

# **The Uniformed Security Service User's Guide**

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Considerations for Experienced & New Clients

# Introduction

User guides are available for everything from software to toasters. Everyone needs help now and then with using things that are both unfamiliar and tried and true. We hope that this guide will help you get started with improving your Uniformed Security Guard Service, or perhaps offer you a new way to look at things.

It may seem that proper use of security service performed by officers is common sense. However, very often we often learn about problems that could be easily avoided by keeping in mind a few principles. Our service is only as good as each individual at each workplace.

Weiser Security Services has been working closely with The Gallup Organization, a leader in statistical data analysis. Their evidence, validated over millions of employees throughout the world, proves that employee productivity is a function of how employees are made to feel based on workplace conditions. This is why Weiser concentrates on our 5 R's - Relationship, Recognition, the Right Match, the Right Expectations and Respect.

Our own psychological research reveals that security officers want to be helpful, to be of service, and most of all, to be recognized.

We have validated proof that customer satisfaction improves with employee satisfaction and engagement. All of us share in the responsibility of engaging employees.

Thank you for reading and for being a user,

Weiser Security Services, Inc.



Leonard A. Kline  
Senior Vice President & Chief Operating Officer

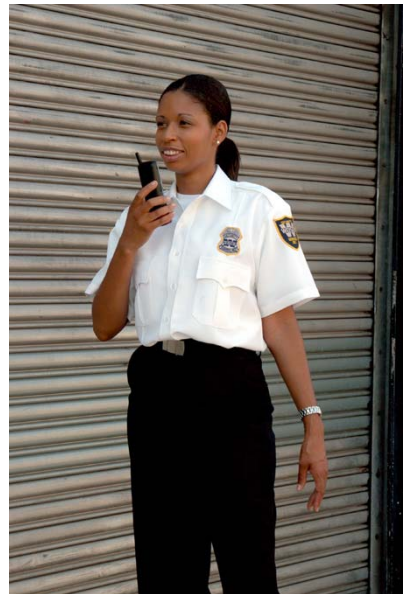
# Basic Needs

It is important for all of us to have empathy for the security officers that work for us. Basic needs should always be met, such as clean and operating washroom facilities, drinking water, and a means to communicate with family members in the case of an emergency.

We trust our officers with millions of dollars in assets and should treat them with the utmost respect by providing for them the essentials. Once basic needs are provided, each employee must be able to answer the question, “Do I have the materials and equipment I need to do my job right?” with an overwhelming, “Yes!”

When employees feel they do not have what they need to do the job, it results in a poor workplace, a negative attitude, and eventually, turnover. When expectations cannot be achieved because employees lack the tools to perform, they become frustrated and think, “Why should I try?”

It is not only important that people are treated properly by supplying them with basic needs, but also that they are provided the necessary tools and equipment to do their jobs.



# Expectations

Security officers are trained to follow procedures; what to do when and how to do it. Therefore, to increase security and lower risk, specific procedures must be defined.

Knowing what is expected is the path that guides us. If expectations are not clear, we are hesitant, indecisive, and become unsure of ourselves. Not knowing what is expected causes great anxiety and stress. Change can be good, but consistency must prevail.

Gallup's research reveals that setting clear expectations is important, but the focus should not be on the small, incremental steps of any task. When employees are told exactly what to do, in the manner in which they should do it, it translates into control. Then, setting expectations becomes controlling employees.

The conclusion is to define the right outcomes, first. Then let each person find his or her route to those outcomes. This encourages responsibility and guides different people with different styles to produce the outcome that is wanted.

Before we assign post orders, we ask ourselves, "Are the steps clear on the desired outcomes? Or, do they obscure the outcome resulting in activity that has no purpose?"

Every officer arrives on post with his own style, his own needs and motivations. We should focus on performance, knowing we cannot force everyone to perform exactly the same way.

Our goal is to define outcomes and remain consistent, while keeping the primary need for safety and security in balance.

# Why Tell “Why”

While giving an officer direction, it is important that we explain why. No one likes to be told to, “Just do it.” It makes them feel unimportant. Taking the time to explain the reasons for an assignment shows respect.

Chances are, good employees will be lost when they are not told why they must perform certain tasks. Taking time up front to talk in depth with employees will save time and the cost of finding a replacement.

Good security officers have a need to be helpful, to be of service, to be recognized. We must make them feel important by giving them the courtesy of an explanation.



# The Quitters

Research tells us that 70 percent of applicants from our competitors that quit their prior job, quit their supervisor, not their organization. Therefore, relationship with a caring supervisor is very important.

A great number of security officers work alone, removed from their branch office. It is not unusual for an officer to see their supervisor only once or twice a week. This makes building relationships difficult, and may explain why the guard industry is plagued with high turnover.

Every employee needs to know how to win at her workplace. She must know how to win each day and with her supervisor. If an employee does not know how to win, she may begin to think there is no way to win.

She may then think, “Why should I try?” If she does not find an answer soon, she will most likely quit and leave. An employee may also quit working, but remain on the job. This creates a virus, destroying the attitudes of others and preventing us from providing the necessary customer service.

Our customer often becomes a substitute supervisor for our officers, having a greater opportunity to talk to the officer and watch her in action. While it may be expedient for our customer to reprimand an employee, in reality it tears them down. It is our role to coach, counsel, and use progressive discipline. We encourage our clients to make interactions count.

We have learned that a person’s supervisor is typically the third most important in her life. Make that relationship work by developing it, by giving the right expectations, letting her know how to win, and providing on-going recognition.

If one’s supervisor or perceived supervisor are short tempered, bossy or otherwise rude, the employee feels invalidated and turnover risk increases, and security diminishes.

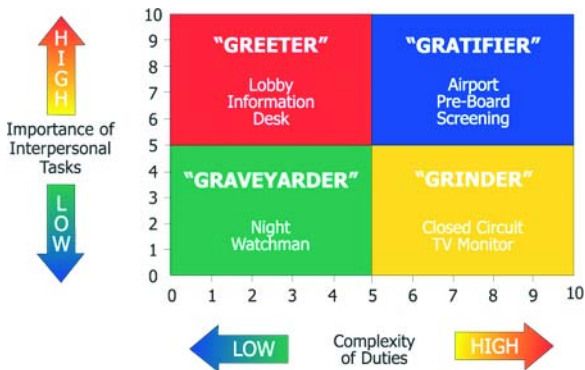
# InnerView™

Weiser Security's validated research shows two dimensions of job performance when screening security officer candidates and placing them in specific posts. The test we developed is called InnerView™ and it is at the heart of our business.

The first dimension considers the significance of interpersonal tasks. The second analyzes with the complexity of duties to be performed. The combination characterizes four major types of post assignments.

Using four common types of post assignments, our profile characterizes types of individuals that best match the post requirements. We call them Greeters, Gratifiers, Grinders and Graveyarders. Each type is associated with different motivational attributes.

People must have the opportunity to do what they do best. When they don't, something constantly nags at them. As a result, they are not psychologically engaged in their work, so productivity suffers. Eventually the result is turnover. At extremes, Graveyarders assigned as Gratifiers turnover 612% more than the right match.



# Eight-hour Shifts

The U.S. working population is based on a 40-hour workweek and 8-hour days. Security officers should be no exception. Scheduling odd-hour shifts eventually causes problems.

We find a lot of turnover in shifts that are less than eight hours. Most of our employees want full-time work, and scheduling less than eight hours makes this difficult to provide.

Studies show that our employees are more likely to quit an odd-hour post rather than wait for a more stable one. Greater turnover leads to inconsistent performance.





# Weekly Billing

The unit of sale in the guard industry is hours. If an officer works one hour, we bill our customer one hour.

Monthly billing doesn't work for many reasons. When the days in each month vary, the hours worked also vary.

Billing on the same day of the month, say on the first day of the month, doesn't work because a billing week rarely begins on a specific date.

Monthly bills cannot be the same from month to month because of the variation of days in each month. For example, if we based a monthly rate on 31 days, our customer would be overcharged by eight days. If we base it on 30 days, we would be short 4 days per year.

You can count on the same number of hours being worked in a week. For example, 24 hours per day x 7 days = 168 hours per week. Therefore, our industry bills in hours per week.

How many days are there in a year? In school, we learned there are 365 days. Our industry bills 364, i.e., 52 weeks x 7 days.

We ask all of our customers to adapt to the industry standard.

# Individual Rates

Bill rates per hour are based on each position's pay rate. For example:

Security Officer	128 hours per week x \$12/hr = \$1,536.00
Site Supervisor	<u>40 hours per week x \$14/hr = \$560.00</u>
	168 hpw averages \$12.4762 = \$2,096.00

You can see that the product is the same whether the weekly rate is based on two bill rates of \$12 and \$14 per hour, or with one bill rate made up of a weighted average of \$12.48. Both ways remain \$2,096.00 per week.

In the composite or one rate example, the rate for the higher paid officer is spread over all of the hours. Should your hours increase, either temporarily or on a permanent basis, you will be overpaying by .48¢ per hour.

Should the hours decrease, we will be operating at a loss. In an industry that operates on high volume and very low margins, this is a loss we cannot afford.

Composite or average rates are also complicated when it is time to increase pay or when an officer receives a merit or tenure increase.

We have found fewer complications and less potential loss for both organizations when hourly rates remain individual to each position.

# Equipment Billed Separately

Special equipment needs, such as automobiles, special health insurance, radios, and tour systems, are billed separately on a monthly basis.

Problems occur when these items are added to the hourly bill rate:

1. When a client requests extra coverage, he is overcharged for the equipment. Similarly, when hours are reduced, we aren't billing enough to cover our costs.

2. When annual rate increases or merit increases occur, the client begins paying an increase for the equipment or benefits as well.

3. Some states charge sales tax on guard service. In this case, the client pays taxes on equipment, too. Some items may not be taxable when billed separately.

4. On holidays or when overtime is requested, if not careful, overtime can be charged on equipment that is built into the rate.



We encourage our customers to accept bills on these items separate from their regular bills, to protect you from being overcharged.

# Tour Systems

Electronic tour systems, the modern version of the watchman's clock, provides a record of the time an officer visits checkpoints. It shows reliability and motivates the faithful making of rounds. The data tells us where the officer was and when he was there.

We should use caution when assigning tour stops. When too much emphasis is placed on punching a button or swiping a station, the officer loses sight of the true mission of security - to observe and report. Officers begin to think their job is to punch buttons, and not to think at all.



Recommended tour station points should be set up at strategic points at your site and at the perimeter, but should not be overdone. In fact, they should be used very sparingly. Consult your Branch Manager when plotting points.

We must also consider that the officer may feel we do not trust him by asking him to "just punch buttons." His job requires much more than that.

# Post Instructions

Security Officers are ineffective without procedures. Written Post Instructions, in a familiar format, are necessary.

We put a lot of emphasis on reducing instructions to writing. We put a lot of emphasis on safety and training. To be effective, it is imperative that duties, directions, instructions, and orders are given to the Branch Manager or Account Manager in charge. That is, our client representative should not give changes in duties to the officers or Site Supervisor on post. We are responsible for training and supervision and therefore, this is a responsibility of Weiser management.

Additionally, part your fee includes general liability insurance. To make sure that you are covered for an officer's action or inaction, those procedures must first be conveyed to a Weiser manager and then reduced to writing in our Post Orders.

# Rate Increases

Our rates are based on officer pay and overhead. While we are not immune from increasing insurances, cost of gas, benefits, etc., we primarily focus on the increasing wage pressure.

In this extremely tight labor market, there are many advantages to giving security officers a small increase on an annual basis. Not only is it important to reward existing employees, it is extremely important to have competitive wages as we compete with near by employers and competitors for new employees.

Attracting employees, the ability to be selective, developing and retaining them all have a very direct effect on our ability to serve you and the stability at your site.

With the continued rise in gasoline, a nominal increase helps employees get to and from work.

For the last nine years, our rate increases have averaged 3.5%. We suggest that this is a safe amount for you to budget annually.

Studies show that at about 15 months, without an increase, turnover increases, affecting the level of service and stability, while raising risk and decreasing security. Additional studies show that our ability to recruit and attract labor dissipates at 14 months without an increase. Of course this too has a substantial effect on our ability to produce.

# Service Calls

Our ability to perform up to our customer's expectations relates to our ability to know our customer's expectations, particularly when our customers' needs and expectations change.

Weiser's employees receive a bonus on customer service as measured by retaining business. We believe so much in the importance of continual communication with our customers, that, in order to qualify for a bonus, a Branch Manager or Account Manager must meet face to face with every customer, every month.

The purpose of these meetings is to address progress, concerns, problems, needs, expectations, and to inquire about the customer's most important issues.

A monthly Service Call Report is completed, carefully considering the customer's opinions on service issues like employee screening, selection, training, supervision, and our management.

The Service Call Report is used to stimulate conversation, so we can fully understand the customer's expectations and our level of service. It is read each and every month, for every customer, by each Branch Manager's Regional Vice President.

We will also ask you to tell us about something an employee did right. We use that as an opportunity to build our people up.

We ask that you pledge to be honest and specific during Service Calls, so we can address specific issues, assign tasks to support the mission, and measure progress.

# Feedback & Praise

If an officer is doing a good job, let them know. Our need for approval is as essential as air, food and water. It is very important to find good things and praise them. The results are astounding!

Our studies show that the psychology and motivation of a good security officer is to be of service, to be helpful. The lack of positive feedback and praise affects the quality of an officer's performance. Nothing hurts more than being ignored. It is insulting and unnecessary.

Because of the nature of the security officer's job, working mostly alone and receiving little attention from others, the only time she may hear something is when there is an incident. Generally, this has negative connotations. If we step up the praise, the negative communication won't be the only form of attention she gets.

People get good at and do a lot of the things for which they are recognized. We want to build people up. The negative tears people down.





# Summary

Weiser Security Services, Inc. believes in our Five R's of Employee Engagement - Relationship, Recognition, the Right Match, the Right Expectations, and Respect. Vice Presidents to Site Supervisors are required to practice the Five R's with every employee they come in contact with. We encourage you too, our clients, to learn and live our Five R's. You will find great success in your dealings with security officers, and your own employees.

We have all experienced politics, ego, and hidden agendas in our careers. It is safe to assume that no one enjoys this part of the working world. Nonetheless, they exist and we must remain productive.

Security officers are often unsung heroes in our offices, chemical plants, and retail stores. They are subject to stereotypes, much like other types of careers. But they are people with families and lives, who want to be of service and to be helpful. Let's give them the work environment they deserve.



# Weiser Watchwords

## **I. Relationship**

- It's nice to be important, but it's more important to be nice.
- One's Supervisor is typically the third most important person in his life.
- 70% of employees that quit, quit their Supervisor, not the company.
- Build relationships one employee at a time.
- Connections between people make all the difference in partnership, productivity, and satisfaction.
- If my people don't get feedback from me, they will go somewhere else to get it, and when they do, the results are usually negative.
- People don't get good from training, unless you make them feel good.
- The only way people can really engage and be an integral part of an organization is through relationships.

## **II. Recognition**

- People get good at and do a lot of that for which they are recognized.
- Recognize people not just for what they do good, excellent, or great - but what for they merely do right.
- Employees who feel appreciated stick around.
- People don't get good because of training; they get good because of recognition and respect from their supervisor.
- Our need for approval is as essential as air and water.

## **III. The Right Match**

- The right people, in the right tasks, with the right supervisors drive employee engagement.
- Employees need to understand who they are, instead of who they are not.
- There are different personalities on your team. Learn the individuals you are working with and what motivates them.
- Don't force a rabbit to swim. Don't put a square peg in a round hole.

## **IV. Right Expectations**

- Employees need to know how they win here, how they win today, how they win with their supervisor.
- If an employee doesn't know how to win, they will conclude there is no way, so why try.
- The denial or withholding a feedback is the most severe form of psychological punishment that you can inflict on someone.
- To important people, we tell, "Why". To unimportant people, we just tell them to, "Do It". And, because we don't tell them "Why", they know we feel they are unimportant.

## **V. Respect**

- You know what's right, and you know what's wrong. In dealing with people, do what's right.