EVALUATION

The **IPSA Validation Report** consists of eight (8) quantifiable and verifiable categories that have been selected as the most important key performance indicators from surveys from dozens of security experts and practitioners. However, these categories can be changed or adjusted to fit each customer site needs. Each critical service area is graded in a range from "Exceptional" to "Below Average" based on the level of performance in each category generating a score from 5 down to 1. Therefore, the maximum possible score is 40 with all 5's, and targeted threshold score is 32 (average of 4 across all categories). So a raw score of 32, or average of 4 (very good) in each category is a requirement that each Site Supervisor is expected to meet. Anything below this total would require analysis of the data resulting in plotting an immediate corrective action course. See the following table for the grading system that is utilized.

Points	Grade
5	Exceptional
4	Very Good
3	Good
2	Average
1	Below Average

Key Measurement Categories

A. Candidate Identification
B. Employee Retention
C. Overtime
D. Payroll and Billing Accuracy
E. Personnel Inspections
F. Training Frequency
G. Documentary Accuracy
H. Customer Service Feedback

The greatest value of The IPSA Validation Report is that it not only grades the performance of the security officers on the account, but also the management support of those officers. Detailed specifics of scoring in each category follows.

Candidate Identification

In the event of an open position, the post will always be covered by other account personnel or special response officers. The identification of an approved and qualified replacement will be measured based on how long it takes to permanently fill the post. Understanding that a thorough process should take a few days, the score is based on the following scale and averaged based on the number of positions open during the month.

Score	Candidate Identification
5	<3 business days
4	<5 business days
3	< 7 business days
2	< 10 business days
1	10 or more business days

Employee Retention

Employee retention is probably the most critical success factor of any contract. While this issue is a direct result of many of the actions in the other categories, it is very important that our management activities result in a high level of employee retention, in order to ensure consistency of service to our customers. This score is derived based on the retention percentages of security staff from the beginning of the month to the end of the month.

Score	Employee Retention
5	90%
4	85%
3	80%
2	75%
1	Less than 75%

Forced Overtime (not including short notice extra coverage)

In the spirit of sufficient staffing, some positions will be filled with forced overtime hours of regularly assigned staff based on call-offs, openings or vacations. Through proper scheduling, this should be controlled and kept to a minimum. This score is calculated on the basis of total weekly overtime hours worked by regular staff as a percentage of total hours and averaged for the number of weeks in the month.

Score	Forced Overtime
5	3% or less
4	4% or less
3	5% or less
2	6% or less
1	Greater than 6%

Payroll and Billing Accuracy

It is critical that our branch and corporate support staff, in conjunction with on-site management, provide error-free payroll and billing services. This ensures that employees are paid properly and on time and customers receive accurate invoices in a timely manner. This score is derived from the average number of errors for each cycle period, regardless of contract size.

Score	Payroll and Billing Errors
5	0
4	2% or less
3	4% or less
2	6% or less
1	8% or less

Personnel Inspections

Whether handled by on-site supervision, management or branch personnel, it is incumbent upon us to "inspect what we expect." The following score is determined by the percent of personnel who are inspected at least one time a month and documented by inspection reports.

Score	Operational Enhancements
5	100%
4	90%
3	80%
2	70%
1	60%

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Training Frequency

In addition to the recommended training program, IPSA supervisors are required to administer brief five-question training tests, known as Individual Quality Audits (IQA), to ensure ongoing understanding of key concepts at each account. This score will be derived based on the percentage of personnel tested during the month.

Score	IQA Testing
5	100%
4	90%
3	80%
2	70%
1	60%

Documentary Accuracy

Security reports should be factual, legibly written based on observations and not opinions, completed in black ink, using clear and professional language. Since compliance in this area is so critical, reports written outside of the boundary of those rules or where an exception is found will be tabulated based on percentage of total reports.

Score	Exceptions
5	<5%
4	<10%
3	<15%
2	<20%
1	20% or Greater

Customer Service Feedback

Unsolicited comments speak volumes about the professionalism and performance of a security staff. Whenever IPSA management or the client receives such comments from internal groups such as customer personnel or visitors, those comments will be evaluated and tabulated, utilizing a positive to negative comment ratio.

Score	Positive to Negative C/S Ratio
5	2:1
4	1.5:1
3	1:1 or No Feedback
2	1:1.5
1	1:2