

How Protection Officers Can Provide Excellent Customer Service Through Enhanced Job Performance and Increased Productivity

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Penguins

Not a lot has been written about the success of penguins, but we do know they have great work habits and an incredible work ethic. Penguins believe in providing excellent customer service which is based on their training. We also know that they like a healthy work environment that includes fresh fish for lunch. Penguins prioritize their duties in order to achieve their goals and they are totally focused on their work.

Humans can learn a lot from penguins. Have you ever watched how penguins all work together as a unit? Penguins teach their young the value of hard work and find warmth among friends. They appreciate a good snow day and they always go that extra mile. This is part of what leadership is all about. Penguins also set goals, make plans for the future, and they stick to the job until goals are achieved. They also tackle the hardest goals first because then the rest becomes easy.

Have you ever heard a penguin say “NO way, that is not in my job description?” They will however, say to other penguins, “No problem. I will take care of it now.” They don’t hate each other nor are they jealous of the status of others or their achievements. We have never heard a penguin use profanity of any kind or speak ill of another penguin.

Penguins like to be prepared for the workload for the next day before they go home. This way, they get a jump or a “waddle” on things. Finally, penguins don’t over think their

assignments. They know what has to be done and work together because they all know they are part of the team.

The Protection Officer

How can protection officers be more like penguins? For starters, protection officers need to learn the proper way to communicate and understand the goals of the security department before they can provide superior service to ensure a memorable experience for their client as well as the client's visitors and guests. In order to achieve daily goals, each and every protection officer should be called upon to achieve excellence by the following nine points which are the core of excellent customer service standards:

1. Maintain eye contact at all times.
2. Use and remember the guest's name.
3. Provide timely service.
4. Ask the visitor/guest about any additional needs.
5. Always give guests a prompt, friendly and cheerful greeting.
6. Be knowledgeable and informative.
7. Be well groomed and wear a sharp looking uniform.
8. Take responsibility for the guest inquires and problems.
9. Finally, thank the guest at the right moment.

The Importance of Effective Communication

Communication is the virtual foundation of everything protection officers do. Since protection officers work so closely with the general public, it is important that they communicate effectively and professionally.

Consider this . . . only 7 % of a message is received through the actual words. 38 % comes through tone of voice and 55 % of the impact of a message comes through body language, so

protection officers need to maintain approachable body language. The following are examples of acceptable body language:

- An open posture by having your hands at your sides or clasped in front of you
- Facing the individual
- Having a pleasant facial expression
- Having a professional image

To be an effective communicator we must understand that communication is a process and a skill that involves certain techniques to be utilized by both the sender and the receiver. Do not let your emotions speak for you. The communication process requires that you stay in control.

Three steps to Effectively Communicate

1. Organize your message by thinking before you speak.
2. Deliver your message by using the proper tone of your voice. This will have a significant impact on communication.
3. Check that you totally understand the inquiry by asking the listener to make sure that you heard the correct message.

Three steps to Active Listening

1. Pay full attention to the speaker by establishing and maintaining eye contact and focus fully on the speaker.
2. Paraphrase and repeat the message in your own words to ensure you heard him or her correctly.
3. Respond to the speaker or guest about what you're going to do as a result of their message.

A few years ago, we were in Washington D.C. at the Ritz Hotel and overheard the desk clerk state, “Excuse me Mr. Cole, (Lesley Cole, CPP) I have a message for you.” Lesley accepted it and thanked him. We were impressed that this clerk who had spoken with hundreds of guests remembered Lesley’s name. Did the desk clerk communicate effectively? Absolutely!

It’s a Process to be Successful

A protection officer should anticipate the visitor’s needs as a part of their daily responsibilities. It all starts with a smile and nothing communicates more to an individual than a friendly smile. Remember the process we have discussed. Greet the visitors, listen carefully and acknowledge the complaint or request, always assess the situation, affirm understanding and then discuss solutions. While a protection officer will not be able to satisfy every visitor, remember it is the way in which a situation is handled that will be remembered.

Leadership vs. Management

Leadership is different from management, but not for the reasons most people think. Leadership isn’t mystical and mysterious. It has nothing to do with having charisma or other exotic personality traits. It is not the province of a chosen few. Nor is leadership necessarily better than management or a replacement for it. Rather, leadership and management are two distinctive and complementary systems of action. Each has its own function and characteristic activities. Both are necessary for success in today’s business environment.

Management is about coping with complexity. Its practices and procedures are largely in response to the emergence of large, complex organizations in the twentieth century. Leadership, by contrast, is about coping with change. Part of the reason it has become so important in recent years is that the business world has become more competitive and more volatile. More change always demands more leadership.

Most U.S. corporations today are over- managed and under-led. They need to develop their capacity to exercise leadership. Successful corporations don't wait for leaders to come along. They actively seek out people with leadership potential and expose them to career experiences designed to develop that potential. Indeed, with careful selection, nurturing, and encouragement, dozens of people can play important leadership roles in a business organization. But while improving their ability to lead, companies should remember that strong leadership with weak management is no better, and is sometimes actually worse, than the reverse. The real challenge is to combine strong leadership and strong management and use each to balance the other.

Public Relations and the Art of Service

What is your favorite restaurant and why? Consider this – last week, we went to a restaurant in the neighborhood. We were greeted at the door by the owner. I introduced the neighbors who were with us. The Italian meal was great, the service and drinks as well and the owner stopped by the table to confirm we all were happy with the service and the meal. We know everyone has had bad experiences at restaurants, but, if it's a *bad experience* do you go back? “NO!”

Let's say for example that a protection officer works at the front desk of a large office building. He/she answers the phone and talks with people in person, not realizing that they are being judged by everyone who overhears every conversation. Most people never comment whether or not it was a good experience or a bad experience. Consider the following points:

1. Command Presence – a protection officer is an authority figure and if someone has a question or a problem, they will expect the protection officer to have the solution. The question is, was the issue handled swiftly and appropriately?

2. **Communicating with Angry People** – a protection officer should reply in a clear but soft tone of voice. If an individual is upset or angry, the first objective should be to help them but also to calm them down.
3. **Communication** – a protection officer should listen very closely to the requests being made, to pleas for help and assistance and also listen closely to instructions.
4. **Dealing with Mentally Ill Persons** – a protection officer should remember to not always assume the worst of conditions. Instead, be protective, understanding and helpful.
5. **Defusing Conflict and Crisis** – a protection officer should ask questions if they don't understand something.
6. **Engaging the Customer** – a protection officer should always act in a professional manner
7. **Lobby or Reception Area** – a protection officer should always remember that many times they are working in a public space and their professionalism is always on display.
8. **Lost Children** – protection officers should treat this as an emergency procedure that needs to be practiced and followed
9. **Tactical Communications** – a protection officer should be professional and direct when transmitting on the radio or cell phone.
10. **Public Relations** – a protection officer should remember that professionalism is 100% of their job.

What is productivity and how is it Measured?

“Productivity is an average measure of the efficiency of production. It can be expressed as the ratio of output to inputs used in the production process, i.e. output per unit of input. When all

outputs and inputs are included in the productivity measure, it is called total productivity. Outputs and inputs are defined in the total productivity measure as their economic values.”¹

How do you measure the Productivity of the Protection Officer?

Overall, look at the quality of his/her reports, each post many have a different responsibility and did they record the events off the day. Where accident reports filled out properly? Are they on time for work? Are patrols conducted as expected? How are specific assignment carried out?

Knowing the protection officers’ strengths and weaknesses helps, some may not have the personality to work at the front desk but would love working at the loading dock. So cross-train in the event of absenteeism. Training them in matters of physical security now gives you another set of eyes on what to look for things that may be wrong or out of place.

Most people agree that the midnight to 8a.m. can be a difficult shift to work, but there are some people love it. You have to give these protection officers specific assignments. For example, one week every month, they check to ensure that every fire extinguisher gauge is in the “green position” and is where it should be. The next week, they may check every light in the complex, inside and outside – including the lights in the stairwells and in the parking lot or parking garage. The following week, they will confirm that all batteries in the exit signs on exit doors are working. Every day, protection officers on every shift have to be on top of customer service.

¹ Wikipedia, 2019

Get the real situation as of today for each activity²

1. How many tasks are being done per day?
2. How many people are involved?
3. How much time is spent on these tasks?

Going forward, set a goal to improve these numbers and basically do the most work with the least number of people in the least amount of time (keeping quality consistent).

GPS - Increase Productivity, Efficiency, and Accountability³

Let's say for example that a protection officer has a large fleet of vehicles that they are responsible for tracking, so electronic forms may help improve the efficiency of the fleet operation. The fleet's high-performance GPS tracking devices combined with electronic forms can will increase visibility and productivity into the daily activities of fleet vehicles. This will allow the protection officer to:

- Identify locations of fleet vehicles or cargo
- Review idle and stop times
- Expedite dispatching
- Improve fleet routing efficiency
- Reduce theft of high-value assets
- Ensure equipment is located at the job site
- Send paperless forms from the field to the office

² How do you measure the productivity of police? Retrieved on January 15, 2019 from: <https://www.quora.com/How-do-you-measure-the-productivity-of-police>

³ GPS Tracking for Law Enforcement: Effective in Solving Crimes. Retrieved on January 15, 2019 from: <https://www.actsoft.com/2013/02/15/gps-tracking-for-law-enforcement/>

- Track trends to make better future business decisions

The Correlation Between Productivity & Morale⁴

The old saying goes that happy employees are productive employees, and there is a definite correlation between productivity and morale. Small-business owners are often faced with many employee challenges, particularly during their first few years of operation. Managing morale is one way small-business owners can help ensure that productivity rates keep rising.

The Value of Teamwork

When employee morale is high, the levels of general job satisfaction and overall well-being are also high. This means that employees work better together and function as a cohesive team. Keeping team morale high is a vital step toward completing a project on time and under budget. When employees feel good about their job, they want to work hard and accomplish more as a team. They also tend to invest more emotionally in their job. They have good morale and they don't want to work anywhere else; they want your company to succeed.

Respect

When employers treat their employees with respect, they not only improve morale, but they also help employees treat their customers and other employees with respect. Managers or bosses of companies set the entire tone for the workplace with their behavior. When they show respect and their employees do the same for those they interact with, the entire company can change. Sales go up, and employees feel appreciated and apply themselves to their jobs.

10 Things That Require Zero Talent⁵

⁴ Correlation Between Productivity & Morale. Retrieved on January 15, 2019 from: <https://smallbusiness.chron.com/correlation-between-productivity-morale-10334.html>

⁵ Prepared by George Guilfooy, 7/16/2009 on LinkedIn site.

1. Being on Time
2. Having a Good Work Ethic
3. Effort
4. Energy
5. Body Language
6. Passion
7. Doing Extra
8. Being Prepared
9. Being Coach-able
10. Having a Good Attitude

Are you feeling Overwhelmed⁶

Are you feeling overwhelmed by your obligations at work and home? If so, you are in good company. A majority of U.S. employees complain that they feel overwhelmed, according to surveys. As a coaches and mentors focusing on protection officer productivity, we've this complaint hundreds of times, from managers and leaders.

Productivity has many aspects. When thinking about your productivity, you need to first understand your priorities, and then you can plan your schedule to focus on your top priorities and downplay your routine functions. On a daily basis, you need to reduce the amount of time you spend on getting through the small stuff that clutters up your life, and hone your skills at more effectively dealing with your colleagues. Both will go a long way toward helping you achieve your goals.

⁶ Assessment: How Productive Are You? Retrieved on January 15, 2019 from: <https://hbr.org/2018/08/assessment-how-productive-are-you>

Personal Productivity⁷

When it comes to personal productivity advice for workers, one size doesn't fit all. In fact, an individual's cognitive style—that is, the way he or she prefers to perceive and process information—can have a dramatic impact on the success or failure of time management techniques and performance enhancement strategies. This assessment is designed to help you understand your own style—how you think, learn, and communicate best—and to guide you toward productivity tips that like-minded people have found most effective.

Four Key Aspects

Four key aspects to helping employees understand change, to drive commitment, and to ultimately contribute to success:

2. Keep employees informed by providing regular communications.
3. Empower leaders and managers to lead through change.
4. Find creative ways to involve employees in the change

Motivating People

Help your people reach their potential. As a manager, it's your responsibility to ensure your team is motivated and performing at a high level. But recent data reveals abysmal engagement levels among workers around the globe. How do you fix the problem--before your most talented people walk out the door? By understanding what drains your employees, you can increase their job satisfaction and push them toward achieving their goals. Give employees

⁷ Assessment: What's Your Personal Productivity Style? Retrieved on January 15, 2019 from: https://hbr.org/2015/01/assessment-whats-your-personal-productivity-style?utm_medium=email&utm_source=tgr_newregistrants&utm_campaign=engagment5_suboffer_version20170802_t4&utm_content=touch4&deliveryName=DM46312

advice to help them find meaning in their work, build on their strengths, and produce the best results for the organization. Learn how to:

- Pinpoint the root causes of lackluster performance;
- Tailor rewards and recognition to individuals;
- Connect routine work activities to a higher purpose;
- Support your employees' growth and development; Prevent burnout--especially in your top performers;
- Create a culture of engagement.

How to Engage and Empower Protection Officers

A great way to engage and empower protection officers is through education about security and the different aspects of how they can learn to do their jobs more effectively. We've all heard that knowledge is power, so apply it to security. Through this knowledge, the protection officer will begin to look at things in his/her environment differently and at the same time provide more productive customer service. A great starting point is teaching them about Crime Prevention through Environmental Design or CPTED. CPTED is defined as a multi-disciplinary approach to deterring criminal behavior through environmental design.⁸

CPTED is about the proper design and effective use of the built environment to lead to a reduction in the incidence and fear of crime and improve the quality of life. Emphasis is placed on the physical environment, productive use of space, and behavior of people to create

⁸ Crime Prevention Through Environmental Design (CPTED). Retrieved on January 15, 2019 from: <https://www.niagarapolice.ca/en/community/Crime-Prevention-Through-Environmental-Design--CPTED-.aspx#>

environments that are absent of environmental cues that cause opportunities for crime to occur. Much of CPTED is common sense.

Simple steps for Crime Prevention using CPTED:

Residential:

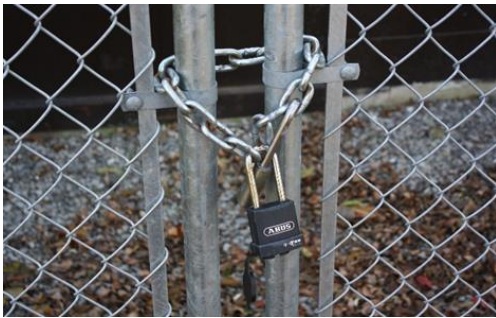
- Remove/trim decorative shrubs and trees that may obstruct anyone seeing if a burglar is at your home. Provide an unobstructed view of the area around your home.
- Install fencing with a secure lockable gate to clearly define your property and prevent easy access to the back of your home.
- Provide clearly marked transitional zones which indicate movement from public to semi-private to private space.
- Install bright security lighting, using motion detectors is a good consideration to conserve energy while providing security.
- Install solid-core doors on all exterior doors with deadbolt locks.
- Secure all sheds and outbuildings, making sure they are visible from the home.



Commercial:

- Install bright security lighting, using motion detectors is a good consideration to conserve energy while providing security. Ensure all doors and windows are illuminated after dark.

- Install solid-core doors on all exterior doors with deadbolt locks and peep holes if there is no window.
- Install fencing around the perimeter of your property with secure lockable gates. Making access to back of buildings and hidden areas with tall, secure fencing will deter many criminals.
- Control access to and from your property with automatic doors and gates.
- Install crash-resistant bollards to protect entrances and large glass windows.
- Enclose and lock any points of access to your roof.



Case harden lock and chain.

Taking a little time and effort to examine apply simple CPTED principles can go a long way for protection officers to help increase safety and security while on the job and at home.

Activity Support

Another tool to engage and empower protection officers is to educate them about activity support. The concept of activity support is to deliberately design formal and informal support for increasing the levels of human activity in particular spaces as a crime prevention strategy.⁹

How do we accomplish this strategy? First review how the complex is being used then add if necessary, bus stops, community garden, food trucks, children's play grounds, cement table and two seats for playing chess or checkers. The use of the grounds will bring community

⁹ Cozens, P.M. (2016), Think Crime! Using evidence, theory, and CPTED for planning safer cities

together and for a positive purpose. Another idea is to create a community garden, which are popular. Bring people together, and getting to know one another, becomes an asset when you create a Neighborhood Watch or Business Watch program.

It is important that protection officers learn the basics about security and what part they play in keeping people and property safe. “Over the years, Soft Targets have become crime problems as a result of individuals simply reacting to issues instead of implementing a proactive approach to addressing the issues. The goal of these proactive plans is for Soft Targets to become Hard Targets in order to protect property from crime. This is achieved in part by implementing physical security countermeasures, such as alarms, access control, network video systems, fences, walls and the presence of law enforcement or a security officer.” (Fennelly and Perry, 2019)

The following Six-Point Checklists are excellent educational tools for increasing a protection officer’s knowledge about security.

Six-Point Checklist for Intrusion Detection Systems

Introduction

A protection officer will see the good the bad and the ugly as they inspect Intrusion Detection Systems (alarms). Sometimes, they will be told, “Yes, it’s working because when I turn the key it goes from red to green so I know it’s okay.”

1. Check every component and make sure it’s working. Turn the system on walk around the area of coverage to test the sensors.
2. If a door is alarmed, test it by opening the door. If a door has a portable alarm, use quality lithium batteries, not cheap batteries or you will end up paying for a service call when you have a malfunction.

3. Service calls make alarm companies money. See if you can re-set the alarm yourself. If it won't re-set, learn as much as you can about the system so possibly the next time, you can re-set it yourself.
4. Depending on the level of risk and the protection required, alarm systems should be tested from daily to once a month.
5. If false alarms are an issue, get the system fixed ASAP in order to reduce false alarms in your system. Many law enforcement agencies now send an invoice if there is a false alarm.
6. User error is a cause of many false alarms. Educate personnel on entrance/exit procedures and protocols. Be Proactive.

Six-Point Checklist for Access Control Credentials (Keys/Fobs/Cards)

Introduction

Check with the Human Resources and ask them for the total number of employees in the company. For example, if there are 1,055 and there are 1,575 access control credentials issued, what does this tell you? Obviously, someone is not adding and deleting individuals as required, nor is the system being audited.

1. Access control fobs/cards are like mechanical keys and master keys. In the situation above, no one was deleting the credentials of those employees who left the company. Ensure there is a procedure in place.
2. Ask the question, "Are badges and access control credentials or keys collected from those employees who have left the company? Unfortunately, in many cases, the answer is NO!
3. There should be a list of those employees with Master Access and Master Keys. Find out, how many there are and compare them to the authorized employee list.

4. If records are poorly kept or not at all, make note of it. However, the computer to the access system can tell you in minutes exactly who has master access credentials.
5. Are specific area's off-limits to those with master access? For example, IT area, payroll records and communications areas? Review, review and review and reduce the risk by following established procedures. If there is no procedure, implement one.
6. Office keys should not be given to everyone. Only those staff members whose job duties require office keys should be given access. Individuals in charge of key distribution should be responsible and keep records of all issued keys. Office keys should also read "do not duplicate," and be collected from all employees upon termination or resignation.¹⁰

Six-Point Checklist for Network Video Systems

Introduction

Over the years, we have all seen our share of the ugliness of security surveillance systems (CCTV) which are now referred to as Network Video Systems.

1. The total number of cameras installed and mounted are_____. The total number of units being monitored_____. The total number of cameras being properly recorded_____. Ensure these numbers are accurate and that they "add up."
2. Too often, after an incident you the comment, . . . "I don't know why it didn't record." To ensure this doesn't happen, test the system.

¹⁰ Crime Prevention. Retrieved on 02-11-19 from: <https://www.police.ufl.edu/programs/classes/safety-crime-prevention-class-list/>

3. Check to make sure that wireless cameras are installed properly.
4. Unmonitored cameras provide a false sense of security and could be a liability issue.
5. The old expression, “Dummy cameras are installed by dummies.” Don’t do it. Take them down. We’ve seen them advertised in a popular magazine and even facility managers promote non-operational cameras.
6. Every aspect of the network video operation needs to be checked and working properly and document the results.

Six-Point Checklist for Lights & Lighting

Introduction

There is quite a bit of information that has been written about interior and exterior lighting. For example, there is one particular airport in the northeast that uses garage lighting that is motion-controlled and as a pedestrian or vehicle approaches the area, the light become brighter and then dims as the pedestrian or vehicle exits the area. What a great energy saving idea.

1. Companies today are saving thousands of dollars annually by installing cost-effective LED lighting. When we conduct assessments, we always tell management how to save money as well as how they should spend it.
2. Exterior lighting should be placed in weatherproof, tamper-resistant fixtures. Fixtures damaged by weather and vandalism can increase lighting costs and cause havoc to the lighting budget.
3. Lights that are ON during the daytime should be replaced or repaired. Check the timers and consider installing dusk to dawn sensors.
4. Non-operational lights should be completed within 24 hours.
5. Illumination levels should meet local and national organizational recommendations.

6. Interior and exterior emergency lighting needs to be checked daily as part of the lighting inspection process. Lighting should be uniform and designed in such a way as to avoid shadowy areas and ensure an average luminance level that is sufficient for the risk level of the particular location.

Six-Point Checklist for Fences and Walls¹¹

Introduction

Consider a continuous barrier around the entire property or high-risk areas.

1. The fence height should be 8 feet high, with two-inch-square-mesh and eleven gauge or heavier wire. You don't want a potential offender to be able to climb onto your property.
2. Fences can be topped with three strands of barbed wire, securely fastened to rigidly-set posts. If bushes or hedges are in the area, they shouldn't be higher than 3 feet to ensure good, natural surveillance.
3. There should be at least 10 feet of clear space on both sides of the fence.
4. Walls should be 8 feet high if a network video system is used.
5. Are identification badges issued to all employees and checked at gates or doors by a security officer or monitored by network video?
6. Fences and their gates & walls and their doors should be strong enough to resist attack and be considered one concentric layer of protection.

Six-Point Checklist for Policies and Procedures

Introduction

Policies and procedures ensure that security measures are followed and that people, property and other assets are kept safe.

¹¹ Risk Analysis and the Security Survey, Third edition, James F. Broder, CPP, Elsevier, 2006, p. 14 & 15

1. Policies are rules and guidelines that are adopted by an organization to reach its long-term goals.
2. Procedures are the specific methods employed to express policies in action in day-to-day operations of the organization.¹²
3. Procedures change more often than policies. For example, access control for a small company may be at the discretion of a security officer, but then as the company grows, access control credentials (card or fob) are issued. Controlling access is the policy, but the procedure on how that is accomplished has changed.
4. All employees should be trained on company policies and procedures.
5. Emergency procedures are a vital part of a company's security plan.
6. If new procedures are implemented, employees must receive training in the new procedures in order to comply with the existing policy.

Six-Point Checklist for Security Officers

Introduction

Protection officers are employed by a public or private entity to protect an organization's assets – people and property from harm or damage.

1. Protection officers receive basic orientation training that includes Security Officer Authority and Law Enforcement Interaction, Ethics, Department and Professional Conduct, Human and Public Relations, Effective Enforcement Techniques and Report Writing.

^PPolicies and Procedures. Retrieved on 02-11-19 from: <http://www.businessdictionary.com/definition/policies-and-procedures.html>

2. Security officers must be trained in the customer's site-specific policies and procedures of the organization.
3. Security officers are trained in asset protection, security management, physical security and crime prevention.
4. Security officers work either a fixed, stationary post or vehicle/ foot patrol or a combination of the two.
5. Security officers learn about emergency procedures, fire protection, life safety and how to perform CPR and use an AED.
6. Some security officers receive specialized training, such as weapons training, crisis prevention intervention or safe driving.

Six-Point Checklist for Crime Prevention Through Environmental Design (CPTED)

Introduction

CPTED is a short form for the proactive crime fighting technique known as Crime Prevention Through Environmental Design. CPTED is based on the theory that: "The proper design and effective use of the built environment can lead to a reduction in the incidence and fear of crime, and an improvement in the quality of life." There are Seven Basic Principles of CPTED:¹³

1. Natural Surveillance is a design strategy that is directed primarily at keeping intruders under observation.
2. Natural Access Control is a design strategy that is directed at decreasing crime opportunity.

¹³ Fennelly, Lawrence J. & Perry, Marianna A. Traditional Physical Security Countermeasures (Crime Prevention) vs. Crime Prevention Through Environmental Design (CPTED), 2018.

3. Territorial Reinforcement is a design strategy that realizes that physical design can create or extend a sphere of influence so that users develop a sense of proprietorship or territoriality.
4. Environmental Maintenance/Image is related to territorial reinforcement. A well-maintained area sends the message that people notice and care about what happens in an area. *Maintenance checklist:*
 - Graffiti should be removed or painted over
 - Weeds should be removed
 - Debris should be removed from the grounds
 - All lighted signs should be in working order
 - All light fixtures should be in working order
5. Activity Support, is the fifth strategy and Target Hardening is the sixth followed by Geographical Juxtaposition (Wider Environment)
6. There are currently 3 Generations of CPTED and it's important for the protection officer to remember that CPTED works in conjunction with traditional physical security countermeasures.

Conclusion

We firmly believe that the productivity of protection officers can be increased through knowledge, mentoring, developing a good work ethic, effective communication, leading by example and teaching them HOW to deliver excellent customer service and be a true asset to the customer. We have heard that some retail store chains measure productivity by the number of arrests made for shoplifting. You need to consider the message this is sending . . . are you more interested in quantity over quality? Quality work matters regardless of what the job is.

Keywords: Productivity, traditional physical security countermeasures, Network Video Systems, Art of Service, Penguins, Environmental Maintenance, Graffiti, Intrusion Detection Systems.

Abstract: This chapter, *How Security Officers Can Provide Excellent Customer Service Through Enhanced Job Performance and Increased Productivity* came about as a result of an earlier edition of Tim Crow's book on CPTED where he wrote about the topic of productivity. This is an important word in the security industry because it makes sense to have security staff be able to perform additional tasks for the client and bring more value to their job function and performance which includes but is not limited to confirming that all physical security devices are operational.

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