

INTRODUCTION

Security personnel are quite easily the most expensive countermeasure available to security decision makers, but have one key characteristic that separates them from other types of security measures—the ability to reason. Reasoning is the ability to think, infer, and comprehend in a rational manner. The ability to reason is a prerequisite for a security officer's primary task of observing and reporting. Beyond their primary task of observing and reporting, the security force's secondary responsibilities typically include controlling access by both pedestrians and vehicles to the facility, patrolling the grounds, inspecting physical security measures to ensure proper operation, and special assignments. As the eyes and ears of management, security officers may be stationed at fixed posts or may patrol various locations within the facility.

Since many published books discuss security personnel management, this chapter will focus on the more difficult management issues and the latest concepts in security force deployment. Among the issues and concepts addressed in this chapter are metric-based deployment and redeployment of security forces, quantitative and qualitative performance evaluations, security force training, security quality control, increasing professionalism, use of off-duty police officers, and differences between contract security forces and the proprietary security force.

TRAINING

Currently, there are no national standards for training security officers, but most states have minimum training requirements and efforts are being made within the industry to establish a national standard from various entities. Among these organizations are the International Foundation for Protection Officers, which provides standardized training for security officers and certification as a Certified Protection Officer (CPO), and the American Society for Industrial Security—International, which published its *Private Security Officer Selection and Training Guideline* in 2004. National standards are more necessary today than they were in the past because of the increased threat of terrorism and because of wide-scale, devastating national disasters such as Hurricane Katrina along the Gulf coast of the United States in 2005. Some security personnel end users recognized the need for uniform training standards long before the threat of terrorism was so prevalent. For example, one government agency required that its security contractor have 75 percent of its existing security force at other sites be trained in conformity with the government agencies' current training standard in the event of a wide-scale disaster where up to 50 percent of the existing security force would be needed and available to supplement the existing force. Although the security contractor in this situation was able to commit those personnel, the majority of the officers were deployed in a neighboring state where the state-mandated training requirement was less