

# Security Spotlight

An Informational Guide for Securitas USA Clients and Employees



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Securitas Security Services, USA, Inc.

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## Avoiding Complacency: Maintaining Skills Proficiency



**Security experts are forecasting a stormy year of increased terrorist activity in light of the Brussels attack. Certain kinds of activities can indicate terrorist plans are in the works, especially when they occur at or near high-profile sites or places where large numbers of people gather. The ability to recognize and report these precursor intelligence-gathering activities may interrupt potential terrorist events, crimes and other threats before they occur.**

In most organizations, there exists a constant challenge of avoiding the creeping issue of complacency. This is why Securitas Security Services USA, Inc. has made Vigilance one of its primary values. Complacency usually begins with small minor events that can, over time, snowball and lead to major problems that can inhibit an organization's mission and goals. In the security field, this death knell may potentially open the door and increase the likelihood of becoming a softer target for terrorist activity.

### Causes of Complacency

Like most people, when someone is newly hired, they are eager and proactive in their position. However, complacency can set in as time progresses and individuals become more comfortable in their duties. Unfortunately, there is not only one cause or reason

for complacency. There is, however, several specific signs that one must watch out for to combat this creeping of complacency in employees. If such complacency is spotted by an individual, regardless of his/her position within the organization, it is his/her responsibility to address this with the proper manager.

One cause for complacency is when an employee does not understand the goals or the mission. It is important for newly hired employees, as well as supervisors, to ensure that everyone is informed of the specifics of the site plan. This knowledge and awareness constitutes the foundation for contentment and helps to avoid a lackadaisical attitude.

Furthermore, most sites do not necessarily experience major crises or events on a regular basis. This lack of activity can lay the foundation for an employee "going through the motions" and failing to be proficient in the necessary skills needed to excel in the position.

The lack of need to perform effectively in emergent situations can lead to a deterioration of abilities. This, combined with an employee not participating in refresher training to maintain skill levels can create a dragging effect upon a company's mission and this can lead to unintended consequences.

The last major cause of complacency is that employees are not provided with feedback and retraining when needed. If an employee does not know if he/she is performing his/her job functions incorrectly or in a specifically designated manner, then he/she will not understand what to improve or modify.

Additionally, if an employee is told of a weakness in his/her job performance, but refuses to address it or to receive refresher training, then there will be the potential for complacency.

## Stay Informed, Stay Vigilant

Certain kinds of activities on the site can indicate terrorist plans are in the works, especially when they occur at or near high-profile sites or places where large numbers of people gather. The FBI urges citizens to keep an eye out for such precursor conduct like that listed below and to report it immediately.

**Surveillance:** Are you aware of anyone that may be recording or engaged in monitoring activities, taking notes, using cameras, maps, binoculars or other observation equipment at a key facility?

**Deploying Assets:** Have you observed abandoned vehicles, stockpiling of suspicious materials, or persons being deployed near a key facility?

**Suspicious Persons:** Are you aware of anyone who does not appear to belong in the workplace, neighborhood, business establishment, or near a key facility?

**Suspicious Questioning:** Are you aware of anyone attempting to gain information in person, by phone, mail, email or other communication method regarding a key facility or its personnel?

**Acquiring Supplies:** Are you aware of anyone attempting to improperly acquire explosives, weapons, ammunitions, dangerous chemicals, uniforms, badges, flight manuals, access cards or identification for a key facility, or to legally obtain items under suspicious circumstances that could be used in a terrorist act?

**Dry Runs:** Have you observed any behavior that appears to be preparation for terrorist activity, such as mapping out routes, playing out scenarios with other people, monitoring key facilities or other suspicious activities?

**Tests of Security:** Are you aware of any attempts to penetrate or test physical security or procedures at a key facility or event? Recognizing and reporting precursor intelligence-gathering activities can interrupt potential terrorist events and other threats before they occur.

The FBI encourages citizens to contact local police, the FBI or the nearest Joint Terrorism Task Force (JTTF) to report suspicious activity or behavior. If there is an emergency or immediate threat, call 911.

## Combating Complacency

The number one method to stop complacency creep rests in skills proficiency. Securitas Security Services USA, Inc. aim is to ensure that all employees are properly trained in both the company and client mission goals. This is accomplished through all levels of operations, and is specifically addressed at the branch level.

The Branch Managers and Account Managers are constantly checking to ensure that Securitas is being proactive in addressing all officers training and client concerns.

## Conclusion

All employees can address their training and skills through multiple avenues on an ongoing basis. First, every employee should take it upon themselves to understand the site plan, goals, and mission of the organization. If they are not sure of something then they should be encouraged to speak up and ask questions.

The lack of knowledge is not a viable excuse for poor job performance. Next, all employees must be adaptable to ensure that any challenges in a mission can be surmounted and accomplished. This can be in the areas of: scheduling, cross training in various job positions when possible, flexibility in temporary assignments, and completing required or necessary training as needed by the company. This allows an individual to maintain and increase their knowledge and skills in particular areas.

At the end of the day, remember that complacency needs to be a concern for all employees especially considering the potential of criminal and terrorist activity. This can be addressed at all levels of the company through ongoing training, skills evaluation and an environment that encourages open communication.