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Security Manuals

> There were policies, there were standard operating procedures. But we found as we looked at our operations that there was this gap that should be filled by a directive.

Bryan Whitman, Pentagon spokesman

Many of us are results-oriented directors. We want to take care of business and rules and regulations seem to get in the way. That is not to say that we don't follow the rules, but we despise the fact that we have to create rules, document them, and enforce them—especially the ones that seem superfluous. In addition, we would rather be out there greeting our guests and working alongside our employees instead of writing a bunch of stuff no one will read. But deep down we know that it will be read, most likely when we are being sued or when our job is at stake. So, take some time and get this part done right. It will make it easier for you in the end.

HIERARCHY OF RULES

Let's come to an agreement on some basics first. I know that you likely know this stuff, but it confuses the average person or officer. These seem to be in order of their severity, but they are actually in order of how many they affect. This will be important later.

Crimes—Crimes are acts or omissions of laws forbidding or commanding them in which there is a penalty. Crimes include homicide, theft, disturbing the peace, etc. There are federal, state, local, and other crimes. Each of these jurisdictions may have laws that are more restrictive than the ones "above" them. Most municipalities enforce misdemeanors, and felonies belong to the state. There are many variations here; this is not a law class and it is just for illustration. Everyone has to abide by these laws.

Codes/Ordinances/Regulations—These are also rules (or crimes in some instances) that are applied to certain groups or businesses. Fire, health, and business codes are examples of these. They are generally enforced by a government body and apply only to businesses or certain types of buildings.

Industry Standards—These are not laws, but generally rules imposed by an industry on itself. They only apply to the industry and the penalty may be no greater than exclusion from the industry. A good example of this is motion picture ratings. Movie theaters impose age restrictions on movies as a condition of belonging to their association. It is not necessarily a crime for a juvenile to see an "R"-rated movie.

Now we are starting to get into the thick of rules where lines are often blurred.

Best Practices—These are not rules or regulations at all, but techniques or methods that have proved to best achieve the desired result. A best practice may come about in our industry from a trial where it was proved that a certain practice was the "best" way to do a certain thing. A good example of a best practice is the manual that we are going to create in this chapter. Nobody says you have to have one, you will not be arrested if you do not have one, and there is no fine to pay if you don't have a manual. It has simply been proved over thousands of court cases that a documented manual of policies is a good defense in court as well as a valuable training tool. I put this category here because these practices likely dictate—or should dictate—how your company and department operate.

The next three rungs of the hierarchy ladder are the company manual, the department manual, and the training and emergency manuals. These and the incident action plan are discussed next.

TYPES OF MANUALS

Four types of manuals apply to Security. The company manual, or corporate manual, contains the policies for the entire organization. The security manual is the comprehensive set of rules for the Security Department. The training manual is the guide used to train employees within the Security Department. The emergency manual applies to the entire organization, but is specific to emergency preparedness and business continuity.

Company Manual

The company manual is a set of rules for the entire company. This may be a corporate manual that applies to all properties in a chain or it may be a property manual that applies to all departments at that property. There also may be both: a corporate and a company manual. Of course, this manual sets the rules for every department to follow, and generally only those rules that apply to all departments. This document is usually created and maintained by Human Resources, company counsel, or a specific regulatory department.

In most organizations, the company manual is used as the guideline or framework for the department manual. Where the company policy might dictate general policies, the department manual will expand those policies into specific procedures. For example, most hotel companies have a general appearance and grooming policy. This policy may require business attire, neatly groomed hair, and a presentable appearance. Then each department will expand on that to address uniform standards, hair length, beards, moustaches, piercings, nails, etc.

The company manual, which was already written by someone else, will make a good outline for the security manual. Keep this in mind when the security manual outline is discussed later in this chapter.

Another company manual is the regulatory manual. In the casino industry, there are minimum internal controls that set guidelines for all aspects of gaming. The cruise line industry follows several similar documents relating to maritime and Homeland Security regulations. Then there are rules and contracts for unions, trade groups, conventions, health and fire codes, and many other rules and policies that may have an effect on hotel policies. These documents, like the company manual will provide a framework for many of the procedures for the Security Department.

Creating these company or regulatory manuals will not be discussed in this book because the Security Director is not likely to have to create one. However, as mentioned previously, these manuals provide the guidance for the production of the Security Manual.

Security Manual

The security manual is the book to which this chapter is devoted. It is simply the rules and policies for the entire Security Department. Some departments will separate it into two manuals: a policy manual and a procedures manual. Others may separate it into a policy manual and a training manual. The procedures and training manual are very similar and are introduced in the next section. For this section, however, the policies and procedures will be combined into one manual.

The need for a current and complete security manual is based on consistency. As explained in Chapter 1, the manual is an asset for defending the hotel in court. This value will only come when the manual is followed consistently. To ensure this consistency and strength of the manual, it is produced in three steps. First, the policy or procedure is decided and then sanctioned by management and counsel. Then it is organized and documented in the manual. Finally, the employees need to be educated on its contents and apply the rules in their relevant daily tasks.

Creating the manual is discussed in detail later in this chapter.

Training Manual

The training manual is a necessary tool often overlooked in Security Departments. Its purpose is not to dictate policy, but to detail the procedures of each task that follows a policy. The training manual follows the outline of the security manual, but details the steps of each policy. For example, a security manual might explain the policy of reporting employee accidents. The training manual would give the security officer step-by-step instructions for completing the paperwork, gathering evidence, and conducting the investigation.

CREATING THE OUTLINE

The best way to write any book, including a security manual, is to start with an outline. (Remember those term papers? Me neither). It is really not so difficult and you can use the

example in this book to get you started. We will go through it systematically in order. You may add, delete, or modify certain parts of the example to meet the specific needs of your department. There is an outline at the end of this section for your reference.

Foreword

This first section of the manual, before section one, is not about policies or procedures, but is more of a warm-up to what the department and manual are all about. Naturally, it will start with an introduction. This is a brief summary of what the manual is about, how it is to be used and updated, and who the intended audience is.

Next might be the mission statement of the department. The mission statement was discussed in Chapter 2. Here it is placed in its official form as the guide to the department's policies and procedures.

Finally, I suggest a welcome to new employees. This should be in the form of a personal letter from you to them.

> This security team came together 10 years ago for the purpose of protecting the assets of the hotel. We hope you enjoy working here as much as the rest of us and if you should ever need anything, please do not hesitate to ask me or any member of the management team.

Or something like that.

Department Policies—Section 1

The first section of the policy manual is appropriately devoted to the most important policies of the department. These policies are critical enough that each employee signs them as part of his or her on-boarding process. These policies, probably already written, include your Guest Service Policy (hopefully this is your most important), your Confidentiality Policy, and others such as Sexual Harassment Policy.

Organization—Section 2

The next section outlines the organizational aspects of the department. You may want to include an overview of how the department is set up as it relates to reporting, accountability, and responsibility. The chain of command will be an organizational chart: department head at the top, and the succession down to the frontline officer. Be sure to include other branches, such as an administrative assistant, investigators, trainers, etc. Finally, each position or job will need a description. (Your Human Resources Department may have already written this).

Employee Policies—Section 3

This section includes every rule, procedure, and guideline relating to the conduct of your employees. This is where each employee learns what is expected of him or her. In the example, we start with new hire procedures—how new hires are selected, the interview

and vetting process, and the training required in your department. This section will not include every training syllabus, but will include the requirements for each skill level (so many hours of classroom on these topics, so many hours of field training covering those topics, and so forth).

Appearance includes the obvious policies regarding dress code, uniforms, and hygiene. These policies become subjective and difficult to enforce when they are not in writing and easily referenced by supervision and officers.

Conduct is all of those rules that have been passed on verbally and in writing by email, meeting, and memo, and are flying around all over the place. These are technical policies like accepting gratuities, how to behave in court, and dealing with guests.

Discipline is probably already a company policy, but very necessary to include in this document. A good policy manual will be the first place a supervisor will look to find out how to discipline an employee.

Termination is coincidentally after discipline in our outline. This section may include the final step of discipline, but also the procedural aspects of how to give notice, where to obtain the final check, and clearing out desks, files, and computer logins.

Scheduling is the final section in this chapter. Included are rules on attendance, call-offs, which holidays are paid, how payroll corrections are handles, breaks, and light duty. Any rules associated with an employee's schedule or paycheck should be included here.

Posts/Patrol Areas—Section 4

As we will learn in Chapter 8, posts are any place you have an officer assigned, whether it is a fixed post or a patrol area. This section will list each post with a description and the post orders for each. This may be the longest part of your manual, as it will include posts that are not covered all of the time.

Systems/Procedures—Section 5

These are the "operations manuals" for each system used in your department: reporting systems, CCTV, and everything else technical. You also will describe and explain how to perform various procedures in detail, such as lost and found and locker assignments.

Laws Pertaining to Security—Section 6

Arrests

Types of crimes (misdemeanor versus felony)—The textbook definition of the different elements of the two (or three) crime types and the differences in when to arrest.

Searches—The Fourth Amendment, case law, state law, and company policies on when to search, how to search, and the associated liability and safety issues.

Holding room—How it is used, when it is used, conduct therein, procedures for use, etc.

Use of force—How officers advance in the force continuum, when force is justified, how it is applied, and the consequences for doing it incorrectly. This is the most important part of the manual.

This section includes a list of the common laws associated with hotel security, such as trespassing, burglary, theft, robbery, theft of motor vehicle, etc.
Officers need to know and understand relevant laws before they can make arrests.

Laws Pertaining to Guests and Employees—Section 7

Other laws, such as smoking ordinances and Americans with Disabilities Act (ADA) that officers may need to enforce, are listed here.

Emergency Procedures—Section 8

These procedures are not for all employees to follow. Officers will follow these procedures if there is an emergency. Housekeepers may be told to evacuate, but our procedure might be to check guest rooms.
Each type of emergency (fire, accidents, illnesses, active shooters, earthquakes, etc.) is listed with the appropriate departmental response.

Incident Response—Section 9

The procedures for how security officers handle all nonemergency incidents on the property are outlined here. These may include intoxicated persons, panhandlers, sleepers, water leaks, property damage, etc.
Everything from first response to investigation and report should be outlined.

Documentation—Section 10

Documentation is what Security is all about and here is where it is all explained. Procedures for writing incident reports, daily logs, and other reports are included.
Also, list your rules for records retention, the revisions of the security manual, etc.
Following is a sample outline for a security manual.

Manual Outline
Foreword
Introduction
Mission Statement
Welcome New Employees
(Other Items)

1. Department Policies
   1.1 Customer Service (Read and Sign)
   1.2 Confidentiality (Read and Sign)
   1.3 Other Important Policies
2. Organization
   2.1 Overview
   2.2 Chain of Command
   2.3 Job Descriptions
       2.3.1 Director
       2.3.2 Investigator
       2.3.3 Shift Manager
       2.3.4 Assistant Shift Manager
       2.3.5 FTO
       2.3.6 Officer
       2.3.7 Etc.
3. Employee Policies
   3.1 New Hire Procedures
       3.1.1 Interview
       3.1.2 Testing
       3.1.3 Training
       3.1.4 Etc.
   3.2 Appearance
       3.2.1 Dress Code
       3.2.2 Uniforms
       3.2.3 Hygiene
       3.2.4 Etc.
   3.3 Conduct
       3.3.1 Guest Service
       3.3.2 Off-Duty
       3.3.3 Confidentiality
       3.3.4 Gratuities
       3.3.5 Court Demeanor
       3.3.6 Liability Admission
       3.3.7 Removal of Property
       3.3.8 Etc.
   3.4 Discipline
       3.4.1 Progressive
       3.4.2 Coaching/Training
       3.4.3 Work History
   3.5 Termination
       3.5.1 Resignation Procedures
       3.5.2 Clearance
   3.6 Scheduling
       3.6.1 Attendance
       3.6.2 Call-Offs

3.6.3   Holidays
3.6.4   Special Events
3.6.5   Payroll
3.6.6   Overtime
3.6.7   Breaks
3.6.8   Light Duty
4. Patrol Areas
  4.1   Hotel
    4.1.1   Post Orders
    4.1.2   Key Assists
    4.1.3   Noise Complaints
    4.1.4   Etc.
  4.2   Restaurants
    4.2.1   Post Orders
    4.2.2   Steakhouse
    4.2.3   Coffee Shop
  4.3   Retail Stores
    4.3.1   Post Orders
    4.3.2   Kiosks
    4.3.3   Jewelry Store
    4.3.4   Lobby Store
  4.4   Basement
    4.4.1   Post Orders
    4.4.2   Storage Areas
    4.4.3   Locker Rooms
    4.4.4   Restrooms
    4.4.5   Exits
  4.5   Valet
    4.5.1   Post Orders
    4.5.2   Concourse
    4.5.3   Valet Office
  4.6   Lobby
    4.6.1   Post Orders
    4.6.2   Front Desk
    4.6.3   Bell Desk
  4.7   Other Posts
  4.8   Etc.
5. Systems/Procedures
  5.1   CCTV
  5.2   Lost and Found
  5.3   Lockers
  5.4   Radio
  5.5   Etc.
6. Laws Pertaining to Security
  6.1   Arrest

This is a somewhat generic outline. If you have a pool or a nightclub, you can add them. If you run a bed-and-breakfast, or an amusement park, or some other destination, keep the same format, but customize it to fit your property.

WRITING THE MANUAL

Now that we have an outline, all we have to do is fill it in to create some content.

3.3.5 COURT DEMEANOR

Security Officers will often be called to give testimony in court regarding situations that occurred during the course of their employment. Officers also may be summoned to meet with legal counsel for the company and to provide information.

- Officers shall arrive to court or legal offices on time and in appropriate business attire.
- Officers shall provide information, answer all questions truthfully, and cooperate fully with authorities.
- Officers will provide any evidence or documents requested by our counsel or government agency. Altering of evidence or changing of testimony is grounds for termination in addition to any criminal charges.
- Officers will not disparage the company, its management, or employees.
- Upon completion of the court appearance, the officer shall provide a written summary of the appearance and outcome.

The above textbox has an example of a completed "page" of the manual. Take each subheading in the outline and make it a title of that page. The first paragraph is a summary explanation of the procedures: why the policy exists, what it protects, its background, etc. Then each subsequent paragraph or "bullet point" is one procedure or rule for that heading.

In the example, Court Demeanor is the subheading and begins a new page in the manual. Note the numbering system used allows you to add and remove procedures without changing every consecutive number. After the heading, a short paragraph explains why court demeanor is important to the department, when it would apply, and so forth.

After the opening paragraph, each rule is listed separately with one or two brief sentences until all procedures for Court Demeanor are covered. Note that the format is important in that it follows the outline and is consistent across all sections.

Other Sources

Without a doubt, you do not have time to write a few hundred manual pages as described previously. Nobody expects you to do that because you are a director. So let's get some help, and we will direct them. Start by looking at your outline and see what information has already been written for you.

The Human Resources Department probably already has policies such as Sexual Harassment and Confidentiality in written form. See if you can get the electronic version so that you can format it the same as your manual.

If there is a company manual or corporate manual, these documents may also contain some of the generic policies you want.

You have saved all of those policy memos for a reason. Now is the time to pull them out and convert them to policy. I hope that it is just a matter of changing the format.

If you have another department that is on the ball, it may also have these policies written for their folks and would be happy to share them with you. This lends consistency to all departments if everyone is using similar policies.

Finally, many of these generic policies are available on the Internet. As you gather written pages, cross them off your outline to show your progress.

Delegation

The next step is to delegate some of the writing. Your supervisors and managers can do much of it. If they shy away, it is because they are lazy or lack confidence, not because they are incompetent. This is barely different from writing incident reports, which they should be very good at if they are in positions of leadership. You may even have some above-average officers that are up to this task.

Start with your outline and go through it, assigning sections to your list of delegates. Give each of them five sections or pages to write. They can choose the ones they want, or you can assign them based on where you think their interests or experiences fall. As you assign them, make sure they have the format and a deadline.

You can email them a sample, such as the one we wrote previously on "Court Demeanor" and allow them to cut and paste their paragraphs into your format. If their format does not match yours perfectly, accept it, congratulate them for a job well done, and then modify it to make it consistent with yours.

Make sure you give them a deadline. The deadline should be reasonable because they do have other things to do, and you do not expect them to do all of it at home. Perhaps two or three workdays per section are adequate for most. Most will not object to the idea of writing policy, but are more likely to freak out about writing anything. This is a work assignment and it is in their job description. If they cannot compose a few sentences for you, it is time to rethink some things.

You also may find some people in other departments willing to write policy for you. Those who enjoy writing—and there are a few of us—will do it with a smile.

Compiling

As you start to receive everyone's homework assignment, it is time to get organized. You can print the pages and start sorting them by section using the outline as your Table of Contents. You also can do this in your word processor by naming each section as its own file using the numbers as the naming convention. This way, they will be in order in your computer and missing entries will be easy to spot.

Once the manual is complete, you can print it out and compile it into a three-ring binder. If you want to save paper and you have the resources, save it to a PDF or some other form that cannot be edited. You do not want anyone making unauthorized changes. Make sure you have several backups on different servers and media.

Updates

The manual can, and should, change often. The property changes, management style changes, and local laws and procedures change. Try to avoid stuffing memos into a book and expecting anyone to understand your intent or take it seriously. In a hard copy, remove the outdated page and replace it with a new one that has the revision date on it.

Save the old policies, even if they were a mistake or irrelevant now. If you have to defend a policy that was in place when an incident occurred, you need to have it available. I suggest filing these old polices in a binder in their same order and note the effective date and the replacement date.

Your manual will accompany you to your first deposition. Your integrity increases when you are prepared. An organized, complete, and current manual shows everyone how confident you are.

EMERGENCY MANUAL

Emergency procedures and response are covered in Chapter 10, so we will not argue procedures here, but will discuss how to write them. The emergency procedures manual is actually a controversial issue in most Security Departments. Most directors can find many more reasons not to have one.

First, we do not want to take the time to write one. Second, writing one will probably make us aware how unprepared we really are for most emergencies. Third, and most compelling, is, "Why should we create a book that will sit on a shelf and become outdated?" We will not have the time or the presence of mind to refer to it during an earthquake or fire anyway. Sound familiar? This is explained in Chapter 10, so either read that now, or take my word for it and let's write this manual.

Make sure we are clear that the emergency procedures manual is for the response to emergencies and does not include business continuity, continuity of operations, or any of the stuff that happens *after* the emergency is over. This manual will cover procedures that save lives and property.

Hazards and Threats

Before we can write procedures, we need to know what our potential emergencies are. Yes, we did some of this in Chapter 1 for the Risk Assessment. Not every emergency was listed there, but those are a good start. Add to that list any other hazard or threat to life or property that can happen at your facility. I like to separate them into "Natural" (Hazards), "Fabricated" (Threats), and Technical.

Natural emergencies are weather-related events like hurricanes, tornadoes, floods, and blizzards. Earthquakes, lightning strikes, and "Acts of Nature" are also included. If you live in the mountains, you can probably exclude hurricanes, and so forth.

Fabricated threats make up most of our emergencies. Fire, active shooter, bomb threat, explosion, gas leak, bioterrorism, robbery, medical emergency, drowning, and vehicle crashes are some of the incidents you might include on this list.

Technical emergencies are not always emergencies and do not always involve security, but there are some for this list. Power failure, server failure, electrocution, elevator and escalator mishaps, and other machine malfunctions may be emergencies that require a security response.

Starting the Emergency Manual

This manual can follow a similar format as the security manual, but it needs to be simple, easy to read, and succinct. We are not going to add a lot of narrative and extra stuff. This is our nuts-and-bolts manual used in emergencies, so stick to the necessary facts. The simplest layout for this manual is to make each chapter a different emergency procedure. Having already determined what those emergencies are, create your outline by listing those events: fire, earthquake, power failure, active shooter, etc.

Some emergency response measures are common to many different emergencies. Evacuation is one that is used for a majority of incidents. Evacuation procedures will be their own section in our manual.

Under each heading (each emergency event) list the steps to be taken and by whom. You may find it easier to list responsibilities by department or position. Security Officers do A, B, and C. Engineers do X, Y, and Z. Bell persons do 1, 2, and 3. Once you have worked this out, your manual is essentially finished.

Testing the Manual

You are not finished! The biggest mistake planners make is printing up a well-written manual and placing it on a shelf in their office. Some go an extra step, and send one to every department and feel satisfied. You have heard the problems with this many times. First, you are not going to remember what the manual says a year later when an earthquake hits. Second, nobody you send it to will ever read it. Third, departments change, management changes, and the building changes so the manual has to live and breathe.

Most importantly, the testing and updating of the manual are necessary. See Chapter 10 for emergency planning processes. This is how the content of the manual is tested and

upgraded. Your manual, if used in this manner, will never sit on the shelf and collect dust. Everyone will already know what is in it.

INCIDENT ACTION PLAN

An incident action plan (IAP) is used for special events or unusual security functions. (Some of these are discussed in Chapter 2.) A progressive security department will create an IAP for every one of these events so that there are no questions or uncertainties as to how the event is handled, how contingencies are mitigated, and what everyone's responsibilities are. A sample template of an IAP for a hotel is included at the end of this section and is explained by line next.

Incident Overview

This is the name of the incident and a brief summary of what it is, who is sponsoring it, and its purpose, for example, "New Year's Eve fireworks and party for hotel guests sponsored by the Marketing Department." Included here are estimated attendance numbers, staff numbers, and other departments involved.

Location

The location of the event, including all convention rooms, lobby, offices, etc.

Date/Time

Date or date range of the event including start and ending times.

Workforce—Management

List each rank beginning with the Incident Commander, their title, and name of person assigned.

Workforce—Posts

List each post, its location, primary duty, and person assigned. Note that we avoid the shotgun approach of putting 10 officers on the perimeter. Each officer needs a post and post duties, even if they overlap. Posts might include dispatcher, door host, perimeter bike rover, etc.

Special Assignments

This includes outside companies like ambulance services, police, and other contractors. Also, include your own people that have special assignments like undercover, investigators, etc.

Special Procedures

List only those procedures that are not normal for your property. In other words, do not list fire evacuations, as those procedures do not change. But you may include riot, crowd control, missing children, special money drops, or whatever is relevant to this type of event.

Other Department Procedures

List those responsibilities of other departments relative to this event. Perhaps Engineering has a Fire Watch on the roof for a fireworks show, Marketing is responsible for posting certain security signs, and Housekeeping cleans up empty glass containers for safety reasons.

Miscellaneous

You can customize this template however you want and add to it those sections that meet your company's needs.

Use the IAP so that everyone, including your supervisors, dispatchers, other departments, and even police and fire departments know how to manage the incident and what you will be doing for contingencies. Another advantage of using this form is to save it and when you repeat this event, you will have a record of your staffing and procedures. That will help you budget and plan for it next time.

Incident Action Plan
Incident Overview
Location
Date/Time
Workforce
   Management
   Shift manager (IC)
   Assistants
   Additional managers
Posts (Assignments)
   (Dispatch)
   Post 1
   Post 2
Post Duties
   Dispatch
   Post 1
   Post 2
Special Assignments
   (Investigators, etc.)
   Special Procedures
   Riot
   Code Adam

Other Department Procedures
   Engineering
   Marketing
   Internal Maintenance