental to the overall financial well being of the security agency.

The third imperative requires the agency management to tackle the problem of low contract pricing head-on. The practice of accepting low contract pricing, justified as the need to do business, must be eradicated since low margins could not sustain a healthy business operations cycle. Herein a typical quantification of costs would need to include operational, administrative, employee development costs and a reasonable profit margin. Operational costs are salary of security and relief guards, CPF contributions, benefits and welfare, uniforms, security equipments and tools, training, operation executive overheads and transportation, etc. Administrative costs include office rental, administrative support overheads, attrition costs, at least four types of insurances, etc. Employee development supports promotions, awards and commendations.

The fourth imperative involves the agency management to negotiate the terms and conditions of the contract in general and the service penalty clauses in particular. The amount of penalty levied should be fair and process driven. It must not be in anyway item driven! Herein, agency management should push for a key performance indicator table to ensure a fair evaluation of service being delivered. A KPI, if followed earnestly, will prevent the client from imposing monetary penalties at will. Further, the contract should stipulate reasonable price increments should the agency be selected to continue with providing the service after expiration of the initial agreement.

Fifthly, is the need to implement a comprehensive employee retention and career development program. Herein, there is a stark absence of talent retention programs for both operations executives and security guards in the industry. What is needed is a measurable, performance based compensation system with comprehensive benefits to ensure solid commitment and accountability from employees. This indirectly contributes towards reduced staff turn over with its accruing personnel replacement costs, consistency in service delivery and stability for the agency and industry. These are crucial factors for the agency and the industry to meet both their short and long term business objectives. It would propel the industry towards a higher quality work force and professionalism.

It must be noted that research findings in the field of organizational behavior in general, and the content theories of motivation in particular, provides credible support for employers to focus on employees individual needs as one of the several key motivation determinants in the workplace. For example, Federick Herzberg's two-factor theory identifies job context factors such as poor salary as a source of job dissatisfaction.

The sixth imperative is focus on continual training of the operation executives with appropriate core operation, personnel, administrative and client relations management skills.

A good area to start with would be the interpersonal skills of the operations executives. Many agency owners and operations executives came from a uniformed establishment and inadvertently

apply the same regimented man management approach. Although there are similarities with people management methods between the uniformed public sectors and the private business sectors, nonetheless there are several unique and distinct peculiarities. New management entries will learn, unfortunately from the school of hard knocks, that respect for employees, not respect for the chain of command, tops the criteria for effective man management in the security guarding industry.

Another shortcoming is the interviewing skills of operation executives. This competency is critical to ensure the suitability of character, qualified and experienced candidates will be recruited. Agency owners would argue that the tightening of the employment rules have led to an acute labour shortage for the industry is a major huddle for recruitment of suitably qualified candidates. However, the fifth imperative discussed earlier is more than likely to correct this labor shortage imbalance by attracting fresh school leavers and labour from other sectors to join the industry.

Here, the agency management must foot part of the training costs themselves whilst defraying the rest through clients and where applicable, government grants. There will be some adjustment period before market forces kicks in to readdress these changes. But it is certainly a more positive approach then to continue charging a lesser price or undercutting, for the meager compensation package arising thereof will not be able to keep up, let alone match up with the high service standards and increased client's expectations.

The seventh imperative is for the agency management and operation executives to provide critical operational support and client interface conduit to the security guards at the various assignments.

Contrary to prudent proactive management practices, often the guards are left to interface with the clients. It must be noted neither the guard's operational role nor the type of training he received would have equipped him with the required skills in handling clients let alone maintaining service delivery standards. Hereto, the operation executives need to provide unrelenting supervision of guards at an assignment. It have been noted that service delivery centric problems increases where supervision time decreases.

The last imperative, though the list is not exhaustive, is the promotion of healthy employer-employee relationship. Hereto agency management and operation executives should treat security guards with respect and allow some degree of freedom relative to supervised operational decision making. They should encourage an open channel of communication where feedbacks and ideas put forth by the guards received ample management

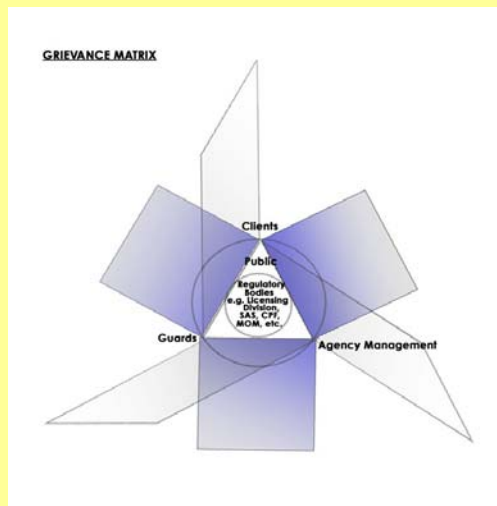
analysis. And if these ideas is accepted and later implemented, recognition should be accorded where due. This would encourage greater commitment and ultimately accountability of service delivery being equally shouldered by concerned parties i.e. security guards, operation executives and agency management. The objective is to empower employees, through nurturing of their self esteem, in the execution of service delivery as stakeholders of the business.

**Conclusion**

Hence, the Grievance Matrix showed that in order to run a successful security guarding business, agency management core competencies must include in depth knowledge of the industry's interlocking social system continuum with its inseparable work centric relationship. Concurrently, the implementation of several key management imperatives will ensure that these identified operational deficiencies will be kept in check enabling the agency management to focus on business growth and development towards business excellence.

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**CPP REVIEW – MAY 2006**

By Aaron Le Boutillier

The May CPP Review of 2006 was the largest and most successful to date. With sixteen participants signing up one of which Mr. Ryan Greyling traveling from the famous Burj-Al-Arab in Dubai to attend.

With only four out of the sixteen sitting for the CPP exam most were there to improve their security knowledge and network. The May review saw the introduction of a new presenter from the local chapter and Mr. Grant Rayner facilitated the session on Emergency Management and Evacuation Procedures. Grant's relaxed yet professional and informative session was well received by the group. Other facilitators from the local chapter also presented on topics such as Investigations, Personnel Security and Physical Security. As the organizer I would like to thank the following for their professionalism and contribution in designing and delivering their subjects. Feedback from the participants illustrated the high caliber of this reviews facilitators:

- Mr. Anthony Lee, CPP

- Mr. Moorthy, CPP
- Mr. Kelvin Koh, CPP
- Mr. Francis Goh, CPP
- Mr. Simon Lim, CPP
- Mr. Grant Rayner, CPP

What made this years review interesting was the wide diversity of people that attended. Not only was their a wide spectrum of company's represented from Government Agencies to private firms, but we also had one person who had no security experience and was entering the profession blind and thought the help of our course as a gentle introduction to the world of Security. The Local Chapter wishes Mr. Tony Tan a successful and rewarding tenure in the security field.

We also had two of our committee members attend and sit for their CPP exam and X-Secure and the local chapter wishes both Mr. Eddie How and Mr. Leonard Sng all the success in their results.

X-Secure would like to thank all for their contributions and support for the CPP review and look forward to your continued assistance in the November run.

# ASIS Singapore Social Gathering

## 24 March 2006 - Paramount Hotel



A joyous and laughter-filled evening for some 30 ASIS members, Hon. Chairman, Mr. Anthony Lee and Certification Representative, Mr. Eddie How shared information on the chapter and certification respectively. During the evening, newly certified CPPs were presented with their hard-earned CPP certificates and outgoing 2005 MC members were honoured with the presentation of mementos in recognition of their contributions. Special thanks to Mr. Lee Huan Chiang, PSP who was the master-of-ceremony and organizer, and his social sub-committee members.



Presentation of Certificate for New CPP Achievers



Presentation of Appreciation to outgoing ASIS Singapore Committee Members of 2005 in appreciation of their volunteership leadership and contributions