**The Changing Face of the Security Industry**

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Times have changed! Baby boomers are retiring and younger professionals are bringing different skill sets to the security industry. Security professionals are better educated and better prepared to deal with new challenges. The face of traditional security is changing and information security (IT) is now required in the majority of security applications. The names of the ASIS Councils are now Committees of subject matter experts. Research is being done to advance the security profession to provide the highest level of protection while at the same time increasing the bottom-line profitability of organizations. The combination of business and security is now a major field of study with information technology (IT) as a minor. This has become the new norm. This change has come about in order to better prepare security professionals to effectively protect people, assets, property and information.

 The new security “buzz words” in 2020 and beyond are:

* What kind of ***skill set*** does the candidate/officer have?
* What ***certifications and specialization*** does the candidate/officer have?
* Both ***physical and informational security*** will be merging with the move toward certifications.
* ***Career pathways***will be used by way of***internships*.**
* Your ***certification*** will be the bar for testing qualifications.
* Education for a career in security is being ***redesigned*.**

**Are you ready? You need to plan for the future now!**

 This is in our opinion, a one-of-a-kind text that has been specifically written and offered to readers: the supervisor or manager, as well as the aspiring protection officer or university student. There is no substitute for experience, but this book goes a long way in preparing the readers (participants) for their journey on the career path to management and certifications. When we were both supervisors, there was no book and very little additional training provided for supervisors.

 We salute all of the many contributors who assisted in putting the text together and sharing their expertise to make the path easier to attain supervisory skills and abilities. During the past 5 years, there have been many changes - both nationally and internationally. Homeland security is a major field of study and continues to develop because terrorism remains an ever-evolving threat. Organized retail crime, identity theft/information loss, and natural disasters also continue to be major concerns for protection professionals. The top 10 crime threat problems according to a Securitas 2012 survey of Fortune 1000 Companies are: cyber/communications security, workplace violence prevention, business continuity, employee selection/screening, property crime (e.g., external theft, vandalism), general employee theft, crisis management and response, unethical business conduct, litigation for inadequate security, and identity theft.

 Consequently, the education and training provided must meet these new and changing threats. Supervisors and managers must be well-versed in these topics and must inspire their subordinates to acquire more education, training, and experience. They must continually emphasize professional growth and the development of the individual officer, agent or investigator. Organizational development occurs when substantial numbers of the protection organization have under-gone professional development experiences. Programs offered by the International Foundation for Protection Officers (IFPO) and others are examples of professional growth experiences. Individual employers and universities may create their own. Regardless of origin, the supervisor is the conduit for professional growth. He or she must embrace opportunities for professional and organizational development. He or she must lead by example.

**What Is a Security Supervisor?**

* The person who represents higher authority.
* The person who assesses situations and conditions to make on-the-spot judgments without favor, prejudice, or fear.
* The person who is a responder to any and all situations.
* The person who must galvanize the efforts of many to attain stated goals.
* The person who must assign tasks and ensure compliance and constant quality performance.
* The person who is accountable and, therefore, first in line to shoulder reaction, both good and bad.
* Finally, the person who must make decisions for management based on his or her own professional development.

What does it mean to be a supervisor? First of all, a security supervisor may be called on to handle different types of conflicts in a myriad of circumstances. Secondly, a security supervisor will be required to meet the expectations of management and/or the client in the daily routine of security operations.

*The supervisor is the backbone of the organization*. His/her scope of responsibilityis rather unique.

**What Is a Security Manager?**

* A manager designs and develops security, safety and investigative programs.
* A manager works with budgets and other resources (equipment, uniforms, technology, software, etc.) to ensure that the protective mission is achieved.
* A manager oversees processes (procedures) that accomplish organizational goals and objectives.
* A manager is responsible for staff functions if there is no supervisory span of control over line employees. This includes training, technical support, auditing, etc.
* A manager coordinates activity rather than supervises them.
* A manager is charged with policy formulation.
* A manager oversees line supervisors such as shift leaders, sergeants, lead officers, etc.
* A manager interacts with department heads and upper management (president, vice president, chief financial officer, chief, director, etc.)
* Professional Development
* Professional development is a critical concept. It is the pathway for supervisors to become managers. By professional development we are referring to:
* Leadership and networking skills are critical and the supervisor in transition knows the value of industry certifications and career development,
* Communicative abilities include, oral, written, and computer skills.
* Reasoning and logical thinking are must-have abilities.
* Formal training, accreditation, or certification are needed for professional growth and personal satisfaction.
* A personal and professional code of ethics must be developed along with high standards by which to guide oneself.
* Never underestimate the value of mentoring and coaching through on-the-job
* Knowledge of risk assessment and security countermeasures are important.
* Turnover and job rotation can create overall improvement and present a learning environment.
* Stay current on industry events by reviewing news sources, trade publications, and web sources such as the IFPO Article Archive, among others.

As the job changes, so must the training and the level of skill within the department increase. Professionals develop a “discipline of training” and continuously seek to improve their knowledge and abilities.

**The New Supervisor or Manager**

The most demanding problem for supervisors within a protection department will be the transition from the position of security officer to that of supervisor. The supervisor’s role should be to assist in enabling the manager to provide a level of support within the organization. Supervisors must take responsibility for corporate regulations, the moral and ethical tone of the department as well as providing the required level of security and customer service required.

Similarly, new managers have some adjusting to do. We feel it is important to advise readers that as a new manager, one has to learn how to develop and exercise (not abuse) their newly acquired authority, power and influence effectively. This can be done by establishing one’s credibility—the earning of subordinate’s commitment and support.

Management is an art as well as a science; it is, perhaps, more art than science. New managers are at the crossroads, looking to make the right turns. Consider the following:

* A new manager is the person in charge. His/her elevation to the status of manager through promotion has given him/her the authority.
* A new manager is a person with a level of power and is a decision maker.
* A new manager is knowledgeable in his/her field.
* A new manager uses his developed skills, ideas, education, certifications and experience.
* A new manager supervises his subordinates and passes information down the line as well as up the chain of command.
* A new manager has the responsibility to be aware of employer policy as well as client requirements and the level of security required within the organization.
* A new manager develops his/her on-the-job experience as a new manager, and starts to understand and accept the new responsibilities as well as what it means to be a manager.

 A manager who has been promoted to the rank of supervisor or manager should:

* Learn how to supervise and adjust to the new role.
* Develop leadership skills and training of others
* Develop interpersonal skills and becomes a mentor to others
* Develop knowledge of who they are. Know thyself.
* Learn how to cope and deal with stress and emotion associated with management concerns.

 As one progresses in his/her career, these learning points become ingrained. They become second nature. They become part of oneself.