

Student Training Resource

Student Name	
Student Number	
Course	CPP20212 - Certificate II in Security Operations 'Victorian - Combined Unarmed Guard & Crowd Control'
Course Dates	

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Communicate effectively in the security industry

CPPSEC2001A

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CPPSEC2001A - COMMUNICATE EFFECTIVELY IN THE SECURITY INDUSTRY

This unit deals with maintaining effective standards of communication with clients and customers in the workplace. You will be required to apply verbal, non-verbal and written communication skills for effective interaction with people in the security industry. And demonstrate the ability to accurately receive and relay information, and to complete routine correspondence and documentation.

This will include the ability to adapt to interpersonal styles and techniques to varying social and cultural environments within the security industry. This is a part of the licensing requirements for persons engaged in security operations.

Today's community expects that private security providers are effective communicators. Your duties will include the ability to complete and deliver verbal and written reports on a daily basis. You may be required to communicate with a diverse range of people including, managers, contractors, clients, emergency services personnel and the public.

To successfully satisfy industry's expectations you will have to develop good communication skills. You will have to understand and carry out instructions correctly, receive and relay information accurately, complete workplace documents, speak in a clear and concise manner and give advice and directions when required.

1. Reporting Structure

Most security organisations have a hierarchical structure based on levels of seniority. A person's position within a company may be designated by title or in the case of uniformed security by badges of rank. A typical organisational structure of a large security company may be:



Most companies security companies make their decisions from the top down. These decisions are then transmitted through the various levels to all interested parties. Generally the person you report to is the same person who gives you instructions and is usually senior to you. Therefore any reports you submit or information you convey would go to your immediate supervisor who in turn, reports to the next level of management.



2. What is Communication?

In a basic sense it is the sending and receiving of information as accurately as possible. It is the actual method of communicating that determines how well we communicate.

Communication is a two-way activity, a sender and a receiver. It is critical that the message is received and understood as intended, otherwise there will be a communication breakdown.

Barriers to good communication can include Language, poor hand writing, nerves, ineffective equipment, ambiguity, alcohol, background noise or cultural differences.

When Information is communicated, it should be in a clear and concise manner, using language appropriate, to who we are communicating with. To communicate more efficiently, you need to develop, effective observation and active listening skills. You need to train yourself to interpret verbal and non-verbal (body language) information.

2.1 Receive and understand information

You may receive and relay information in a number of different ways.

You may receive information or instructions in the following forms;

- Incident reports/situations
- Electronic data
- Mobile phone sms
- Messages/memorandum
- Hand written reports

- Occurrence reports
- Telephone call
- Verbal instructions
- Letters/notices
- Standard operating procedures

Information and or assignment instructions may be given to you by;

- Supervisors
- Centre management
- Work Collegaues
- The public

- Management
- Clients
- Emergency services
- Specialist security personnel

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When information is received, the appropriate action to follow your instructions should be promptly taken.

Choosing the Right Method of Communication

In a work situation we can communicate face-to-face, in writing, by radio or by telephone. In some circumstances the mode of communication is not particularly important but in others it most certainly is. The choice of method will depend on purpose and the particular needs for the communication. Face-to-face communication has particular advantages especially when the need for communication is urgent. The language is likely to be less formal and structured than written communication but less planning goes into the message.

This may include but not limited to:

Spoken face-to-face	Informal – possibility for error	
Spoken at a distance (telephone)	Informal – possibility for error	
Written (on paper/computer)	Formal – no room for error	

Non-verbal (body language)

Informal – possibility for error

Non-Verbal Communication (Body Language)

It may surprise you but most of how we communication is done non-verbally or through our body language, it includes the way we stand, our gestures and facial expressions as well as the tone and pitch of voice. Research suggests that non-verbal communication accounts for up to 70% of communication.

This concept of non-verbal communication or body language will be further explored during the course particularly in relation to managing conflict.

2.2 Check Understanding of instructions

Breakdowns in communication regularly occur because neither party realises that they have different perceptions or different interpretations of messages.

As important as it is to receive a message, it is probably more important that you **understand** your instructions. If at any time you are unclear with your instructions, ask questions, seek advice. Never be afraid to clarify your duties or instructions.

Observation and **active listening** skills are to be adopted at all times, by asking the other person if they understood the message. This is an excellent way to check if the message has been understood as you intended. With more complicated messages it may be necessary to have the recipient explain the message back to you in their own words.



Verbal Instructions

May be given at any time and may be face to face, via radio or telephone. Security officers receive instructions verbally more often than by any other method. Face-to-face and over the phone instructions are the most unreliable communication methods. If a security officer has not followed the instructions correctly, or if they believe that the instructions were different, then they have no proof.

You may be given formal verbal instructions at a briefing, before a shift handover, de-brief or at a company induction. Any formal verbal instruction should be recorded in writing when and where it is practicable to do so.

When you receive your instructions verbally, they should then be written into your notebook. Mark all entries in your notebook with the day, date and time. Ask all questions such as what, when, who, where, how and always provide feedback, to the person sending the message. This simply means that you reiterate or repeat back

to them in your own words what you believe the message is. This will help to clear up any potential misunderstandings.

Know What to Say & How to Say It!

The tone of your voice and your body language are as important as the words you use. By reading the tone of your voice and body language, people will determine if the words you are using are sincere. All the components of your message (words / tone / body language) must match or the message may be lost.

Security is a people business and having the ability to develop and maintain "Rapport" with a large number of people from any background will allow you to either get voluntary compliance, influence or redirect others to do what you want. Building rapport with people provides the opportunity to stop any problem(s) before they occur. Your attitude and behaviour will determine the outcome of the conversation.

Written Instructions

One of the most powerful tools a security officer has is their notebook and pen. If a security officer cannot read or write instructions, then they cannot communicate within the security information system.

Note: It shows strength to ask questions.

When you're checking your instructions, you should use the following words to assist with your questions. These 5 words including one more word (why) will be used later as a technique for report writing.

WHO - you need to contact

WHAT - do you have to do?

WHEN – do you have to do it?

WHERE – do you have to do it?

HOW – you should you do it



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All tasks or duties will have been given a time they are to be completed by. You should ensure that, these duties are completed by the set time. When there is a delay in a task being completed, other activities and people will be affected. If you can't complete a task or duty by the time it is required then contact your security supervisor to explain why. You will need to record these details in your notebook and write an explanation as to why you couldn't complete the task on time.

2.3 Confirmation of Instructions

These may be supplied to you in various formats and you will be required to read and understand them. All instructions should be checked with the **relevant persons** or reference documents for confirmation. They may include:

Standard Operating Procedures (SOP's)

You must read, understand and comply with all written or verbal Standard Operating Procedures or Orders issued by your company. They will normally include but not be limited to things such as:

- Company Structure
- Company History
- Company Guidelines

This will also include;

- Uniform issue / presentation
- Equipment issue / use / maintenance
- Client Communication
- Vehicle Maintenance
- Grievance procedures
- Occupational Health and Safety Issues

Site Orders or Post Orders

These are a set of duties relating to the security of a given site or assignment, which you will be expected to carry out. They may vary from post to post according to the client's needs.

Site Orders are compiled in conjunction with the client and management, thereby ensuring that security standards are met, along with client specifications for the site.

The document will contain information specific to the site / venue and would include items such as:

- Visitor Log maintenance
- Issue of temporary passes to visitors
- Issue of onsite parking approvals
- Inspection of bags in and out of the site
- Theft prevention
- Inspection of vehicle manifests against load
- Patrol requirements and number of patrols to be conducted per shift
- Patrol estimated time frames
- Patrol check points
- Alarm details
- Emergency action procedures
- Evacuation Plan
- Restricted area identification, and special passes required for access, etc.



3. Other Documentation

There are a number of ways security guards record information, occurrences and incidences.

Recording procedures can, also allow management to track records of times in case of enquiries or complaints, or to confirm hours worked for wage payments. They can help management keep track of equipment used, the frequency of its use, and any comments made regarding, the condition of the equipment made by staff. It also helps management monitor the validity of your licence, to ensure that no one whilst on duty works without a valid licence.

Entries are made in regards to any incidences, suspicious persons or vehicles and occurrences. However, some employers may ask you, to make further entries in regards to maintenance issues, complaints, visitors and Occupational Health and Safety issues.

Examples of recording methods;

- Security notebooks
- Shift logs
- Post orders
- Standard operating procedures
- Incident report forms
- Report sheets
- E-mails
- Shift rosters
- Database reporting systems
- Crowd control register
- Software or paper-based reporting
- Information management systems



- 1. **Minor Incident Report** This is a report relating to an occurrence which is able to be handled on site, without outside assistance. i.e. a wet floor.
- 2. **Major Incident Report** This is a report relating to an occurrence, outside your normal duties, and the assistance from outside your company is needed. I.e. the police.

Electronic e-mail is becoming more common as a means of communication and you should make yourself familiar with its function.

3.1 Personal Notebook;

A security guards personal notebook should be carried on your person while on shift. The notebook is to be pocket sized; the book is to be bound and stapled along the spine (not loose leaf), and the pages are to be consecutively numbered.

With all security recording books, place your Name and Date of issue, write down start and finish of each shift, rule off at the end of each entry, all entries must be in chronological order, do not erase any entries (just draw a line through the error and initial the entry), do not leave gaps between entries, no pages are to be torn from the book. Information will be questionable if there are any missing pages and then may not be suitable for a court of law.





3.2 Security Logbook and Crowd Control Register;

A Security Logbook or Crowd Control Register may be one of the simplest forms of report writing, however, there are still a number of strict rules that you must abide by. Following is an example of one type of crowd control register. This will be used to record any notable incidents.

As with all communication the message must be understood. Your handwriting therefore needs to be legible, clear and neat in presentation.

You must remember to use plain English without the use of jargon or abbreviations and avoid ambiguity.

The Security Logbook or Crowd Control Register should never be removed from the office or a site by any person. It can only be removed to give evidence in a court of law.

Note; All forms of log books should be kept for a minimum of 7 years, as the information may be required, to be used in a court of law.

Example of a Crowd Control Register;		

Date	Start Time	Finish Time	Name	Licence. No.	Signature	ID No.	Comments
1/01/09	0700	1500	Tom Jones	654-258-124		14	At 0950 a male patron was leaving the premises when he slipped and fell in the door way. No injuries were displayed, first aid was offered. Male insisted that he was fine and that he didn't want any assistance.

Always ensure that your report contains all the relevant information and can be easily read and understood by the person to whom you are submitting the report. Ensure that there is no **uncertainty** or **misunderstandings** that can be identified. Always end your report with your signature, and name in block letters. Remember there are some basic rules for writing a report that will assist you and if followed, will make the task of writing reports straightforward. When completing the report:

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Use clear, plain English.

LOCATION/SITE:

- Complete and concise.
- Refer to any notes made at the time.

There are obvious advantages in using written communication:

- Facts can be clearly stated.
- Provides a permanent reference.
- Can be planned prior to transmission.
- Can be used as proof of communication.
- Can be used as evidence in a court of law.
- Can act as proof that duties have been carried out.

However as with anything there can also be disadvantages:

- It is more time consuming and lacks the spontaneity of oral communication.
- There is no immediate feedback.
- Some people have problems with reading & writing.
- You cannot be sure that your communication has been read and understood.
- Documents provide the opportunity for unwanted third party scrutiny.

4. Communicate with others

Effective interpersonal communication techniques as shown below must be developed to assist you in maintaining confidence when working with clients and work colleagues. These developmental skills are called interpersonal skills.

Interpersonal techniques are:

- Verbal or non-verbal language
- Two-way interaction
- Constructive feedback
- Active listening
- Questioning to clarify and confirm understanding
- Interpreting non-verbal and verbal messages
- Observation techniques
- Use of positive, confident and co-operative language
- Controlling tone of voice and body language
- Use of language and concepts appropriate to cultural differences
- Use of clear presentations for options and consequences
- Demonstrate flexibility and willingness to negotiate

More than one of these techniques should be used at any one time. Using many of these techniques in combination will ensure that you develop effective interpersonal techniques.

You need to establish communication channels, protocols and procedures, and be able to use this information to communicate within your company. There are many ways to effectively establish communication channels and procedures, and all the examples below can be used.



Communication channels, protocols and procedures:

- Formal communication pathways in writing
- Direct line supervision paths chain of command
- Organisational networks company representative
- Communication procedures form of reports
- Coded messages in messages
- Use of abbreviations in messages

Also communication channels, protocols and procedures should be used to clarify problems with contradictions, ambiguity, uncertainty or misunderstandings. Being aware of such problems will assist you in identifying the problem, and then in turn by using these procedures you can clarify any problems.

At all times, communication with others is to be conducted in a courteous manner. You need to be mindful of an individual's sensitivity to social and cultural differences. Security companies should have a policy or a Standard Operating Procedure regarding social and cultural issues. If the company you work for has such a document, you should make yourself familiar with the policy.

4.1 Understanding of diverse cultures

Your ability to effectively communicate verbally is an essential element of the security function. All communications should be done in a respectful and courteous manner, respect for individuals with **social and cultural differences**.

At all times in communication with others you need to be mindful, of an individual's sensitivity to social and cultural differences. Security companies should have a policy or a standard operating procedure in regards to social and cultural issues. If the company you work for has such a document, you should make yourself familiar with the policy.

Social and cultural differences may include;

- Language
- Traditional practices and observations
- Beliefs, values, practices
- Food, diet
- Dress
- Religious and spiritual observances
- Social conventions
- Cultural stereotypes
- Conventions of gender/sexuality
- Age
- Personal history, experiences
- Physical, emotional and intellectual



By being aware of different social and cultural differences, we can then adjust our style of communication; it is also a good practice to be aware of the different services available to the community in that area. For example: Knowing the local youth services available when dealing with youths.

4.2 Dealing with disputes over instructions

A security officer may feel uncomfortable about an instruction and / or the way in which it was given. The security officer or the team may be affected if this becomes a distraction and results in a lapse of concentration. The security officer needs to learn how to deal with the problem.

When there is a disagreement with a Supervisor, the security officer must use the problem solving approach. This ensures a good relationship with the supervisor with the ultimate outcome with a win/win result.

If you are uncomfortable about carrying out an instruction or the way in which it was given you should approach your supervisor and attempt to resolve it.

You should:

- Be assertive and clear in your objection
- Do not take the situation personally
- Be honest and explain your point of view
- Remain calm
- Be aware of your body language
- Listen to their point of view
- Make suggestions and consider alternatives
- In closing clarify all main points to see if you and the supervisor agree

If you are unable to resolve the matter you may have to submit your complaint in writing or seek an appointment with more senior management. Record any details in your work diary or similar document.

Your duties may include using technology such as telephones, mobile phones, 2-way radios, intercoms etc. There are two important points to consider when speaking:

- 1. What you are saying
- 2. How you say it

Do not use security language or jargon when talking to the public. Train yourself to speak to all people in a polite and courteous manner, especially if dealing with conflict.

As a Security Officer, you are a representative of the Client, and in many cases, will be the first point of contact for visitors and customers at the work place. Therefore it is important that you, as a Security Officer, apply and use customer service skills that are in accordance with your client and companies policies.

A Security Officer should always show a professional image:

- Dress well
- Courteous behaviour
- Remain positive
- Be helpful
- Remain alert
- Be discrete at all times
- Have a professional attitude

Effective observation and active listening skills should also be used. These skills should be used to elicit and interpret verbal and non-verbal information.

4.3 Verbal communication

How you express yourself has more impact on people than what is actually said. Using the correct language will not disguise a poor attitude and will be noticed. How we communicate verbally is based on the volume, tone and speed of our voice, thus this must be **clear**, **concise and accurate** at all times.

Volume

- Speaking too loudly can indicate anger or excitement.
- If you need to raise your voice then be aware of your body language.
- Speaking too softly can indicate insecurity.
- Your speaking volume should be normal.

Tone

- Your voice tone can indicate emotions, such as anger or frustration.
- Try to maintain a neutral and positive attitude by speaking naturally.

Speed

- Speaking too quickly indicates excitement or stress.
- In an emergency situation, it is important that you speak confidently, calmly, slowly and clearly when giving directions.
- Speaking too slow may sound condescending.

5. Communication Equipment

As with all types of instruction methods, all information should be passed on using **clear, concise and accurate** communication techniques. However with the use of communication equipment this rule is **even more important**.

You will find when using communication equipment, that there is more room for error, thus the possibilities of contradictions, ambiguity, uncertainty or misunderstandings increase.

Accuracy can be increased with the use of the phonetic alphabet. This alphabet is a set of codes that are used to interpret the understanding of the letters of the A-Z alphabet, thus the spelling of words.

In addition to using the phonetic alphabet, it is also important that prior to sending any radio transmission, you write down plan in your head what you need to say.

When speaking on a radio, clear, concise and accurate, should become **clear**, **concise**, **accurate**, **evenly paced speech and clarity**. Always request an acknowledgment to confirm that your message has been received.

Hand Signals

There may be times when hand signals are the only effective way to communicate with your team members. This may be where the noise level is too high for effective communication, distance may be a factor, or you may wish to communicate without others hearing.

Crowd control duties will quite commonly require the use of simple hand signals between team members. Most teams or venues will have their own system but the most common hand signal being tapping yourself on the head, which indicates you,

require assistance. When starting work at any new venue talk to the other team members and become familiar with the applicable hand signals.

Approved communication terminology and call signs

There are a number of key words (code words) that can be used in radio communications that assist in reducing the amount of words said over the airways. In addition these words reduce the time spent on the airways; they also reduce the chances of contradictions, ambiguity, and uncertainty or misunderstandings.

Most of these words you would have heard before, as they are widely used on TV. The company you work for will more than likely have these same words as a part of their operating procedures, however further words may be added specific to your company's duties.

5.1 Samples of operating terminology;

ROGER	Means I have received and understood the message.	
OVER	Means I have finished, waiting for a reply.	
OUT	Means I have finished.	
RADIO CHECK	Request a response as to clarity and strength of the radio transmission.	
ROGER OUT	Means I have received and understood and no need to reply.	
MESSAGE	Means you have a long message to transmit	
SEND	Means that you are ready to receive a message.	
RECEIVED	Means that you have received the message.	
SAY AGAIN Means that you have not received the message, missed poor of it, or you do not understand.		
YOUR LAST	Means that you are refereeing to their last communication.	
STAND BY Means that you may be busy and to briefly hold transmission		
PRIORITY MESSAGE Means that the person transmitting – has a priority message and requires immediate access to air space.		
URGENT	Said 3 times, means extremely urgent message to be transmitted possible life threatening, no one is permitted to use airways at all unless authorised.	
ALL UNITS STAND BY	Means hold all transmission and permit urgent / priority message to be transmitted.	

Other forms of communication:

- 24 hour clock
- Operating terminology
- Number pronunciation
- Other Codes



Phonetic Alphabet

Letter	Word	Pronunciation	Letter	Word	Pronunciation
Α	Alpha	Al- fa	N	November	No – vember
В	Bravo	Brah – Voh	0	Oscar	Oss – Kar
С	Charlie	Char – lee	P	Papa	Pah – Pah
D	Delta	Dell – Tah	Q	Quebec	Kwe – Bek
E	Echo	Eck – ooh	R	Romeo	Ro – Me – Oh
F	Foxtrot	Foks – trot	S	Sierra	See – air – ah
G	Golf	Go – If	T	Tango	Tan – Go
Н	Hotel	Ho – tell	U	Uniform	Yu – ne – form
ı	India	In – de – ah	V	Victor	Vik – tor
J	Juliet	Jew – lee – et	W	Whiskey	Wiss – key
K	Kilo	key – Loow	X	X-Ray	Exs – ray
L	Lima	Lee – Maa	Y	Yankee	Yan – Kee
M	Mike	Mike	Z	Zulu	Zoo - Loo

24 hour clock

Time	•	24 hour	Time		24 hour
1	am	0100 hrs	1	pm	1300 hrs
2	am	0200 hrs	2	pm	1400 hrs
3	am	0300 hrs	3	pm	1500 hrs
4	am	0400 hrs	4	pm	1600 hrs
5	am	0500 hrs	5	pm	1700 hrs
6	am	0600 hrs	6	pm	1800 hrs
7	am	0700 hrs	7	pm	1900 hrs
8	am	0800 hrs	8	pm	2000 hrs
9	am	0900 hrs	9	pm	2100 hrs
10	am	1000 hrs	10	pm	2200 hrs
11	am	1100 hrs	11	pm	2300 hrs
12	pm	1200 hrs	11:59	am	2359 hrs

Number pronunciation:

Number	Word	Pronunciation
1	One	Wun
2	Two	Two
3	Three	Thur-ee
4	Four	Fower
5	Five	Fife
6	Six	Six
7	Seven	Seven
8	Eigh t	Ate
9	Nine	Nine-er
10	Ten	Ten

Other codes

As with operating terminology, other codes can also be used to assist in radio communications. These codes again will also reduce the amount of words and time on the airways. And again in reducing the time spent on the airways, it also reduces the chances of contradictions, ambiguity, and uncertainty or misunderstandings.

5.2 Here is a list of other codes that may be used by a security company;

Code 1	- On patrol
Code 2	- At the office
Code 3	- Meal break, and then state location
Code 4	- Out of vehicle, and then state location
Code 5	- Out at premises, and then state location
Code 6	- With police or police in attendance
Code 7	- Still on duty but on the way to the office
Code 8	- Still on duty but on the way to the home
Code 9	- Security guard in trouble – URGENT – however this is not to
	be used lightly, it is only to be used if it is urgent and backup is
	required
Code 10	- Disturbance or violence, and then state location
Code 11	- Unavailable to respond to call, busy, then state how long
Code 12	- Motor vehicle accident
Code 15	- Silent alarm
Code 17	- Audible alarm
Code 20	- Cold burglary
GOA	- Gone on arrival
NOD	- No offence detected
K9	- Dog unit

It is very important that information be received and understood clearly. If the information or transmission is not clear, costly or fatal mistakes could happen.

To add to these codes you may find that you are required to know the call signs for other security personnel, your control room, and yourself.

The call signs can be as simple as;

-	Security 1	Security 2	Security 3
-	Mobile 1	Mobile 2	Mobile 3
-	Vehicle 1	Vehicle 2	Vehicle 3
-	Alpha 1	Alpha 2	Alpha 3
_	Bravo 1	Bravo 2	Bravo 3

or Control room call signs;

- Control Room
- Control
- Base
- Charlie 1

Call signs can also be used to identify a team of security guards working at festivals, shows, football grounds or other events.

or Team call signs;

-	A team at the main entrance -	Tango 1
-	A team at the back entrance -	Tango 2
-	A team at the youth stage -	Tango 3
-	A team of patrolling guards -	Tango 4

PRECISION & CLARITY

Are the two words to keep in mind when using any form of communication



6. Communication Techniques

Effective communication techniques consist of:

EXPLANATION	BEHAVIOUR/PHRASES
ACTIVE LISTENING Those behaviours that will enhance hearing, comprehending and remembering words being used in conversation and the behaviours accompanying those words.	 Upright relaxed position Occasional head nods Occasionally lean forward Facial expressions Use verbal encouragement
PARAPHRASING Putting in your own words what you understand the person to mean.	 'It seems as if' 'It sounds as if' 'In other words' 'Let me check that I've understood what you've said
CLARIFYING Asking questions that will provide more information.	 'I'd like to know more about' 'In what way did that affect you…?'
To check that both people have the same understanding of the conversation.	 'Can we just recap on what we've just talked about…'' 'So far we've agreed tois that right?'

6.1 Client Communication

Effective client communication is an increasingly important aspect of customer service. As you may be the first point of contact the customer has with the company it may form an overall impression of the company. It is important that you give a good impression by:

- Using the correct greeting
- Finding out the client's needs
- Acting on and recording the client's needs
- Giving clear and correct information
- Giving the client clear guidance and options

Using the Telephone

When answering the phone:

- Answer the phone promptly
- Answer the call with a greeting,
- State the name of the company, then your name
- Be polite, helpful and use positive language
- Keep pen, paper and telephone numbers handy to give good service

For example:

"Good morning, ABC Products Ltd, Security Officer speaking, how may I help you?"