



THE CASE FOR PREMIUM SECURITY

CUSTOMER FOCUSED SECURITY SERVICES


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THE EXACT WHITE PAPER

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CONTACT US TODAY, START THE CONVERSATION ON CUSTOMER FOCUSED SECURITY SERVICES.

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EXACT ARE ALWAYS READY TO ENSURE THE HIGHEST STANDARDS ARE MAINTAINED EVEN IN THE MOST TRYING OF CIRCUMSTANCES. DURING THEIR TENURE THE GROUP HAS SEEN THE NUMBER OF INCIDENTS SLASHED BY MORE THAN EIGHTY PERCENT AND THE LEVEL OF CUSTOMER SERVICE AND INTERACTION WITH SECURITY PERSONNEL IMPROVE DRAMATICALLY.

”

BRETT CRASTIN
GROUP OPERATIONS MANAGER

INTRODUCTION

SECURITY

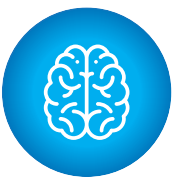
According to AON's 2019 report on managing risk and maximising (business) performance [1], companies in each major western economy count "Damage to Reputation/Brand" and "Business Interruption" among their top 5 strategic risks.

A premium manpower supplier offers the potential for reduced injuries and minimisation of unnecessary operational, brand and financial costs. Across organisations, this makes the business case for investing in your security provider very compelling...

Indeed, and when security is a necessity, a business that selects a front of house provider based on cost alone invites more risks than they realise, especially when corporate standards demand a meticulous level of service.

With the number of reported incidents for workplace violence constantly increasing, due not only to terrorism, but the rise in drug and alcohol abuse, mental health and other causes [2], the impacts can have a dramatically adverse effect on the workforce and customers.

Rarely before has the need for genuinely competent, intelligent and capable security officers, as part of an organisation's broader strategy to minimise disruption, been more evident.



39% MENTAL DISORDER CLAIMS CAUSED BY HARASSMENT, BULLYING OR EXPOSURE TO VIOLENCE

Source: Safe Work Australia [2]

THE CONTEXT

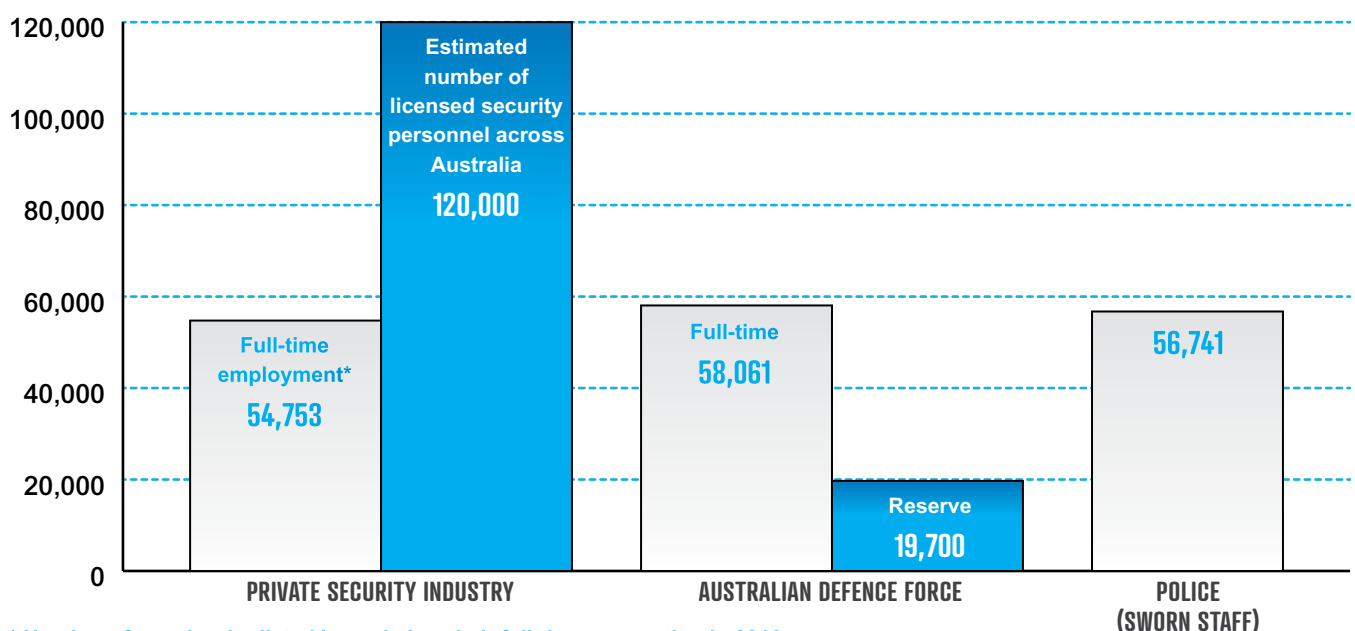
THE AUSTRALIAN SECURITY INDUSTRY

The extent of the security industry within Australia is significant and on the increase, in part reflecting the growth in serious incidents that garner community attention. A representation of the industry is presented at Figure 1 below.

These figures indicate that the pool from which suppliers source security personnel is extremely large. Among other things, this implies significant diversity across the sector.

However, while general diversity appeals in many respects it can present issues in relation to quality assurance. This is one of the key risks addressed by a trusted, premium manpower provider. On behalf of their client, the provider implements a range of internal quality systems, including selective recruitment, that ultimately lead to better operational outcomes.

Figure 1: Australian Security Industry (as presented within Australian Strategic Policy Institute's (ASPI) Special Report titled "Safety in numbers, Australia's private security guard force and counterterrorism", dated October 2018, available at <https://www.aspi.org.au/report/safety-numbers>)



WHAT COULD GO WRONG?

In the age of social media and instant reporting attention on major incidents within the workplace is greater than it ever has been - assuming "it won't happen here" is neither an ideal or effective method to manage the risk.

Wherever security staff are needed and deployed, experience demonstrates that an ineffective response to a potential or real incident can have devastating consequences on people, operations and corporate reputations. The following cases highlight the risk.



EXAMPLE
1/3



AFL SECURITY GUARD LACKED JUDGEMENT

A security guard stationed on the field for a match between North Melbourne and the GWS Giants at Bellerive Oval in Hobart was highly criticised for attempting to enter the pitch to separate two tussling players near the boundary [3]. According to the ABC, "The security guard hastened from his position on the fence to intercede, only for umpire Nathan Williamson to send him away.

"Hey, no, it's alright, you can't come on here," Williamson said in audio picked up by his microphone. AFL chief executive Gillon McLachlan admitted the security guard should not have attempted to intervene.

The incident caused further televised embarrassment for the AFL, which was already facing criticism for its approach to security more generally. In this instance, a well-trained security operative would have had the judgement to remain at their assigned post and tend to their clearly defined role. This represents failure in training and communication, and possibly even recruitment.

THE INCIDENT
CAUSED FURTHER
TELEVISED
EMBARRASSMENT

”



A US COMPANY
WAS FINED MORE THAN
\$USD46.5M AFTER
GUARDS FAILED
TO ALERT STAFF TO
THE PRESENCE OF AN
ACTIVE SHOOTER.

”

A CRITICAL DECISION COSTS LIVES

Following a State District Court’s opinion, a US company employing two (unarmed) security officers stationed at the entrance to a client site was fined more than \$USD46.5M [4] after the guards failed to alert staff to the presence of an active shooter.

After more than several minutes of “panic and confusion”, both guards called 911 but failed to notify those within the plant via a designated alert system. Three employees were subsequently killed and one seriously wounded, before police arrived and took the offender into custody.

Clearly one of the lessons in this is the need for more capable guards, and associated selection processes and realistic drills, to ensure that those charged with carrying out specific functions during serious security incidents are programmed do so without pause.

In Australia, and despite touching on the subject in security officer training curriculums, such training within the workplace context is very rare, and does not necessarily correlate with specific details about lockdown arrangements and the role of security staff.



QUALITY ASSURANCE FAILURE

In 2016 the ABC's 7.30 Report found evidence that "Up to 300 New South Wales security officers a month are getting their licence by apparently exploiting a loophole which fails to check an applicant's citizenship or ability to speak English. The loophole lets would-be security officers to qualify in Queensland, then transfer to stricter NSW or Victoria jurisdictions." [5] The report further suggested that:

- Queensland allowed people on holiday visas, without citizenship to become security officers.
- A broker in NSW was selling answers to Queensland security tests.

Evidence was found suggesting that one NSW security licence broker sold accreditation tests, with answers, to people who had not undergone any study or training.

With the industry being replete with lower-wage operators, premium suppliers are at a natural advantage when clients require a guarantee over the quality of personnel being deployed to support their organisations.

While accountability for the engagement of unlawfully accredited security staff usually falls to the supplier, clients are invariably and often publicly drawn into such controversies.

UP TO 300 NSW
SECURITY OFFICERS
A MONTH ARE GETTING
THEIR LICENCE BY
APPARENTLY EXPLOITING
A LOOPHOLE

”



THE SOLUTION

Clients deserve the best from those engaged to safeguard their assets and activities. Within the industry, the best providers stand apart from their peers by adopting philosophies that:

- Focus on reputation over commission
- Reflect a partnership approach with clients
- Recruit selectively and verifies credentials
- Consider risk management a key function
- Tailor training to the company context
- Assign staff based on 'best fit' for roles
- Deliver progressive training programs
- Continually consult, review and improve

Clearly the first step for organisations seeking premium security services therefore, is to engage a premium provider. In doing so the potential for excellence in security performance immediately and dramatically increases.

So too does the likelihood of achieving a genuine cultural fit, such that contracted personnel act as a natural extension of the client organisation's values and capability.

Such providers recruit security personnel based on how capable they are of performing under extreme pressure, while maintaining a single focus on client priorities and protecting assets. They also demonstrate the ability to attract and retain individuals who possess the emotional and psychological character to maintain these high standards at all times.

This includes the ability of each individual to demonstrate and apply methods for:

- Enhanced situational awareness
- Qualitative profiling
- Adaptive communication
- Effective verbal de-escalation
- Conflict resolution
- Graduated use of force



**22% OF WORKERS
REPORT BEING PHYSICALLY
ASSAULTED OR THREATENED
BY PATIENTS OR CLIENTS**

Source: Safe Work Australia [2]



THE BENEFITS

MINIMISED DISRUPTIONS

Businesses that invest in their security partner stand to gain considerably. The number and severity of incidents can be reduced, and major issues are ideally avoided altogether. The obvious benefit is increased client peace of mind and reduced costs through avoidance of disruption.

Business resilience can thus be improved and, in numerous circumstances, clients stand to benefit from discounted insurance premiums and higher regard for their brands in the eyes of communities, customers, regulators and even employees.

A TRUE EMERGENCY PARTNER

Additionally, Emergency Services personnel universally advise that it is preferable to have a fulltime emergency capability over a part-time function, noting the unsuitability of some volunteers and the risk of key staff being offsite when something occurs.

Where engaged, clients can be comfortable assigning this role to a high-performing security partner. There are several key benefits in doing so: early warning and response through the location and function of security (particularly important during a lockdown situation); continuity of emergency management competencies through ongoing drills and training, and proactively developed links to law enforcement agencies for a rapid and informed response.

PRICING

Separately, it is to be expected that pricing for a premium service reflects the ensuing value, but with price being a key factor in procurement, considering the process holistically is essential. A reduced number of disruptive incidents means less direct and indirect cost to the business.

Consider for example that one major, avoidable incident could incur significantly more than it costs to engage a premium security service provider. Add the non-financial costs to this and the business case becomes easy to make.

REPUTATION AND CUSTOM

It also stands to reason that service and sales venues that are considered safe by customers can gain in terms of reputation and, ultimately, profitability. This is coupled with the ability for security personnel to become the agents of favourable customer regard by strongly supporting the customer experience.

While this applies to some sites/operations more so than others, the underlying theme remains relevant in every business context - minimal disruption and high performing front of house personnel will always draw praise over anything less.

CONCLUSION

The weight of evidence suggests a very strong case for investing in security, rather than selecting the most affordable provider. Moreover, and with instances of workplace violence on the increase, businesses should carefully consider what risks are being created when they do.

When a single, poorly managed incident can have devastating consequences for individuals, corporate reputations and, in some cases, ongoing financial viability, an obvious and immediate consideration should always be whether the risk is worth taking. If it is not, engage a premium security provider.



MENTAL STRESS CLAIMS

15% result from exposure to occupational violence made by workers aged 20-27 years.

26% were from exposure to workplace violence made by workers under 20 years.

31% were from exposure to workplace violence.

Source: Safe Work Australia [2]

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THE EXACT SECURITY DIFFERENCE

The most powerful security solutions blend quality personnel with outstanding internal quality management systems. In tandem this does more than protect people and assets; it improves the entire corporate security experience.

As a premium supplier of security manpower services this is much more than a business for Exact Security, it is our mission.

We are pioneering the evolution from singularly focusing on protecting people and property, to proactively preventing risks from occurring in the first place. In doing so we genuinely seek to assist the achievement of client business objectives through becoming an integrated element of the customer service experience.

Our screening process is strict and rigorous with only the very best candidates making it onto the Exact Security team. With us you truly do get the best in the business... Contact us today.



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