

AN EMPHERICAL STUDY OF THE IMPACT OF TRAINING ON THE PERFORMANCE OF PRIVATE INDUSTRIAL SECURITY PERSONNEL



V. Rangarajan, B.Com, PGDBM, MBA

Ph. D Scholar, Assistant Professor in Sri Malolan College of Arts and Science, Mathurantakam, Tamill Nadu

Abstract

Development takes place within the frame work of the broad policies of the various agencies including Statutory authorities of the government and also subject to number of uncontrollable factors. Many sectors have developed phenomenally and gave e birth to allied services like hospitality, facilities, security, house keeping etc. In recent times the need and demand for security services have grown dramatically in the wake of security threats in all sectors irrespective of the nature of the business and size. Aftermath of Mumbai terrorist attack in business hub of the nation, brought wide awareness that it is not only our country and people that need protection, but also industries where the actual seed of economic progress is sown. The limitation of government is that it is neither their constitutional duty nor has the adequate resources to protect the private sector at all times. Given the limitations many private sector players in Private Security Industry took the

initiative to secure their properties by training, deploying the civilians to guard the commercial establishments. It is against this backdrop the Training assumed a rightful place because of the necessity of the trained security guards to carry out the routine duties. The training factored the performance indicators which reflect the efficiency of the Security guards. Scores of areas starting from physical fitness, alertness to documentation and regulation of men and materials require the periodical review, examination and orientation at different levels. While this is the scenario, the training infrastructure is far from the actual demand to meet the needs.

Key words: Security services, employment, Importance of private Security services Training, orientation, on job training, regular appraisal, continuous improvement, career analysis and progression and Organisation development, Challenges and issues facing the industry and the ways and means to address them.

Introduction

All civilized societies, want to live in peace and harmony shunning violence and isturbance of any kind in their surroundings. They uphold the rule of law and respect the rights of the individual to live with dignity in a just and fair environment. Democracy is the most preferred form of Government in such societies. On attaining independence from the British rule in 1947, India embarked upon nation building and upholding the above values cherished by the free world. It chose for its people a parliamentary form of democracy placing its faith in secularism for its multi cultural society having vast ethnic diversities of religion, caste, creed and language. These in themselves had the seeds of dissension and violence. In this backdrop, free India's journey over the past 64 years has not been smooth as it has had to face numerous challenges of a developing third world economy in a not too friendly neighbourhood in South Asia. Besides having had to fight five wars it has also had to confront insurgency in the states of Nagaland, Mizoram, Tripura, Assam, Punjab and Jammu & Kashmir, the last having turned into an ongoing proxy war spreading over twelve years. Concurrently, the Indian state is being challenged by 'Naxalism' in over 263 districts of the country.

Role for Private Police

The above situation has more than stretched the state security apparatus comprising the Armed Forces, Central Police Organisations (CPO's) and the State (Public) Police. This has put

those responsible for security of the people under tremendous pressure. Interestingly, India has one of the lowest civil police to population ratios resting at 0.95:1000 compared with the global average of 3:1000. The impact of this can be appreciated when India's population stands at 1.2 billion and is growing.

The open spaces so created in the security environment manifest a huge role for the private police force. The last decade has witnessed audacious terrorist strikes in India starting with the attack on its parliament (2001), Mumbai (2009), blasts at Delhi High Court (2011) and numerous other bomb blasts in crowded market places which have been occurring as a matter of routine. In these wanton strikes, innocent civilians have lost their lives and suffered grievous injuries. This dictates that the private police force must be capable of taking on security threats and challenges that are not covered by the state machinery for want of troops. This calls for the private police force to be well motivated, trained, organised and equipped to confront these challenges so as to become a third line of defence for the people of India after the Armed Forces and the CPO's.

Growth of Private Security Sector (PSS) in India

The PSS in India is huge comprising seven million people and growing at a yearly rate of 25%. The PSS, which is the second largest employer of manpower in the country after the agriculture sector, unfortunately falls in the unorganised sector of the economy and is staffed by youth lacking in education and hailing from the weaker sections of society. The global security service industry is pegged at USD 132 billion and it is expected to reach USD230 billion by 2020. The Indian private security service sector is expected to grow to higher rate at 20% and estimated to reach the astronomical figure of 700 billion in 2020. In this situation, the manned guarding service occupies 90% of market.

Literature Review

Private security Industry scenario

The private security services market is dominated by large multinational and Indian players on one end of the market and a fairly fragmented, unorganized segment on the other. The key service offerings for private security players are around manned guarding and cash services and allied services such as electronic security services. The Indian security services industry has grown rapidly in the last decade, given the continuing threat perception from crime and terrorism; demand for security in new infrastructure projects such as airports roads and telecom towers; emergence of modern retail and growing need for security for movement of cash within the banking system. The industry appears to have been relatively less impacted by the current economic slowdown, and is expected to grow at 20% over the next few years.

The private security services market is estimated to be INR 450 billion in FY16. Manned guarding is the largest component of the private security services industry and is expected to contribute more than 90% of the private security services market. Cash services is expected to grow at a faster rate as compared to the manned guarding market over the next few years. However, considering the relative market sizes, manned guarding is expected to be a predominant component of the private security services market

1. Berrong, Stephanie (2009): India's Growing Security Industry, Security Management Downloaded from <http://www.securitymanagement.com>Page, M. and Rynn, S. (ed.) (2005) SALW and Private Security Companies in South Eastern

2. Europe: A Cause or Effect of Insecurity? (International Alert/Saferworld/SEESAC) downloaded from <http://www.seesac.org/reports/psc.pdf>
3. Parfomak, Paul W. (2004): Guarding America: Security Guard and U.S Critical Infrastructure Protection, Congressional Research Service Report
4. Patel, B.B. (1997) 'Contract Labour India in manufacturing, construction, plantation and forestry', Contract Labour: Looking at issues, Nine Country Cases, ILO
5. Prenzler, Tim, Earle, Karen and Sarre, Rick, (2009): Private Security in Australia: Trends and characteristics, Trends and Issues in Crime and Criminal Justice (June 2009), Australian Institute of Criminology.
6. Plight and Predicament of Security Guards Engaged by Private Security Agencies in India □ □Dr. Sanjay Upadhyaya, Fellow V.V.Giri National Labour Institute, Noida.
7. International Journal of Management Sciences, ISSN 0973-2101 Vol. 7, No.1, July 2011.
8. Research study report on Private Security services. Industry-Securing future growth by FCCI - Ernest Young.
9. A research publications by Security skill sector Development Corporation, New Delhi - Private Security Sector in India *Assessing for Labour Market information System in 2015*

Discussions of the Paper in the following Areas

1. Challenges as driving force for growth
2. Govt initial role in the Private Security Service sector
3. Some insights of the positive side of the sector
4. Over view of training and skilling for the workforce employed.
5. Role of HR and the issues in Security function
6. Current challenges in Training and development of the security personnel.
7. Basic attributes required for security personnel.
8. Outcome of training to various stake holders

Challenges as a Driving force for Growth

The industry is married to an innumerable challenges by default. Some of them are listed below:

1. Fragmentation of service and unorganized sector.
2. Huge demand and supply gap.
3. Procurement and retention of manpower.
4. Dismal and mismatched compensation for the workforce
5. Lack of training amongst the workforce
6. Poor compliance of statutory regulations.
7. Unwillingness on the part of different stake holders e.g principal employers, private security agencies to embark on investment on security.
8. Almost nil job security to the workforce.
9. Social stigma attached to the private security force.
10. Absolute lack of ideology called Career in private security sector.

Government's Initial Role on the Private Security Industry

To set these matters right, the Central Association of Private Security Industry (CAPSI) a federal body, was formed in 2005 with a view to organizing this sector to occupy its rightful place in society. One of the first steps taken by CAPSI was to have a legislation passed by the Indian

Parliament, the Private Security Agencies Regulatory (PSAR) Act 2005. The Act places the PSS under the Ministry of Home Affairs (Ministry of Interior) and lays down guidelines on licensing, recruitment and training standards for security companies. The Central Government subsequently promulgated the Model Rules 2006 to standardize functioning of the PSS across 26 states and 6 Union Territories of India. The thrust is on regulation with a view to organizing the PSS. Despite this effort, a great deal more needs to be done to uplift the current standards of the PSS which needs up skilling to successfully meet the challenges that confront it. Honing their skills falls within the ambit of this vision, up skilling the youth of the country had been embarked upon by the Govt of India through different platforms like NSDC, SSSDC in preparing them to take their rightful place in India's growing economy.

Some of the Insights on Positive Side of Private Security Service sector

1. Government sustained initiatives from different perspectives eg. Employment skilling in this sector.
2. Aims to employ the vast unemployed but employable rural and underprivileged society.
3. Highest growth sector since 5 years indicating the enormous scope of inclusion in different industries.
4. Emergence of home grown players as well as entry of foreign players.
5. Development of training infrastructure.
6. Framing of mandatory of training period for security personnel before deployment in the job.
7. Enormous opportunities as the security function is more or less outsourced in almost all industries barring Govt controlled industries.
8. Security function today is considered as critical as any other function by top management in major industries. It is otherwise called as loss prevention and protection professionals.
9. Slow and steady awareness on the part of middle level management on importance of security role in security breach, industrial theft and pilferage, white collar crimes, espionage, connivance.
10. Growing awareness of security role in society.

Over View of Security Training and Skilling

On Govt intervention in the industry ----

Experts have estimated that India has the capacity of creating a certified and skilled workforce of 500 million across all sectors by the year 2022. This would provide them employment opportunities making growth more inclusive and shared. To achieve this, institutional arrangements have been finalised and put in place under the Prime Minister's Office. Towards this end, the Planning Commission has set up the National Skill Development Corporation (NSDC) catalysed by the Ministry of Finance, Government of India.

The NSDC has a mandate of up skilling 150 million people (30% of the overall figure) by 2022. To achieve this, NSDC is in the process of setting up Sector Skill Councils in different sectors of the economy. One of the first such councils set up, through the lead provided by CAPSI is the Security Knowledge and Skill Development Council (SKSDC) for addressing various issues related to the PSS.

On Primary objectives of SKSDC ---The SKSDC was formed in March 2011, as a not for profit company, with a board of directors comprising 25 members representing the lead players of the security industry, end users and all other stakeholders..

On networking to reach the vast population -----

SKSDC has four regional offices established in Delhi, Mumbai, Chennai and Kolkata which would be followed by setting up of ten local offices across the country in the fourth and fifth year of operations. The SKSDC aims at transforming the PSS from an unorganized industry to an organized one by taking initiatives on developing the driving forces of knowledge and skills in addressing the interests of all stakeholders associated with the industry. Its objectives encompass, firstly to promote skill development of manpower in the security sector with a view to narrowing the existing gap between demand and supply of skilled manpower. Secondly, to develop the necessary framework for upgrading skills to international standards for training of security personnel in meeting national requirements and thirdly, to undertake research to identify future requirements in training and skill enhancement.

Identification of training needs and infrastructure and execution ---

To fulfill these objectives, the SKSDC is identifying skill gaps at each level and trade based on which course curricula, training programmes and manuals will be developed. Towards this end, SKSDC is in the process of setting National Occupational Standards (NOS) and establishing benchmarks for testing at each level and trade in consultation with and involvement of the security industry. For the success of this programme, the key lies in planning and executing training and certification of master trainers who would form the backbone of the up skilling drive. Coupled with this would be the need to identify training providers across the country to be developed as centres of excellence. Selected training providers who meet the laid down standards would be accredited by the SKSDC for imparting training to security personnel. To lend credibility to the entire process, it would need the constitution of impartial boards for the conduct of examinations and certification of those trained by the shortlisted training providers which would be a key function of the SKSDC.

Once the basic infrastructure and processes are in place, SKSDC will continue to monitor and audit the quality of security training being provided across the country. It will also establish a nationwide database of trained manpower level and tradewise. Alongside this, the SKSDC would also undertake research to identify future requirements in training and skill enhancement.

Role of HR on Security function

With ever increasing demand in the private security services, the burden and responsibility of hiring, training the potential employees candidates rests solely with the HR depart in any organization irrespective of size, nature, location of business settings. This task is further compounded with the dearth of qualified candidates across all locations leave alone their willingness to take up this gainful job and as a step towards their career journey. For a variety of reasons there is a negative stigma attached to this job in the eyes of society.

The challenges in HR department starts right from recruitment, training candidates with the reasonable basis functional security knowledge to be ready to perform the various duties involved on routine basis. Current Industry estimates indicate that number of security guards in India is around 6.25 millions. The figure is on the rise with steady demand for this service due to continues threat to the industries from various quarters both internal and external environment prevailing. The security function ia basically a protection function for the top management from potential danger, threat, loss of property and lives in any business scenario. Unlike other functions the security function has to move on 24X7 with meager resources allocated by the

management. The responsibility of recruiting the security employees either directly or indirectly poses continuous challenges to HR department. There is no universally applied educational standards to recruit the security guards given the demand and supply gap across industrial sectors. The standards vary from industry to industry and company to company. The fact is challenges are real and will continue to be so for a long time to come as the industry is in evolution stage in business sense.

The problem is manifold to the service providers and equally to the end users in the industry when it comes to the issue of retention and attrition rate the employees in this sector. This scenario is comparable to the BPO/ITES segments. Due to sheer vagaries, uncertainties seen in the profile of security job there is always deficiency in the recruitment of candidates (Security Guards) at any time. In short, there is always shortfall of the no of candidates recruited and the requirements. This poses a risk to establishment as the properties and the lives of people will be open to danger, threat and destruction where in damage once caused will be irreparable for long time to come. The demand for the candidates is growing rapidly while this creates a necessity for adequate training to the candidates who are fresh to the job itself. There are number of hard skill and soft skills that are employed in different situations in security job irrespective of locations and business. The training calls for infrastructure including human resources and physical locations. Given the ill equipped training infrastructure and inadequate trainers available for training in the security industry the challenges are daunting to the HR department once the candidates are absorbed in the job. More often than not the service providers and end users by pass this training bearing a few hours of orientation in security job to the candidates for a variety of factors.

Some of the issues in Security training confronting the HR department are listed below.

1. Curriculum for security training.
2. Duration of the training programme.
3. Infrastructure building, maintenance or upgradation.
4. Composition of training inputs.
5. Outcome planned and expected from recruits after the training
6. Implementation of knowledge gained and skill learnt in the programme.
7. Assessment of skill training and application of the inputs on job.
8. Effect on performance of trained guards Vs guards not trained.
9. Performance appraisal of security personnel over a period of time with regular training programme on different security functions.
10. Skill development periodicity planning.
11. Security training impact on loss prevention concept.

It is found that HR department has to be constantly on war footing mode to ensure that the security cover to the business establishment is atleast bare minimum standards at all times if not maximum.

The retention and attrition of security personnel, in particular front line security guards and officer, are on the conflicting side in the HR in security service sector. Retention becomes a serious issue within in a year of joining. At best the retention is to be closely followed at least 5 years when the remuneration to the personnel in this sector outweighs the fair expectation of the employees. Especially when the principal employers themselves are unwilling to pay fair and remunerative wages to the personnel deployed by the security agencies. Therefore it is easy to find at this point the morale of trained security personnel takes the first hit leaving the HR

recruiters in cross roads. When the remuneration and the expectation are widening the gaps, the exit appears to be only option left to the employees. Added to this hard nature of the security job or function forces the personnel to look for the other employment opportunities or occupation. All these factors contribute to the HR performance on security industry. “The scenario now is anyone who can stand and willing to work is recruited as security guard is taken for employment irrespective of other qualifications which are looked at mandatory. Therefore there is unwitting compromise at this stage itself while recruiting the security guards.

In a scenario where police to population ration is far less then the desirable numbers in our country the Private Security Service is poised to fill this gap to a greater degree. This growth happens without much regulations and the candidates are employed with little or nil training in security service. This sector is seen as fragmented run by the Firms of different sizes and geographically spread across.

In order regulate and match up the requirements the industry, the Govt of India in 2005 passed the historical and first ever Act called Private Security Agencies Regulations Act. Further on observing the growing demand and the supply in the industry, another step was taken by GOI in the form of establishing the legal entity called Security Skill Sector Development corporation under the control National skill development Corporation. These steps have signaled a wake up call to all stake holders (employers, security agencies, Security Guards) on the importance of mandatory training requirements under PSARA Act.

Basic Attributes Required from Security Service personnel

Unlike any other occupation, the nature and skills required to do the security job are hard and demanding. These are the basic attributes which must be present for a security person and this list is by no means exhaustive.

- a. Physical fitness to with stand the long hours of standing, walking or cycling in the work location in difficult and different weather conditions.
- b. Physical stamina to adjust or adapt to different climate or occupational hazards in the industrial business setting. E.g Chemical manufacturing factory where the smoke is imminent in the work location.
- c. Basic written and oral communication kills in 2 languages one of which should be local or regional language.
- d. Physical or life style adjustment to work in rotating different shift timings.
- e. The ability to get along with the physical conditions involving pollution in noise, air etc as the case may be.
- f. Eye for details on routine or unusual working atmosphere.
- g. Disciplined conduct.
- h. Obedience.
- i. Integrity and Honesty in discharging the duties where these 2 traits are subjected to regular checking measures many a times on and off duty.

Current Challenges in Training and Development of the security personnel

1. Choice of suitable method to impart the job orientation or training to the new recruits in the security industry.
2. Subjects to choose for security functional training.
3. Awareness creation to the workforce on job description in security function.

4. The ways and means to motivate them to take up the job as a means of gainful employment and as a career over a period of time in the occupation
5. The essential factors required to a new recruit in security function as an eye opener
6. Factors for better performance over a period of time in different facets of function.
7. The exact skills set that are absolutely mandatory in order to perform the primary duties in security. Consistent Medical fitness to subject the physical body of security personnel to perform various routine tasks like long hours of walk, standing, etc.
8. Insights defined as the characteristics of a good security personnel
9. The motivating factors for better and consistent performance
10. Crisis management in the event of unusual occurrences leading to the potential danger to lives of the people and to the properties in the business location.
11. Different types of training to the different security personnel.

The training of the security personnel from functional point of view appears simple. But on micro level it requires a great deal of energy, plan and investment on the part of HR department to take it through a routine and regular exercise just like how the country's defense personnel are required to go through training in different facets of their career point. The skills and knowledge needed to do the duties differ from industry to industry and company to company. Therefore it is imperative that the security personnel gain new insights of the knowledge or polish the existing skills in order to be ready to discharge the functions smoothly.

Outcome of Security Training to Various Segments in Business Enterprises Customers

Efficient security management by one and all to ensure that there is a very little scope for breach or violation on security standards/sop. Assets of any kind in the business cannot move out of business premises without the proper security clearance at various levels. Control and checking mechanism ensure that multi layer procedures or protocol is duly complied. .

For Security personnel engaged in client locations

Proper application of knowledge in day to day operations to accomplish the assigned tasks in various locations. Security personnel are aware of do's and don'ts while performing the duties under given circumstances. Errors and omissions in the daily routine works are identified and they are addressed before actual damage takes place in the premises. Thus security Professionals are developed with right frame of mind to develop the similar professional over the years. Thus it paves the way for succession plan at different leadership models to sustain the successful running of the security business.

Security Companies

Business is sustenance by visible progress shown through continuous training and knowledge building programme in different levels. The company can progressively expand their business in different parts geographically and in the different industries. Knowledge is respected with high degree of reliability. Business confidence index raises steadily when the knowledgeable and disciplined workforce is engaged in protection, risk and loss prevention management. The loss prevented in the business from security department contributes to bottom line of the business namely -- revenue generation.

Conclusion and Findings

From the foregoing discussion in Training and Development areas of private security industry, the conclusion can be drawn as mentioned below:

1. The right men for right job is possible through T & D
2. It improves the morale of the personnel.
3. It is an investment and not expenditure.
4. The security companies, customers and security personnel all stand to gain together in their respective roles.

Under the prevailing labour scenario the workforce is hard to come by in the security industry across different locations. The hard hitting fact is that labour crunch is visible and felt in the industry. It is going to take a long time to treat this as another- worthy, rewarding and fulfilling profession in the career of qualified and aspiring employable population. No doubt it is highly laborious route to come up. But the doors are wide open with enormous prospects to grow and thrive as another professional in working life.

Some of the following initiatives embarked are in progress in different stages in the industry

1. Private industries participation with State Govt Initiatives to impart Security training to employable eligible population in industrial belts in States. Since 2012
2. Police Training for private Security requirements through District Police Office to train the youth to provide employment opportunities since 2012
3. Private Security Organisations Consortium of Training programme to organise training programme in different locations.
4. Establishing the Training infrastructure through Security skill sector development corporation, New Delhi (SSSDC) through various offices.
5. Development of Training partners through SSSDC.
6. Certification to the trained security personnel through SSSDC.
7. Strict compliance of PSARA Regulations across locations. Continuous monitoring of trained guards” performance to find the effectiveness of the training at different levels.

Figure 1.11: Private Security Sector Growth Forecast

Source: Author analysis, Industry discussion (e-estimates, f-forecast)



A number of sectors identified in the previous section will continue to drive the demand. Margins are expected to improve for the larger players as enforcement of PSARA becomes more widespread.¹⁶ Many of the smaller firms are likely to find the cost of compliance being higher and may exit the sector. However, sectors like manufacturing, retail and residential are

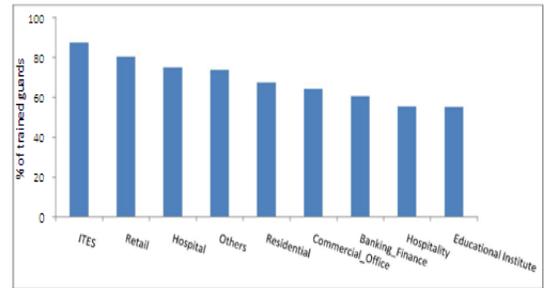
expected to rely on the unorganized players offering lower cost advantage.

Figure 1.12 provides the current estimates and forecast for the number of security guards to be employed in the sector. By 2020, around 9.3 to 11.3 million guards will be required.¹⁷

Figure 1.12: Forecast for number of security guards



Figure 3.4: Distribution of trained guards across sectors



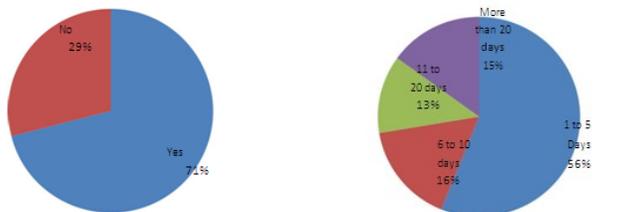
Source: Survey of Security Guards

It is observed that while sectors like ITES (IT enabled services) (88%), Retail (80%) and Hospital (75%) employ the largest number of trained guards, 66 whereas Hospitality (55%) and Educational Institutes (55%) employed much lower percentage of trained guards.

One of the questions asked to the security guards relates to the areas covered as part of their training. Figure 3.5 shows the response as a percentage of guards who got training and said yes to each category. While some skills require specialized training like X Ray Scanner and only few would have undergone the required training, others are more common like fire fighting which would be expected to be covered in each training course .

Figure 3.2: Training duration of security guards

3.2 (a) Training Received 3.2 (b) Duration of Training Received



Source: Survey of Security Guards

Figure 3.3 shows the status of training across the surveyed cities. Two key observations emerge from this figure. First, there is large variation across cities in terms of trained guards. Cities like Bengaluru (96 %), Delhi (89 %) and Mumbai (88 %), do much better than cities, like Patna, Ranchi and

Bhopal which have as low as 30 percent trained guards. Second, the proportion of guards receiving prescribed training of 160 hours or 20 days is actually much lower. For instance, in Bengaluru 96 percent of the guards surveyed received training, the duration of training was less than 5 days.

Figure 3.3: Distribution of trained guards across cities and duration

