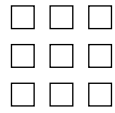


Security Operations Management

SECOND EDITION



Security Operations Management

SECOND EDITION

Robert D. McCrie

John Jay College of Criminal Justice,
The City University of New York



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Acquisitions Editor: Pamela Chester
Assistant Editor: Kelly Weaver
Project Manager: Jeff Freeland
Cover Designer: Eric DeCicco
Composition: CEPHA Imaging Private Limited
Printer/Binder: The Maple-Vail Book Manufacturing Group

Butterworth-Heinemann is an imprint of Elsevier
30 Corporate Drive, Suite 400, Burlington, MA 01803, USA
Linacre House, Jordan Hill, Oxford OX2 8DP, UK

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Library of Congress Cataloging-in-Publication Data
Application submitted

British Library Cataloguing-in-Publication Data
A catalogue record for this book is available from the British Library.

ISBN 13: 978-0-7506-8772-7
ISBN 10: 0-7506-8772-8

For information on all Butterworth-Heinemann
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Printed in the United States of America
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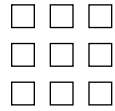
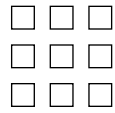


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Preface

What does an enterprise expect from its managers, directors, and chiefs concerned with protection of assets from loss? The organization—private, public, or not-for-profit—expects leadership, analytical ability, relevant knowledge to solve problems, flexibility to confront new situations, and sufficient experiential grounding to enhance sound judgment. The desired end product from the manager, director, or chief is effective action.

Security Operations Management is written for practitioners, students, and general managers who are involved with or interested in managing security operations effectively. The purpose of this book is not immodest: It seeks to bring order to the sometimes chaotic task of protecting people, physical assets, intellectual property, and economic opportunity. The volume endeavors to provide a structure to operate programs for the benefit of the enterprise, and it wishes to relate such principles and practices clearly and directly to readers.

Security programs in the workplace continue to grow robustly, a development that began on an organized basis following the end of World War II and with the beginning of the Cold War. In the past half-century, numerous voluntary and cooperative security trade and professional organizations have been founded to serve rapidly expanding workplace requirements. Some have segued from narrow, specific local issues to large global entities that advance knowledge and provide support for protective endeavors. (Some of these are found in Appendix A.) Protection-related issues are important throughout the organization. Indeed, this book argues that security is fundamental and critical to the maintenance and growth of the enterprise. Without security, vulnerability is exploited and the organization fails. Therefore, protection-related issues appear regularly on board agendas. Security-related matters are of concern to workers at all levels of the organization. Readers and users of this book need to be conscious of entry-level employees through the denizens of the executive suite.

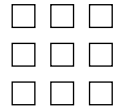
Despite the elemental importance of security, personnel in the field must never take their positions for granted. Persons who manage security operations face ever-dynamic changes. A brilliantly conceived program might increase the level of protection while decreasing the significance of personnel required to operate it. The role of the security manager, director, or chief must be to provide measurable value for the organization today and also to search for reasonable new ways to aid the enterprise tomorrow.

This book is written with the implications of these trends in mind. It explores both the problems and opportunities for protection management in contemporary organizations, and the ways in which security operations leaders constantly must demonstrate their programs' value.

This is a data-rich book. Numerous referential facts, research studies, and valuable citations are found. In producing this second edition, the author revised the previous iteration completely, adding new examples and expanding the text by approximately one-fifth. In most instances, new tables and research update the points previously emphasized. However, in a few cases the tables from the first edition again reappear because no substantive new research has occurred to alter what was published previously. This book seeks to integrate the nascent but growing academic discipline of security management and homeland security encountered in both undergraduate and graduate schools of business administration, as well as in academic programs in criminal justice.

Some of the book's material is based on the academic framework of business school management courses: Syllabi from general management courses at leading schools of business administration were evaluated in the preparation of the early chapters. Then information specific to protection management for operating optimal programs was integrated to the text. The book is written within the context of security management education at John Jay College of Criminal Justice, a liberal arts institution broadly focusing on public service. John Jay was located in its earliest years within Baruch College, now a highly regarded business and public affairs-oriented liberal arts institution. The libraries of John Jay and Baruch were particularly helpful for the creation of this volume. Hence, elements of criminal justice, business management, and public administration have influenced aspects of the content.

As a plus, the publisher has created a companion website for supplementary material. Please consult: <http://books.elsevier.com/companions/0750678828>



Acknowledgments

A book of this sort is long in the making and incurs many debts along the way. In a general sense, the 450 or so authors of the papers of *Security Journal*, which I edited from 1989 to 1998, provided inspiration for much of the content of this book. Additionally, the readers and news sources of *Security Letter*, which I have written since 1970, have informed me of topical operational issues of concern to them. And readers of the first edition, particularly students and faculty at John Jay College, contributed to content found in this new volume with their helpful critiques.

This book draws from many relevant papers from *Security Journal* as well as criminal justice and management-oriented publications. Additionally, findings and recommendations from the Academic/Practitioner Symposia sponsored by the ASIS Foundation have been helpful in identifying material for inclusion. These symposia have been chaired by David H. Gilmore; Carl T. Richards is vice chair. Serious work on revision of the first edition began when I was an exchange professor at the National Crime and Operations Faculty of the National Centre for Police Excellence in England. During that sojourn, the National Police Library in Bramshill, Hook, Hampshire, proved to have excellent references of help for this volume. Thanks to all the librarians there and at John Jay.

Many talented security practitioners and academics have provided me with inspiration—knowingly or unknowingly—over the years. Surely, that list is long. Those who must be included are: J. Kirk Barefoot; Ronald V. Clarke; John G. Doyle, Jr.; Martin Gill; Robert A. Hair; William J. Kelly; Ira A. Lipman; Robert F. Littlejohn; Bonnie S. Michelman; Lawrence J. O'Brien, Jr.; Hans Öström; Joseph Ricci; Richard D. Rockwell; Joseph S. Schneider; Bo Sørensen; Michael J. Stack; and William Whitmore. I am deeply indebted to those who read parts of the manuscript and provided guidance on how to improve them. For this edition these included: Gerald L. Borofosky; Paul DeMatteis; John Friedlander; Richard G. Hudak; William J. McShane; Walter A. Parker; and Peter Tallman. Thanks also to so many unnamed others who contributed to the effort.

My associate, Luis A. Javier, tirelessly saw to numerous production and fact-checking details in preparing both editions. And above all, deepest appreciation goes to Fulvia Madia McCrie, without whom this book would *never* have been realized and who has been of inestimable importance to getting this out. At Elsevier Butterworth-Heinemann my warmest thanks go to Kelly Weaver for her spirited and patient nurturing of this edition. Jenn Soucy signed the book, and Pam Chester continued steadily with the project. My appreciation also is extended to their colleagues for production of this edition.

—R.D. McC.