



# The Provision of Industry Skills: Profiling Research

For the Security Industry Authority

17 October 2018

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# Introduction



## Aim

To understand the current and future skill needs of the UK private security industry.



## Methodology

1,300 surveys and 28 qualitative interviews

### Individuals

1,000 surveys  
9 interviews

### Employers

300 surveys  
19 interviews

Surveys and interviews were conducted over the phone



## This presentation

Presents **key themes / findings** from the research

Structured around the primary objectives

# Profile of research participants

## Individuals

| Primary sector              | Survey       | Int      |
|-----------------------------|--------------|----------|
| Security Guarding           | 215          | 2        |
| Door supervisors            | 366          | 2        |
| CCTV                        | 107          | 2        |
| Close protection            | 87           | 2        |
| CVIT                        | 67           | 1        |
| Non-frontline               | 49           | -        |
| No longer in security       | 50           | -        |
| In security but not in work | 27           | -        |
| Other                       | 32           | -        |
| <b>Total</b>                | <b>1,000</b> | <b>9</b> |

## Employers

| Primary sector    | Survey     | Int       |
|-------------------|------------|-----------|
| Security Guarding | 146        | 6         |
| Door supervisors  | 60         | 5         |
| CCTV              | 55         | 5         |
| Close protection  | 27         | 3         |
| CVIT              | 4          | 0         |
| Don't know        | 8          | -         |
| <b>Total</b>      | <b>300</b> | <b>19</b> |

| Size of company | Survey     | Int       |
|-----------------|------------|-----------|
| Micro 1-9       | 45         | 4         |
| Small 10-49     | 116        | 5         |
| Medium 50-99    | 56         | 7         |
| Large 100+      | 84         | 3         |
| <b>Total</b>    | <b>300</b> | <b>19</b> |

# Summary

# Summary

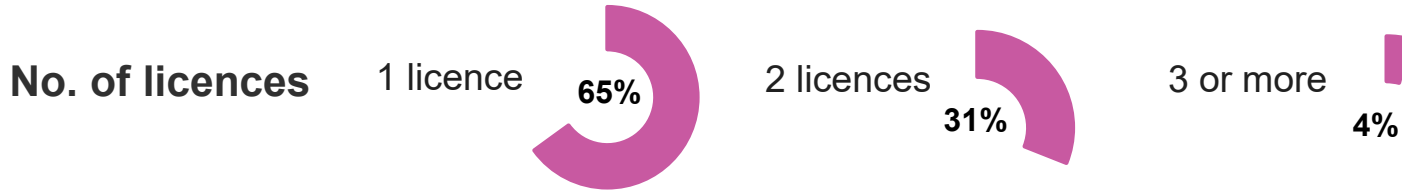
- Employers generally expect that the increasing use of technology and specifically CCTV monitoring will reduce the amount of man-guarding needed and increase the need for security staff who are skilled in IT – simultaneously changing the profile of a typical security guard.
- People skills (communication, customer service, conflict management) and observational skills were noted as key to frontline staff being able to carry out their current roles.
- When thinking about the future, individuals and employers want to improve their IT skills and their ability to spot suspicious behaviour and react to terrorist attacks.
- Key skills that individuals want more training in include: managing and motivating others, physical intervention, first aid, understanding of relevant laws, reacting to emergencies and spotting suspicious behaviours.
- Employers also want their staff to have more first aid training, terrorism awareness and better customer service.

# Summary

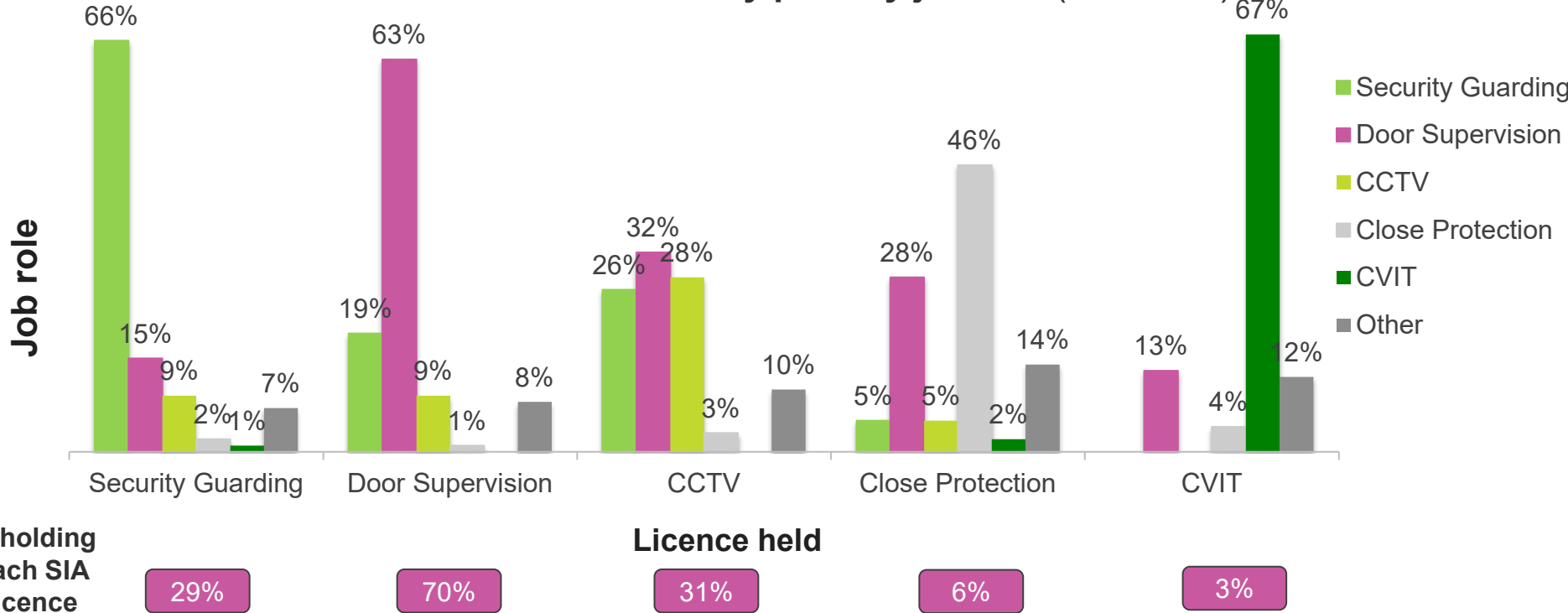
- There is high staff turnover within the industry. Most individuals do not view their role in security as a career path and while there are a large number of applicants for advertised job roles, employers find it difficult to find high quality staff.
- Generally employers and individuals thought SIA training was good, but that it could be more in depth in some areas (e.g. first aid, knowledge of the law, physical intervention). They also thought a more practical teaching and assessment style would be more effective.
- Employers were generally disgruntled by the lack of wider industry regulation and felt it led to unfair competition.
- There is some discrepancy between employers and individuals about how much additional training they get, but 96% of employers report providing additional training to staff in the last 12 months.

# Job roles by licence

One third of individuals have two licences. 70% have a door supervision licence and close to one third have a security guarding licence or a CCTV licence. A large proportion of staff with a security guarding, door supervisor or CVIT licence primarily work in those job roles.



**Individuals: Licences held by primary job role (multicode)**



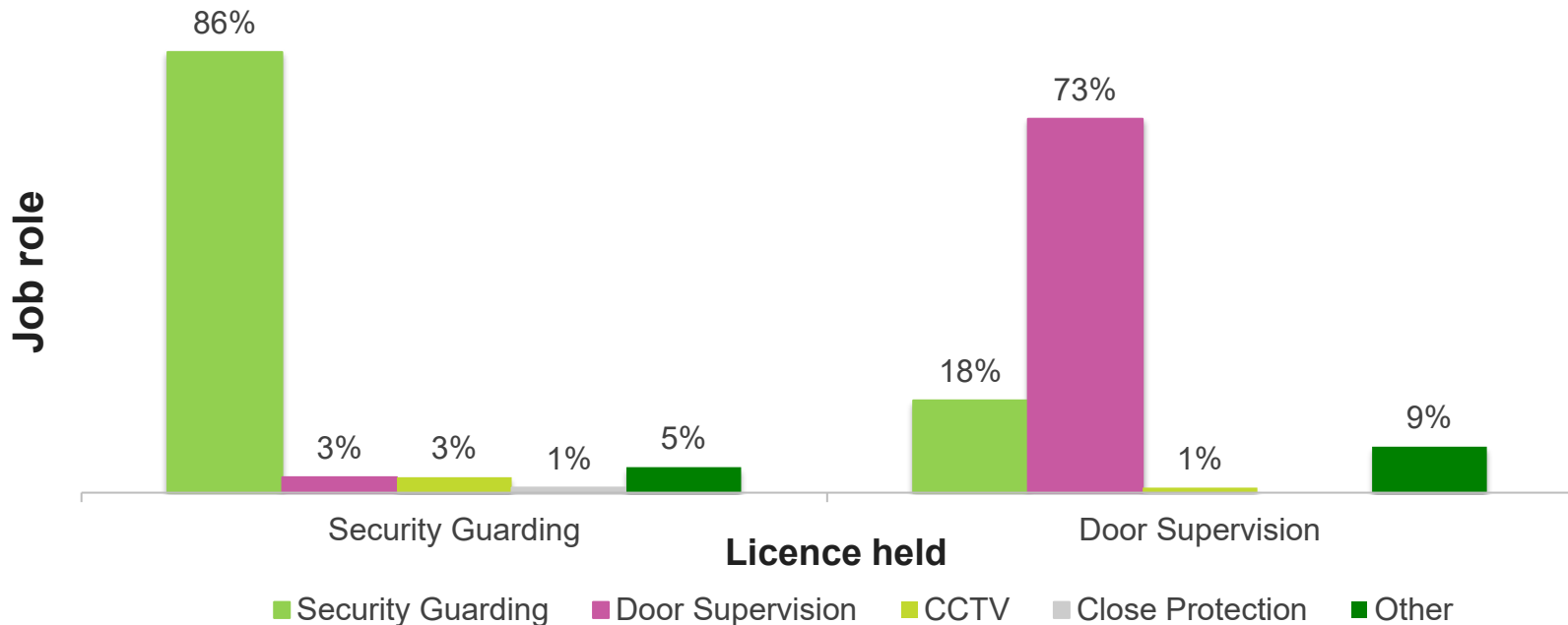
I Question A3a: Base All currently in security industry, (n =923). SG: 215; DS: 366; CCTV: 107; CP: 87; CVIT: 67



# Job roles for individuals with 1 licence only

65% of individuals only have one licence. Individuals with only one licence tend to have a security guarding or door supervision licence. Of those who have a security guarding licence, 86% work primarily in security guarding and 5% work in other areas such as managerial roles. Of those with a door supervision licence close to three quarters (73%) work in door supervision roles but close to 1 in 5 (18%) work in security guarding. Note base sizes were too small to look at any other type of licence.

## Individuals: Licences held by primary job role

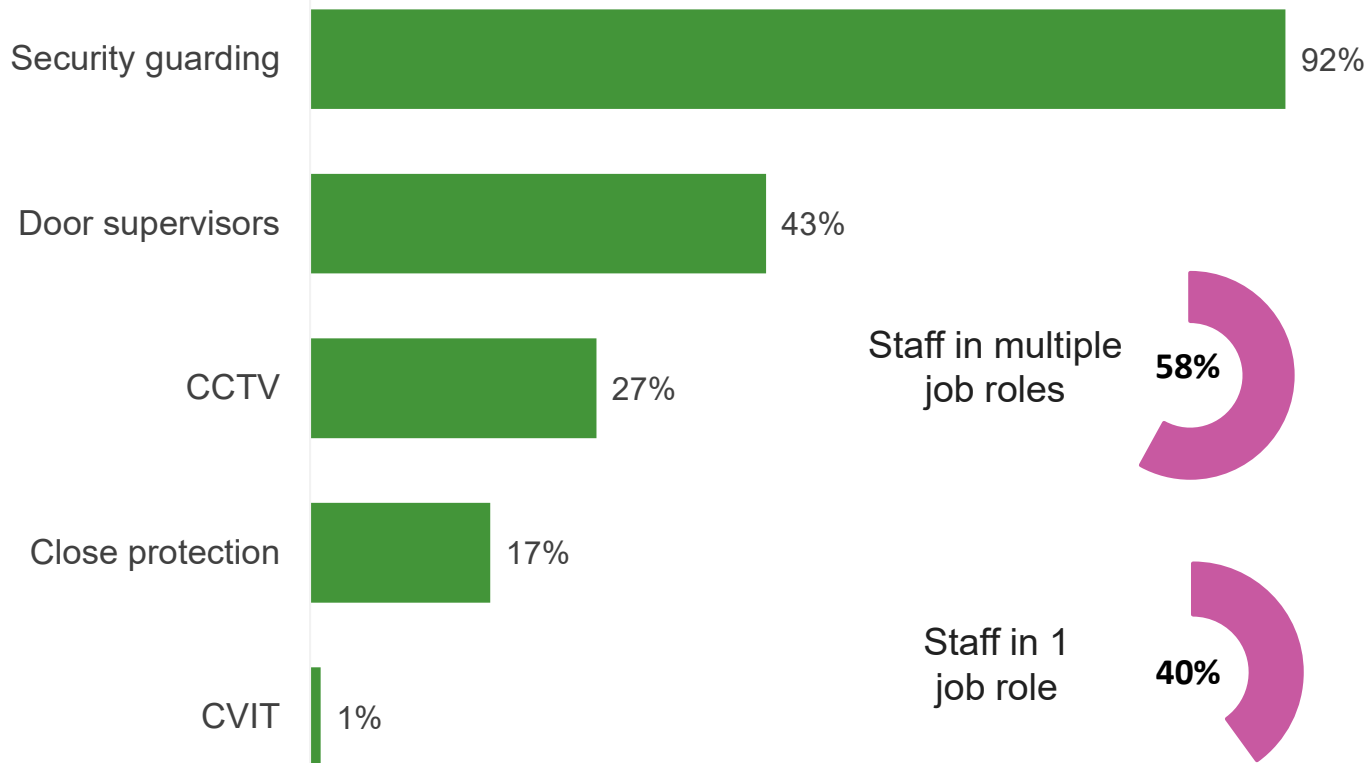


*I Question A3a: Base All with 1 licence only, (n=596). SG: 148; DS: 394; CCTV: 17; CP: 22; CVIT: 15*

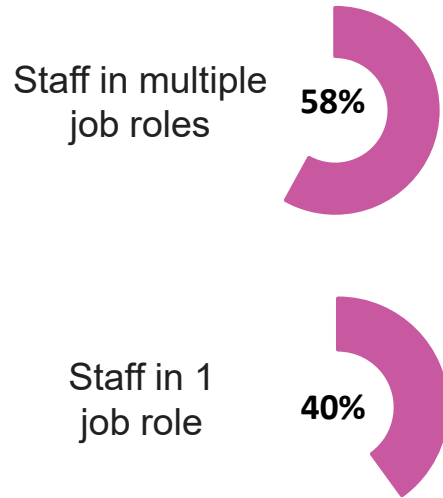
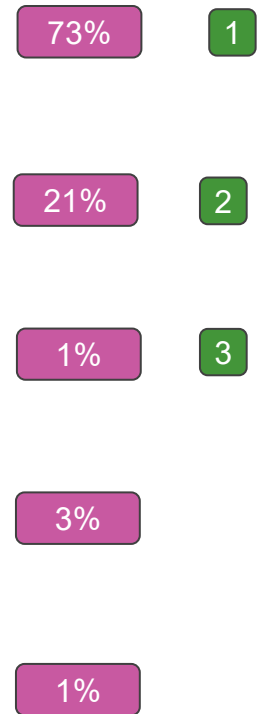
# Job roles

Over half of employers have staff that work across multiple roles (58%). Employers are most likely to employ staff in roles where their primary job is security guarding (92%) or door supervision (43%).

## Employers: Job Roles (multicode)



## Most common job role



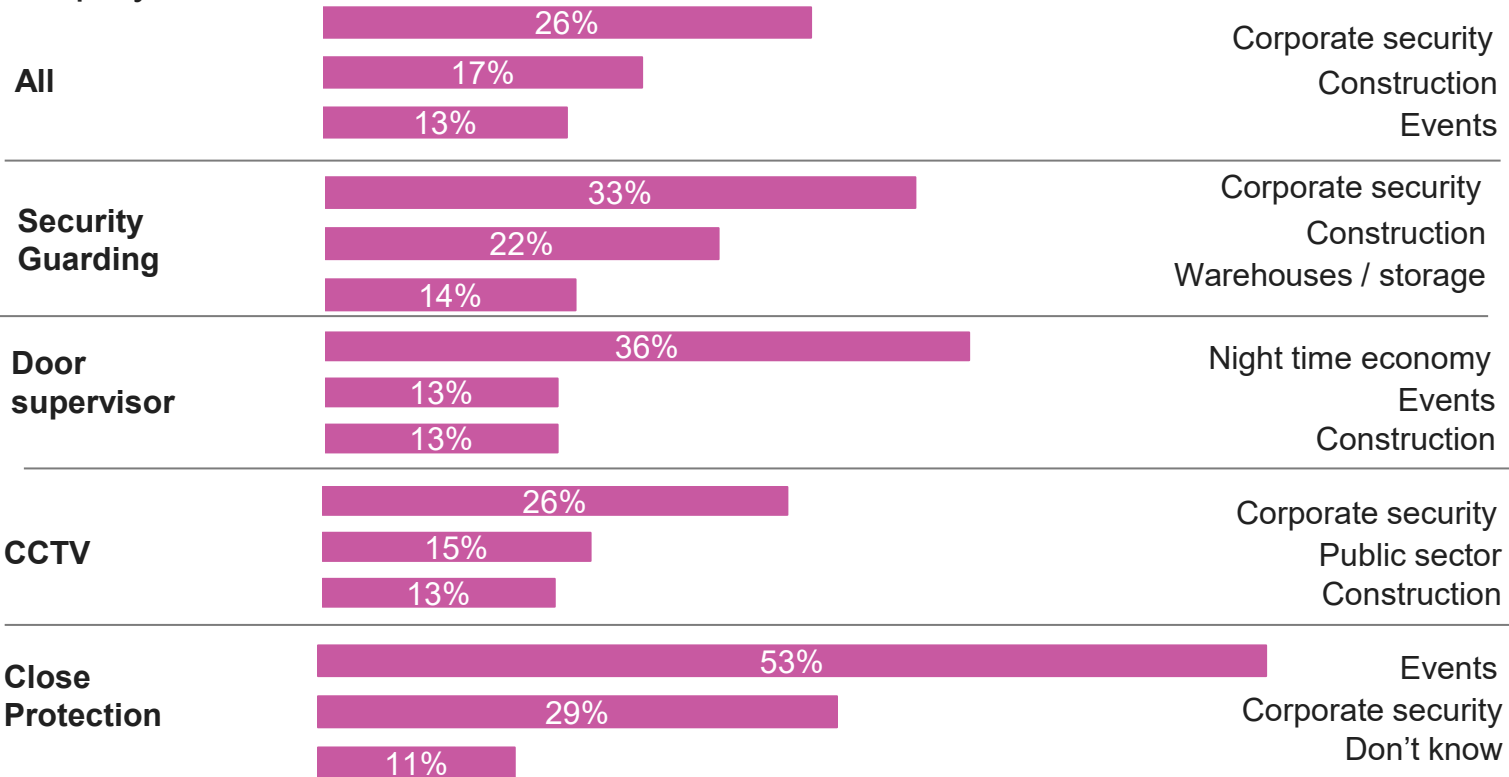
E Question B2: Base: All who employ frontline staff, 296. SG, 273; DS, 128; CCTV, 79; CP, 49; CVIT, 4  
 E Question B3a: Base: All who employ frontline staff, 278. SG, 136; DS, 57; CCTV, 54; CP, 27; CVIT, 4  
 E Question B3aDum: Base: All who employ frontline staff, 292. SG, 146; DS, 60; CCTV, 55; CP, 27; CVIT, 4

Note. This role is what employers were asked about for role specific questions

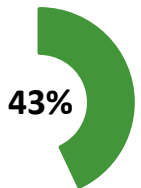
# Main area of work

4 in 5 employers work across multiple areas, while only 2 in 5 individuals work in multiple areas. A quarter of all employers say their main area of work is corporate security.

## Employers



## Multiple areas of work



of individuals work in more than one area



of employers work in more than one area

CAUTION: Low Base size

Question E B5: Base: SG: 146; DS: 60; CCTV: 55; CP: 27; CVIT: 4

Question I, A4 E, B4: Base: All. I=973, E=300

# Main area of work

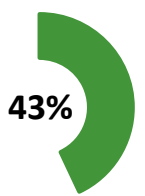
4 in 5 employers work across multiple areas, while only 2 in 5 individuals work in multiple areas. There is some discrepancy between where employers and individuals say their main area of work is although at an overall level corporate security was the most common area of work.

|                          |                    | Individuals | Employers |                      |
|--------------------------|--------------------|-------------|-----------|----------------------|
| <b>All</b>               | Corporate security | 24%         | 26%       | Corporate security   |
|                          | Retail             | 15%         | 17%       | Construction         |
|                          | Public sector      | 13%         | 13%       | Events               |
| <b>Security Guarding</b> | Corporate security | 36%         | 33%       | Corporate security   |
|                          | Retail             | 13%         | 22%       | Construction         |
|                          | Public sector      | 13%         | 14%       | Warehouses / storage |
| <b>Door supervisor</b>   | Night time economy | 23%         | 36%       | Night time economy   |
|                          | Corporate security | 17%         | 13%       | Events               |
|                          | Events             | 16%         | 13%       | Construction         |
| <b>CCTV</b>              | Retail             | 27%         | 26%       | Corporate security   |
|                          | Corporate security | 23%         | 15%       | Public sector        |
|                          | Public sector      | 20%         | 13%       | Construction         |
| <b>Close Protection</b>  | Events             | 23%         | 53%       | Events               |
|                          | Public sector      | 18%         | 29%       | Corporate security   |
|                          | Private sector     | 16%         | 11%       | Don't know           |
| <b>CVIT</b>              | Retail             | 29%         |           |                      |
|                          | Cash in transit    | 28%         |           |                      |
|                          | Corporate security | 14%         |           |                      |

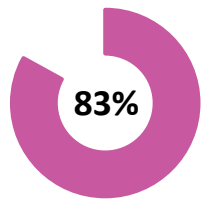
CAUTION: Low Base size

Question I A5, E B5: Base: All. SG: I=215, E=146; DS, I=366, E=60; CCTV, I=107, E=55; CP, I=87, E=27; CVIT, I=67, E=4

## Multiple areas of work



of individuals work in more than one area

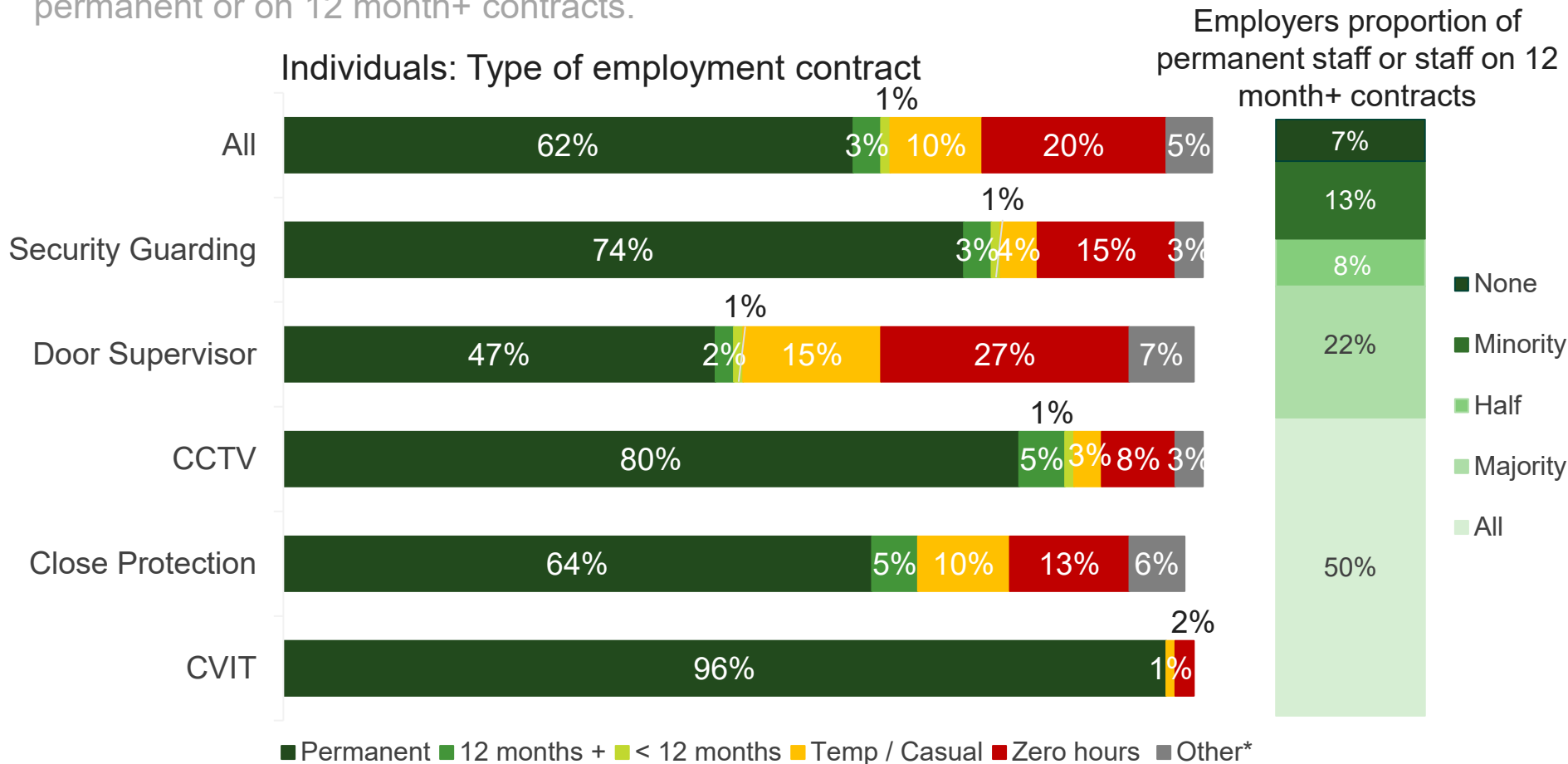


of employers work in more than one area

Question I, A4 E, B4: Base: All. I=973, E=300

# Type of employment

Over half of individuals in all job roles apart from door supervision are on a permanent or open ended contract. Door supervisors are significantly more likely to be on a zero hours contract. This aligns with the findings from the employers as over half say that all of their staff are permanent or on 12 month+ contracts.



I Question A7, Base: All in employment, except for self-employed. 830. SG, 203; DS, 303; CCTV, 104; CP, 43; CVIT, 67. E Question A5, Base: All, 300

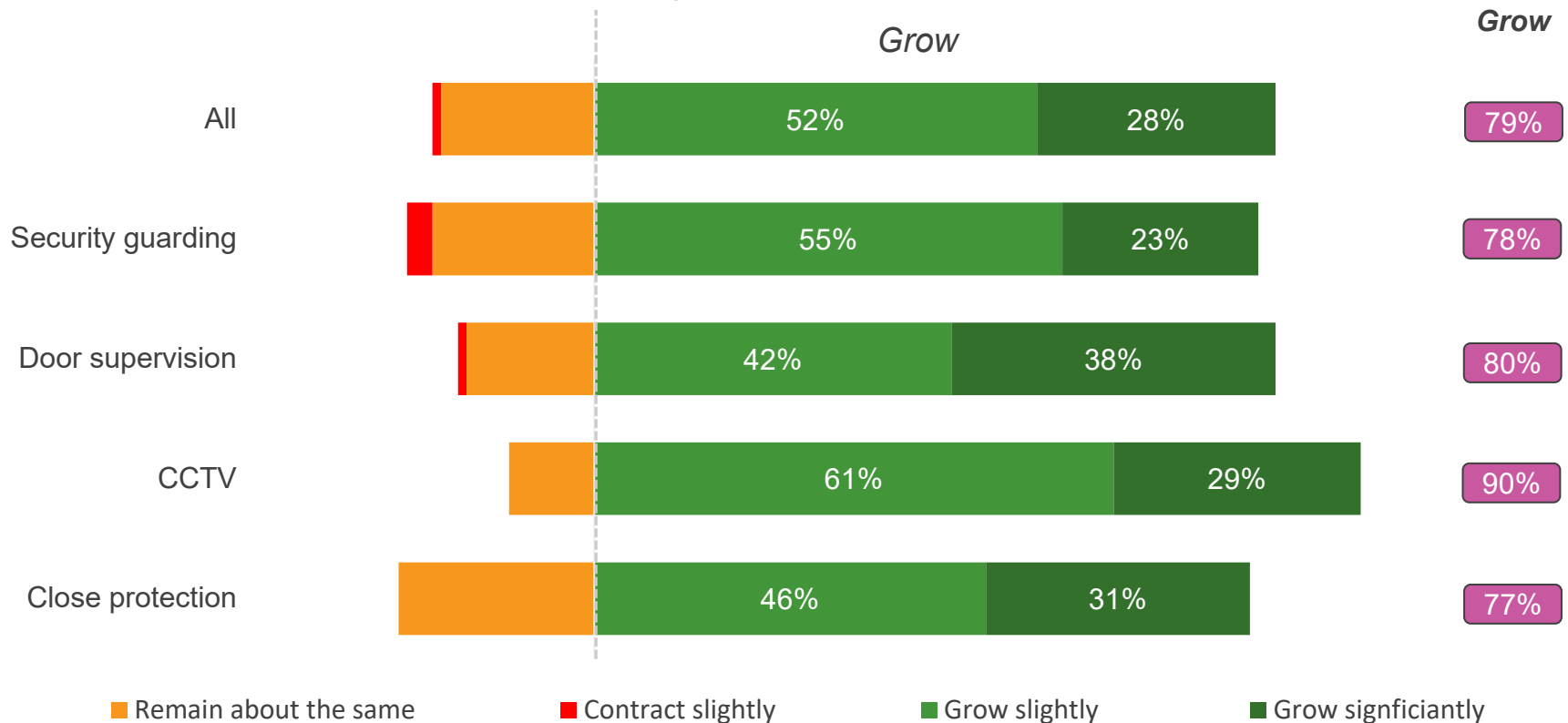
## The future of the security industry?

What changes do individuals and employers anticipate for the future of the security industry?

# Company pressures & expectations for growth

Most employers expect business growth in the next 12 months. Employers primarily employing staff in CCTV are most likely to expect to grow in the next 12 months. Interviews revealed that ACS registered employers felt that the lack of wider industry regulation created unfair competition and impinged on their growth.

## Expected business growth in next 12 months



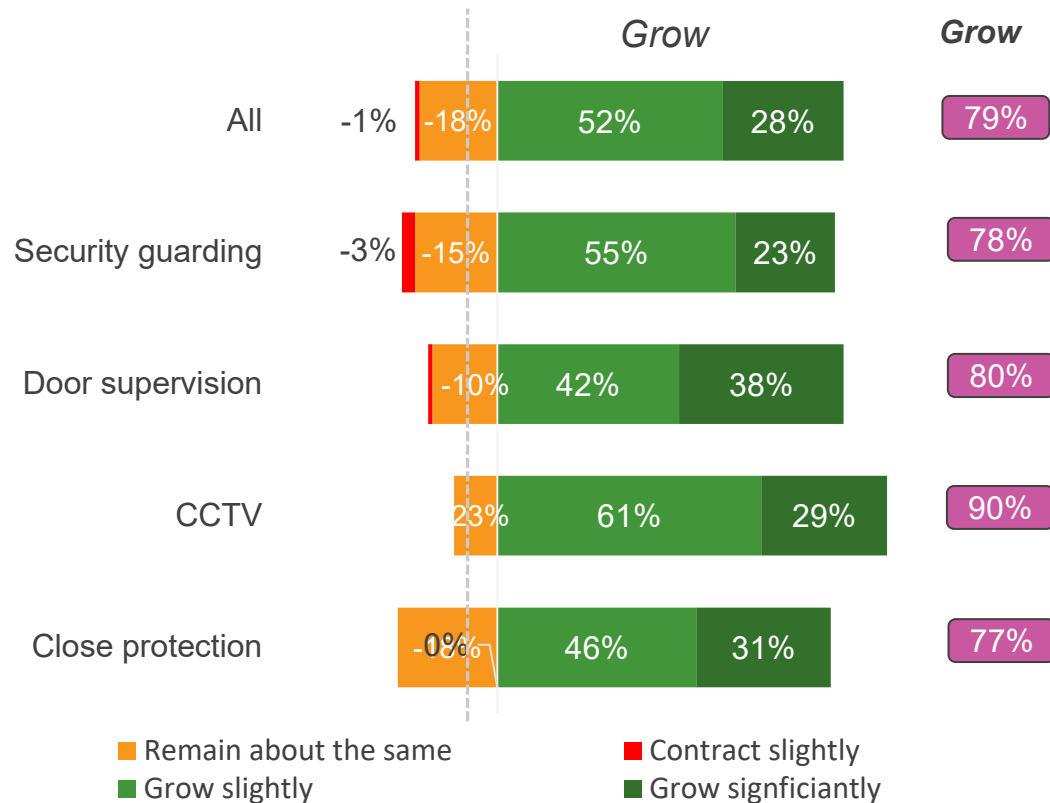
E Question A8. Base: All employers (n =300); SG: 146; DS: 60; CCTV: 55; CP: 27, CVIT: 4

CAUTION: Low Base size

# Company pressures & expectations for growth

Most employers expect business growth in the next 12 months. Employers primarily employing staff in CCTV are most likely to expect to grow in the next 12 months. Interviews revealed that ACS registered employers felt that the lack of wider industry regulation created unfair competition and impinged on their growth.

## Expected business growth in next 12 months



E Question A8. Base: All employers (n =300); SG: 146; DS: 60; CCTV: 55; CP: 27, CVIT: 4

CAUTION: Low Base size

## Pressures on companies

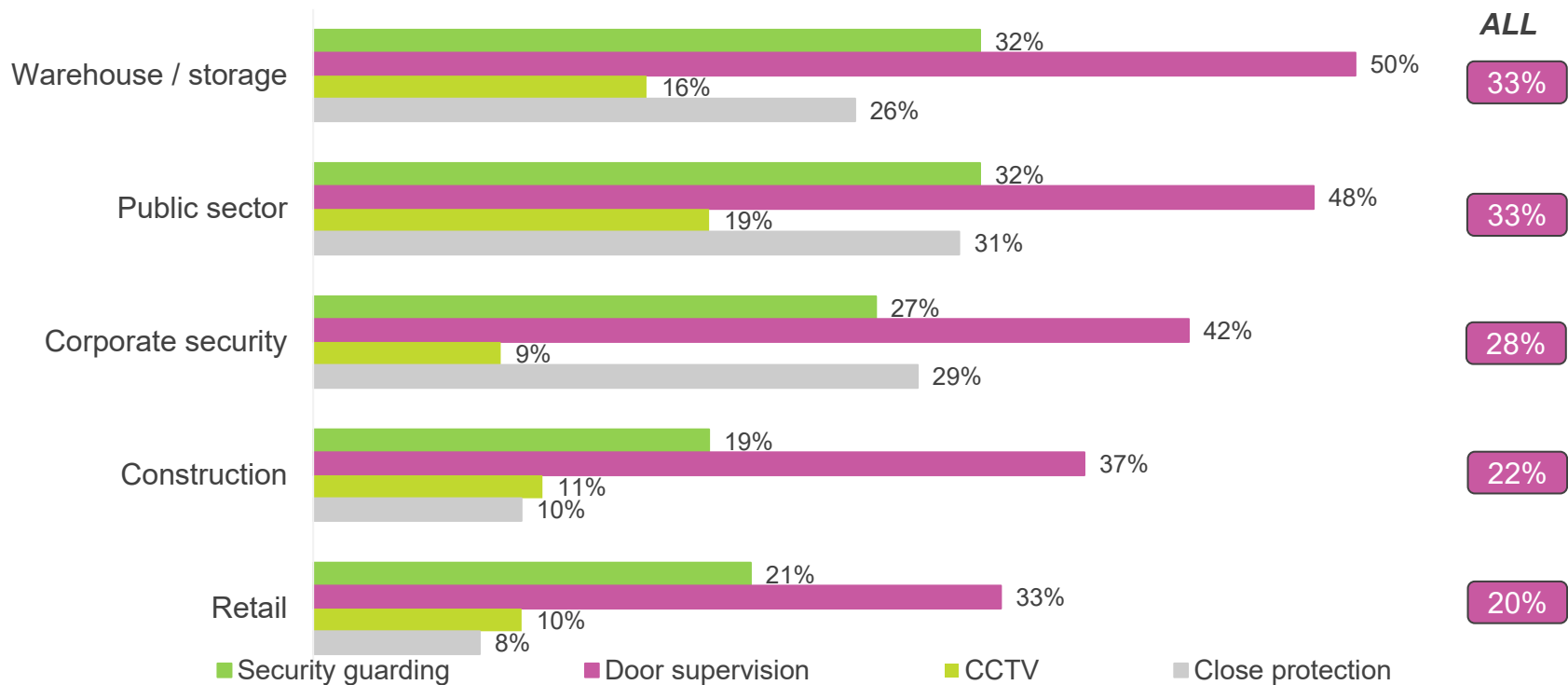
- Many of the employers we spoke to felt that they were undercut by companies who are not ACS registered, using unlicensed, low paid, low skilled staff.
- Employers felt this contributed to a general trend of competition driving price and quality down.
- This also means that attracting recruits with the right skill set (e.g. communication or customer service skills) is becoming harder.
- Other employers reported struggling to keep pace with technology and legislation change e.g. GDPR
- Employers report a rising demand for stewards with good customer service skills instead of licensed security due to client cost cutting.



# New markets for companies

Employers with staff primarily working in door supervision are most likely to expect to expand into new markets, particularly warehouse/storage and public sector security. In the interviews some employers noted that increasing reliance on technology and specifically CCTV might lead to new areas of growth for their business such as more technical involvement in the CCTV control rooms and fewer onsite staff.

## Markets employers are considering entering in next 5-10 years



E Question F2. Base: All employers (n =300); SG: 146; DS: 60; CCTV: 55; CP: 27, CVIT: 4

# Expectations for how the industry might to change

Generally employers thought that technology was driving a lot of the change in the industry and they expected that to stay relevant they needed to invest in the right technology. They were aware of the increasing need to be able to spot suspicious behaviours and terror threats.

## Expectation for the security industry

- Continuing the **move away from security as a 'tough guy' industry** and towards an industry that delivers good customer service and professionalism.
- Incorporating **more technology** into everyday security (e.g. body cams, CCTV)  
Both of the above might change 'typical' security guard
- **Increasing use of IT skills** more generally (e.g. computer literacy needed to read briefing notes, log reports on iPads)
- **Reducing amount of man-guarding**  
However a handful of employers noted that with a **reduced police force** the need to reduce the number of on-site guards may be mitigated.
- **Stringent report writing** may become more common-place
- **Greater awareness of terrorism** – how to spot and prevent attacks, as well as how to respond.

*"[There are] more and more technological advancements so good computer skills are key.. man guarding will decrease with new technology and computers... there may be more opportunities within the public domain as police force [shrinks] and security services will fill the void"*

**CCTV, <10 employees, Corporate Security**

*"If they're going to use CCTV stuff for that and other tech coming in, they're going to have to work computers very well."*

**Security Guarding, <10 employees, Corporate Security**

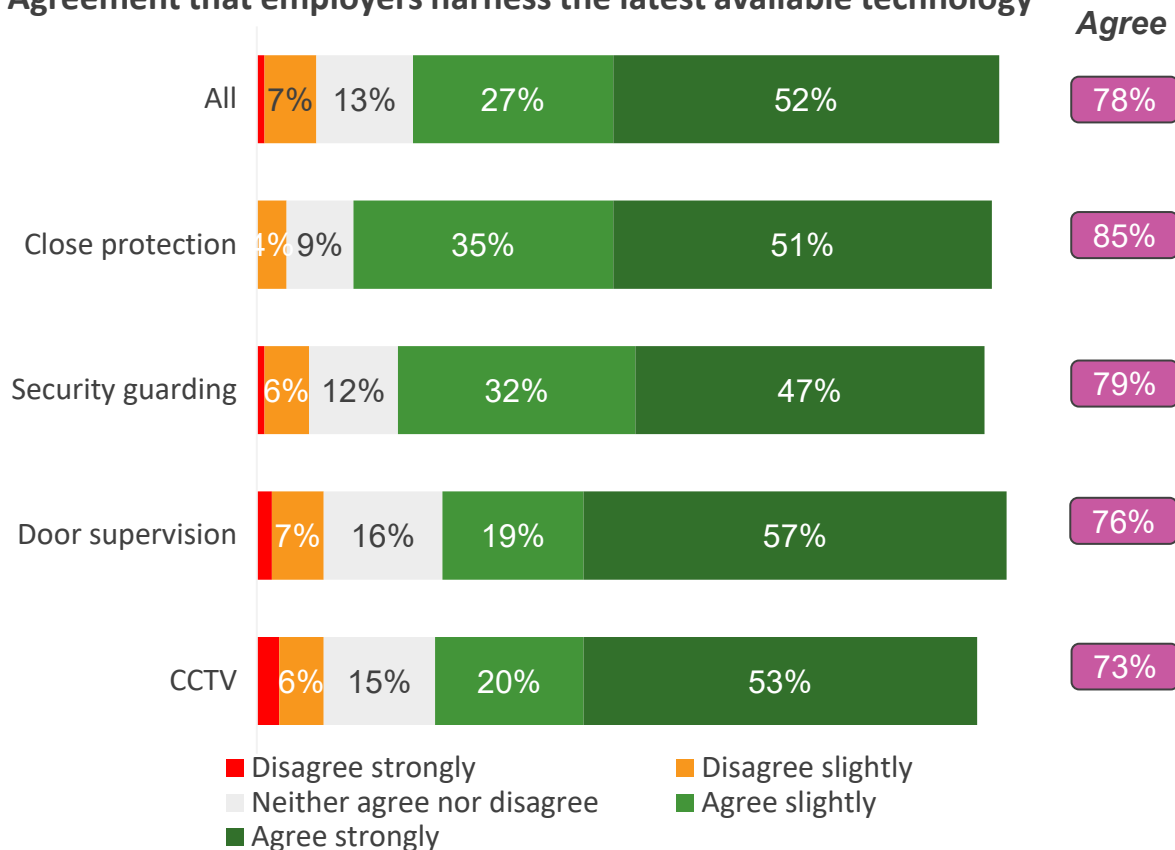
*"I think because the police are so depleted, street wardens will come on and that will become a big part of security in general"*

**Security guarding, 10-24 employees, Construction**

# Increased use of technology

Nearly every employer agreed that there has been an increase in their use of technology and the interviews revealed that they expected this to increase further, as security technology (e.g. drones, mobile CCTV) become more widespread and affordable. Employers primarily operating in close protection were most likely to agree that they harness the latest available technology.

## Agreement that employers harness the latest available technology



E Question F1. Base: All employers (n =300); SG: 146; DS: 60; CCTV: 55; CP: 27, CVIT: 4

- **Employers mentioned a number of technologies:** Facial recognition, electronic keys, more sophisticated alarms, body cams, drones for doing a site check, electronic perimeter checking, artificial intelligence.
- **Remote access** is becoming increasingly popular; using fewer people on site due to a greater reliance on technologies such as CCTV and alarm systems.
- **Affordability:** Employers expected to increase their use of technology as it becomes more affordable, but some of the technology is still too expensive to justify e.g. drones

## Future skill sets

What skills will be important for frontline staff in the future?

# Future Skills



## IT

- Many predict the increased importance of IT skills, using more sophisticated CCTV and alarm systems, drones and body cameras. Some employers thought this might be difficult for older staff.



## People Skills

- Our interviews suggest that the security industry has a greater demand for frontline staff with great people skills, who can manage situations and make sure people are safe, rather than just intervene physically.



## Terrorism

- Many employers mentioned that detection of suspicious behaviour was becoming more important in the current security climate.
- They also mentioned that training in emergency response procedures was vital.

*“Everything is technologically based and the prices and quality are getting more affordable and very advanced. What you can do with cameras now takes away what you can do with a security guard now.”*

**Close Protection, <10 employees, Construction**

*“You can’t relax as much as you would have before, you have to be on the ball, more vigilant, make sure you’re fully aware. Making sure that there aren’t things there that shouldn’t be, asking questions.”*

**Close Protection, 3+ years in industry, Corporate Security**



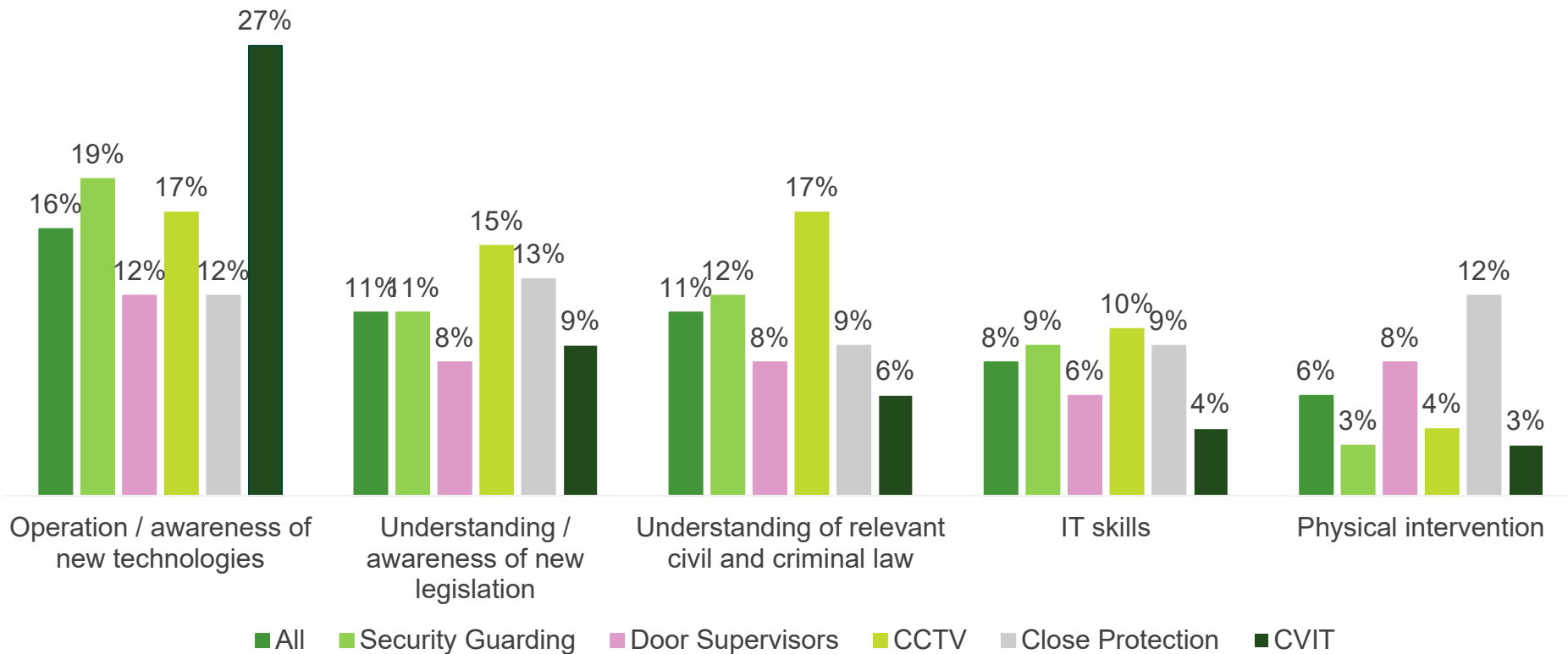
## Individuals

None of the individuals we spoke to were concerned by a lack of IT skills. The most important skills that came from individuals were:

- Keeping up with laws and regulations
- Awareness of suspicious behaviour (in relation to terrorism)
- Working more closely with police, report writing and evidence gathering

# Skills that individuals think they might need in the future to perform well in a changing industry

Operating new technologies (16%), understanding of new legislation (11%) and understanding of relevant laws (11%) were the most commonly cited skills that individuals thought they may need in the future.



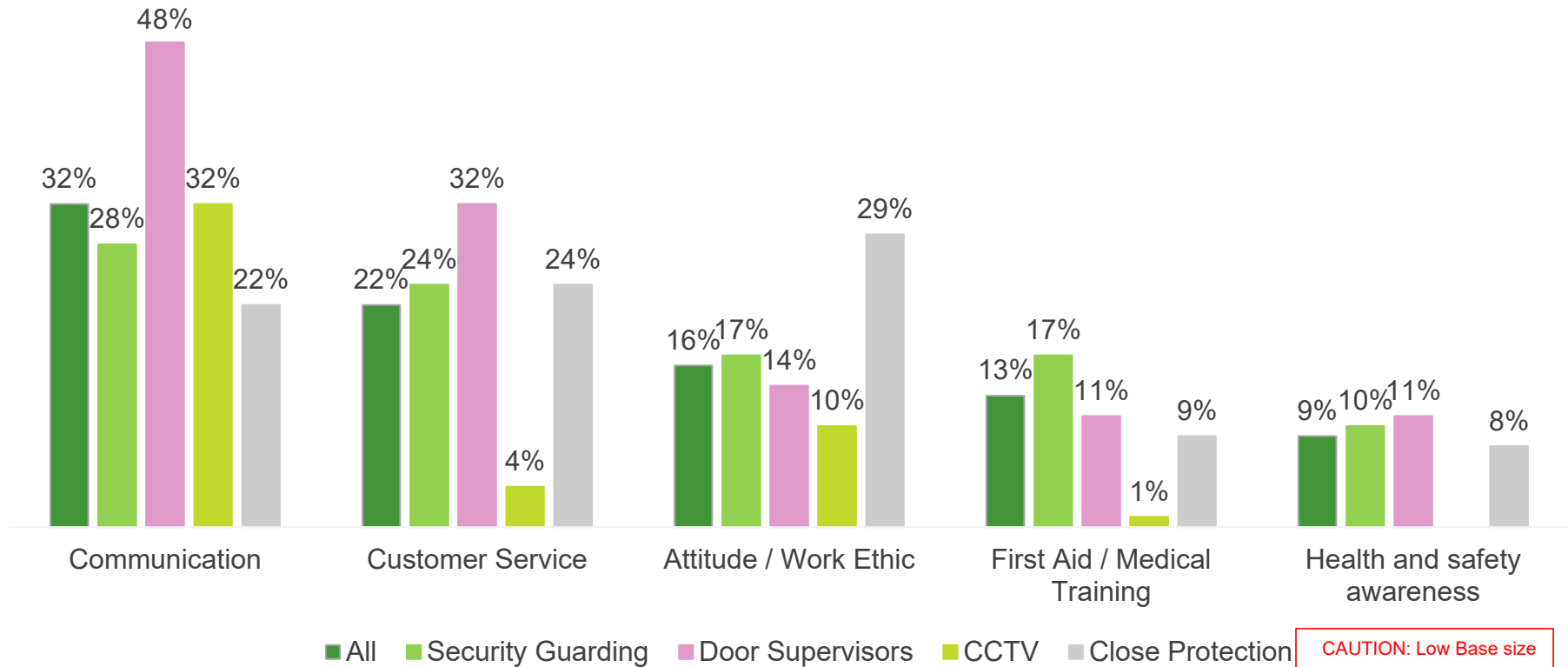
*Question B2/B3. Base: All who currently work in the security industry (n=923). SG: 215; DS: 366; CCTV: 107; CP: 87; CVIT: 67.*

## Current skill sets

What skills are important for frontline staff to do their job well?

# Generic skills that employers view as important for frontline staff

Overall, employers viewed communication as the most important skill for their frontline staff to have, followed by customer service. Employers who mostly have staff working as door supervisors were significantly more likely to cite these skills compared to employers of all other job roles. Interviews with employers revealed the importance of professional skills such as reliability and smart dress.



E Question: C1. Base: All employers, 300. Security Guarding (n = 146); Door Supervision (n = 60); CCTV (n = 55); Close Protection\* (n = 27)



# Generic skills that individuals and employers view as important

Individuals and employers tended to agree that the ability to communicate effectively and deliver good customer service were the most important generic skills. This chimes with the quantitative results. Employers were likely to note professional skills as being important, and individuals tended to focus on more specific skills such as CCTV training and man-handling.

**Employers and individuals commonly cited a range of generic skills across areas during their interviews:**

**Communication**, customer service, people skills. Individuals were more inclined to mention the ability to de-escalate situations through good communication.

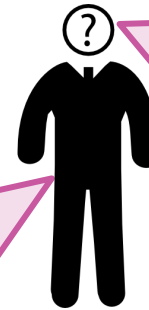
**Professional /employability skills**, reliability, presentation, punctuality, IT, literacy and numeracy  
Individuals mentioned how important being patient and thick skinned was to their industry.

**Across security role skills:** Vulnerability and safeguarding training, First Aid, Fire safety procedures.  
First aid was noted as very important  
These were mentioned equally across employers and individuals.  
Note management was mentioned by individuals but not by employers.

## Communication

*"Information needs to be clear – what they're taking in and passing on. They're deploying our teams of mobile officers, so the information they give out has got to be precise, concise and accurate."*

**CCTV, 25-49 employees, Corporate Security**



## Professional skills

*"You need reliability and that they're part of a team and play their part in it. Reliability means turning up on time and turning up well-dressed with their uniform and in a presentable state."*

**Security Guarding, 10-24 employees, Construction**

*"Communication is essential. If someone doesn't speak a lot of English I will try to make them understand what I'm saying to them and try to receive the same information as well. A bit of patience can go very far with that."*

**Security Guard, 3+ years, Corporate Security**

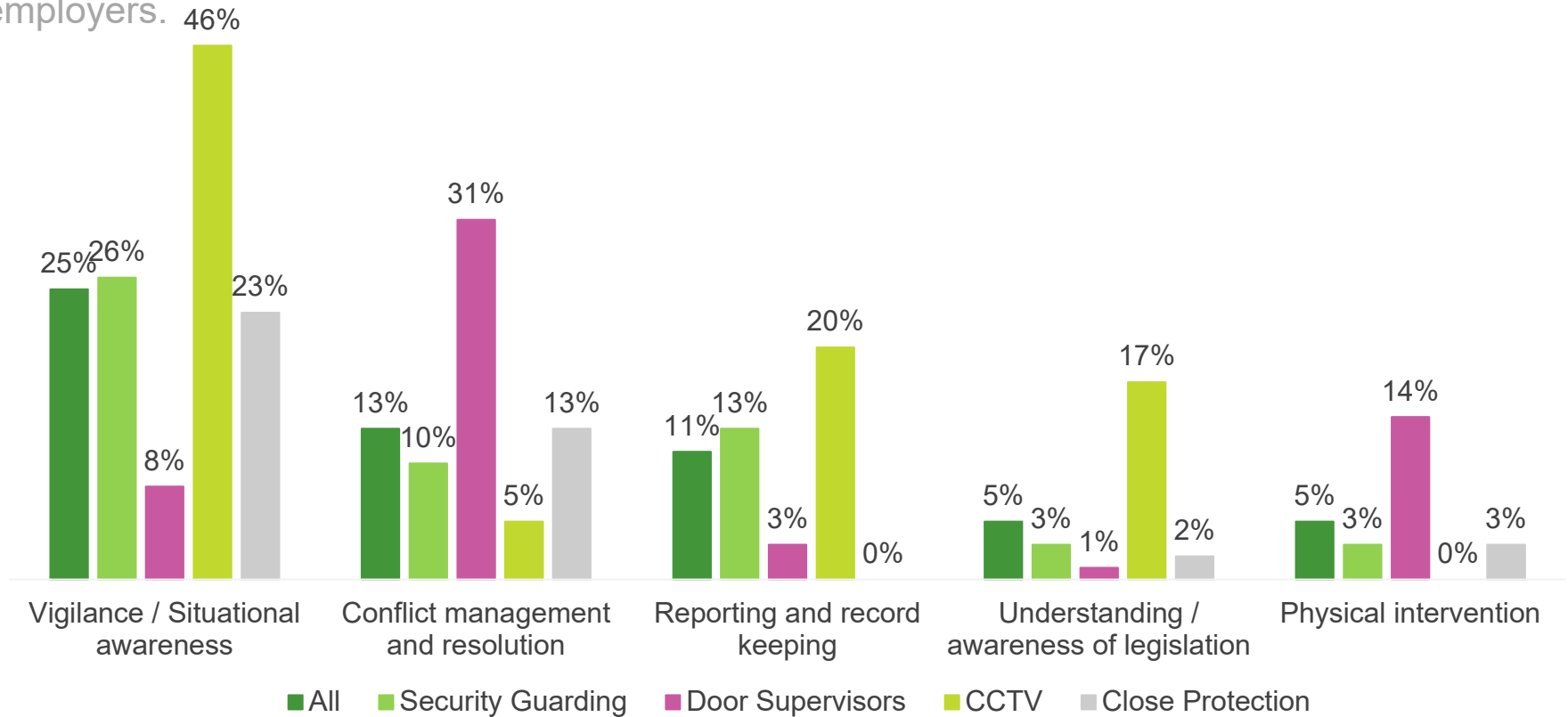


*"if you're dealing with someone who is intoxicated, you need patience or you're going to upscale the situation... If you're a good communicator, they understand that you're just doing your job, rather than being difficult."*

**Close Protection, 3+ years, Events**

# Security industry specific skills that employers views as important for frontline staff

Employers cited vigilance or situational awareness as the most important security industry specific skill, particularly CCTV employers. Employers with staff in door supervision were far more likely to cite conflict management and resolution as key skills than other employers.



E Question C1. Base: All employers (n =300); SG: 146; DS: 60; CCTV: 55; CP\*: 27; CVIT:4

CAUTION: Low Base size

# Security Industry Specific Skills

In line with the quantitative findings, observational skills and conflict management were noted as key skills to the security industry.

## The following security industry specific skills were identified by employers and individuals:

- **Observational skills and situational awareness** – Generally about reacting to situations appropriately and realising prevention is best. Employers and individuals noted an increasing need to be prepared to spot, prevent and react to terrorist attacks.
- **Conflict resolution** – Ability to de-escalate a situation by communicating effectively and problem solving.
- **Emergency Response** – First aid and also responding to major incidents
- **Knowledge of the law** – Individuals mentioned this with regards to physical restraint and employers mentioned it with regards to report writing and CCTV skills.
- **Report writing** – Ability to log incidents in a manner that is useable in court
- **Physical ability** – this was mentioned by employers e.g. physical fitness to perform the role
- **Physical restraint techniques** was mentioned by several individuals

*“They must be diligent and have excellent observational skills. If not then they’re damaging to the company as our reputation is at stake and you could lose contracts... Working with the public, in the city centre you often deal with anti social behaviours, so you need great people skills. Calm but assertive.”*  
**Security Guarding, <10 employees, Events**

*“If you can't speak eloquently enough you can't defuse a situation. When you're dealing with a lot of people the last thing you want is someone who can't speak and calm things down verbally“*  
**Door Supervisor, 10-24 Employees, Events**

Both employers and individuals talked about communication in the context of conflict resolution:

*“I was taught [knowledge of the law] on CCTV training but have to remember twenty odd years ago. So things change and it would be good to be brought up to speed on it. Incident reports can be daunting. I would like continual training all the time to keep my skill set fresh.”*  
**CCTV, 3 + years in industry, Corporate Security**

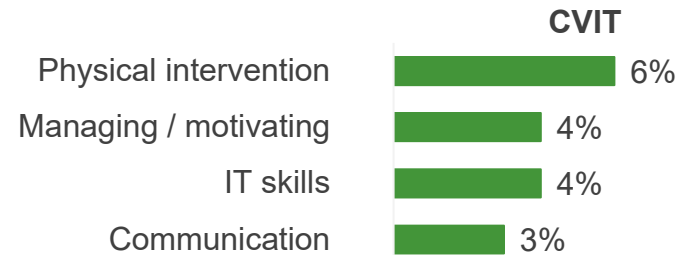
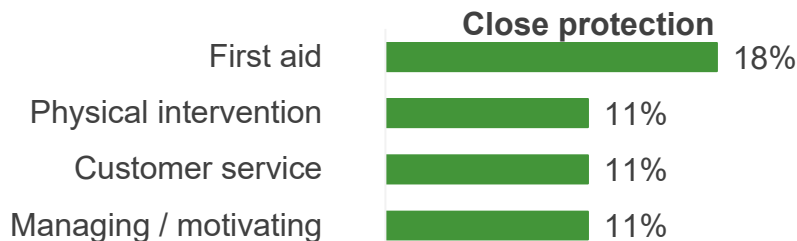
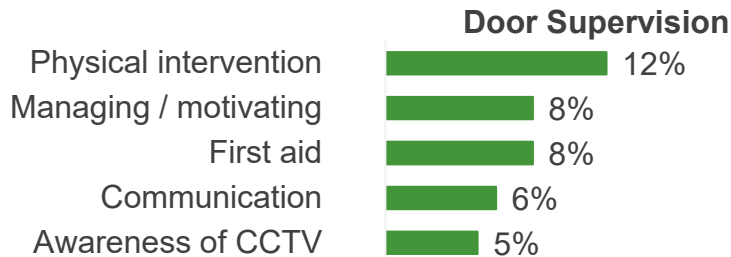
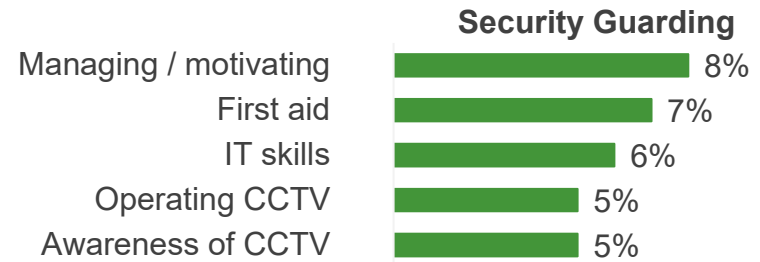
*“If you're in a situation where you are dealing directly with people, conflict diffusion and conflict management is so much more effective than muscle.”*  
**CCTV, < 3 years in industry, Corporate Security**

## Current skill gaps and training needs

What skills do individuals and employers think frontline staff need further training in to be able to perform in their current job role?

# Skills that individuals want more training in








Across all job roles individuals spontaneously mentioned that they would like more training in managing and motivating others (9%), followed by physical intervention (8%) and first aid skills (8%). Training and team management was often mentioned in qualitative interviews.



*Question: B1. Base: SG: 215; DS: 366; CCTV: 107; CP: 87; CVIT: 67*

# Skills that individuals want more training in

Findings from the individual interviews chime with the quantitative results. During the interviews individuals consistently mentioned that they wanted training in first aid, management and conflict resolution.

|   |  |
|---|--|
|    | <b>First aid</b>                         |
|    | <b>Conflict resolution</b>               |
|    | <b>Team Management</b>                   |
|    | <b>Knowledge of the law</b>              |
|    | <b>Physical restraint training</b>       |
|  | <b>IT Skills</b>                         |
|  | <b>Child protection and safeguarding</b> |

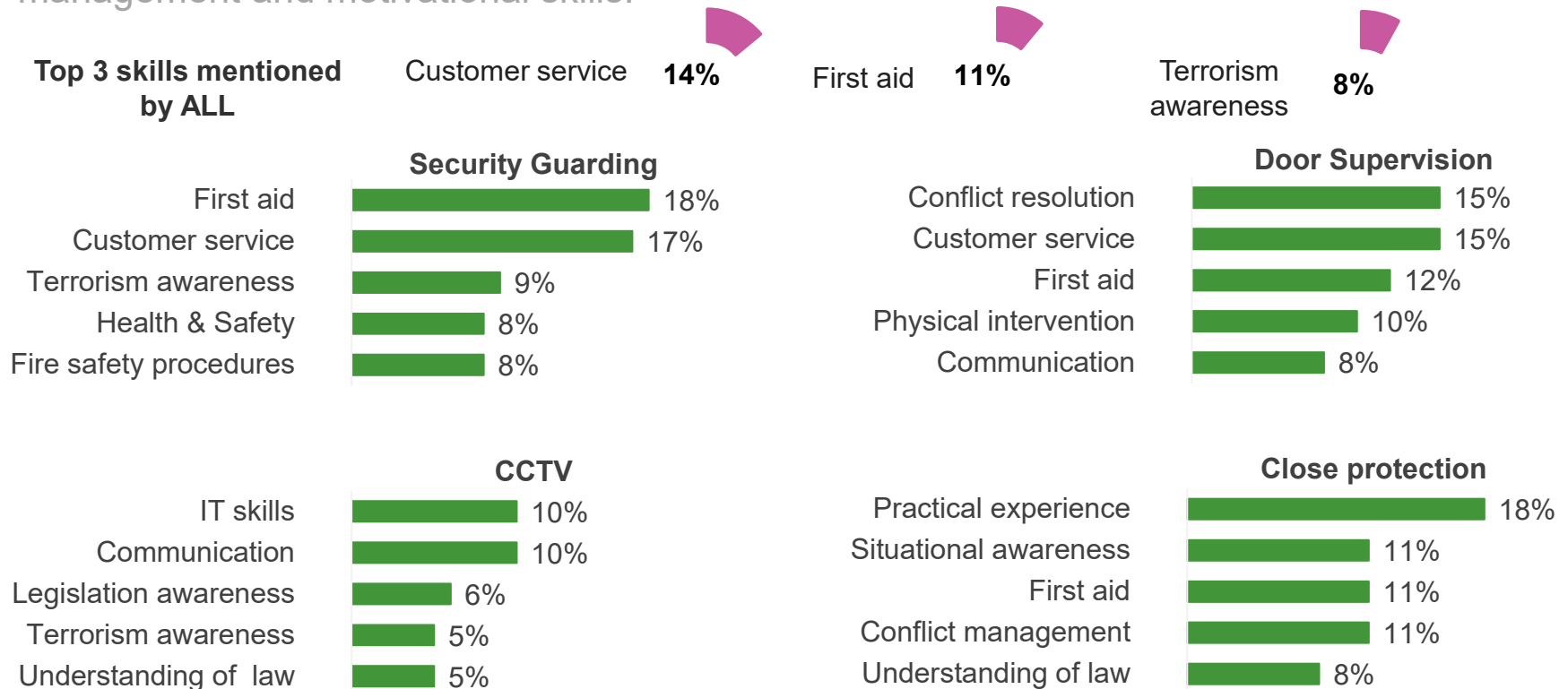
*"I do believe I should be put forward for more management training. I think it's essential, especially for a corporate site anyway."*  
**Security Guard, 3 + years in industry,  
 Corporate Security**

*"I think knowing the law more would help. Because I know that we've gone over it quite a few times but in my door supervisor's course I don't think it went into as much detail as it should have. I think that would be the main thing."*  
**Close Protection, 3+ years in industry,  
 Corporate Security**

*I know it is covered in the SIA licence but stuff like learning hold locks...[getting] someone out of a place safely, and obviously within the law as well, I think that should be covered much more because we only did it for half a day I believe?*  
**Close Protection, 3+ years in industry,  
 Corporate Security**

# Skills that employers think their staff would benefit from having additional training in

Across the job roles employers considered customer service, first aid and terrorism awareness to be the three main skills that staff would benefit from additional training in. Unlike with individual interviews there was little acknowledgement that staff needed more training in management and motivational skills.



*E Question: C2. Base: All employers (n =300); SG: 146; DS: 60; CCTV: 55; CP: 27; CVIT: 4*

# Skills that employers think their staff would benefit from having additional training in

|   |   |
|---|---|
|    | <b>Using new technology</b>             |
|    | <b>Communication / customer service</b> |
|    | <b>First aid</b>                        |
|    | <b>Terrorism awareness</b>              |
|    | <b>Conflict management</b>              |
|   | <b>Safety procedures</b>                |
|  | <b>Physical intervention</b>            |
|  | <b>Vulnerability and safeguarding</b>   |

*"As most security guards are used out of hours, when they are in charge of a building, then surely having that fire training is essential. And the same with first aid. We have an industry that works with major events, we work with lot of situations where members of the public are involved. "*

**CCTV, 100+ employees, Corporate Security**

*"Carrying out fire safety procedures. Common sense is key here as well, vital. [They have to be] able to move people, work with venues rules and follow procedure. Make sure everyone is safe and protected."*

**Door Supervisor, 4 employees, Events**

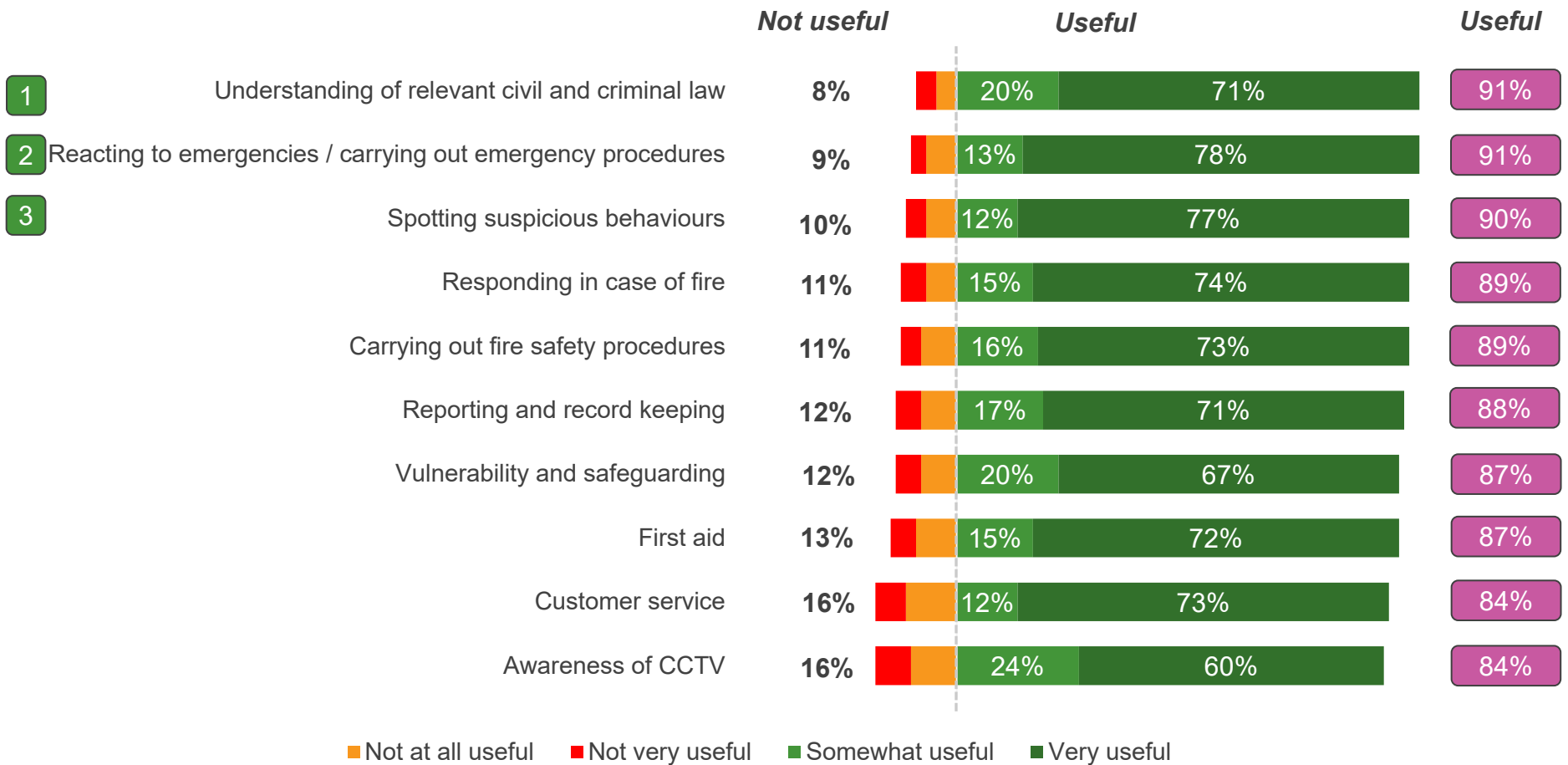
*"[Need to be] trained to understand not all vulnerabilities or disabilities are visible"*

**Door Supervisor, 4 employees, Events**



# Generic skills that individuals want more training in

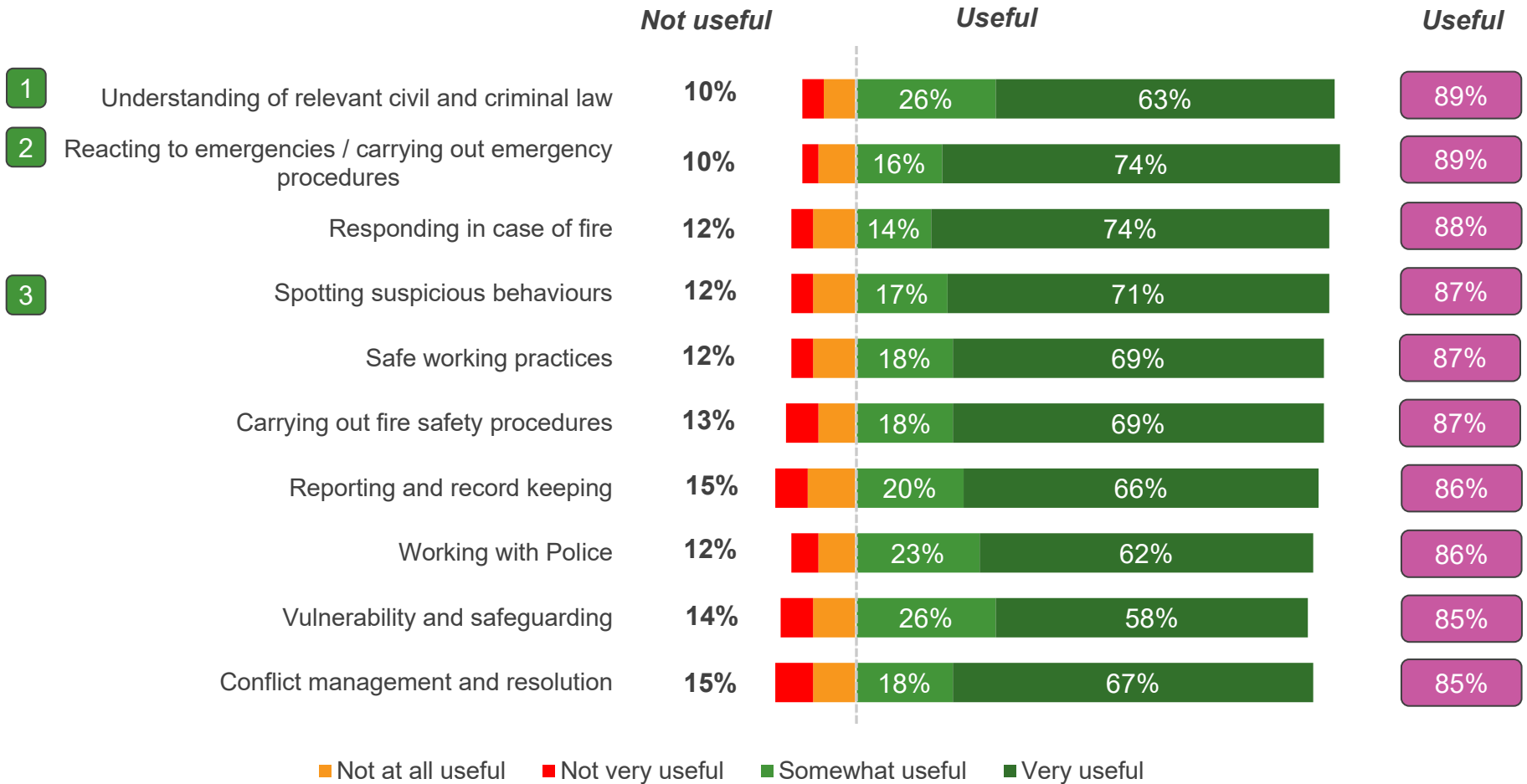
The most commonly cited skills were understanding of the relevant laws, reacting to emergencies and spotting suspicious behaviours. Door supervisors were most likely to find training in relevant civil and criminal law useful.



I Question B2/B3. Base: All who currently work in the security industry (n =923). SG: 215; DS: 366; CCTV: 107; CP: 87; CVIT: 67.

# Skills that security guards want more training in

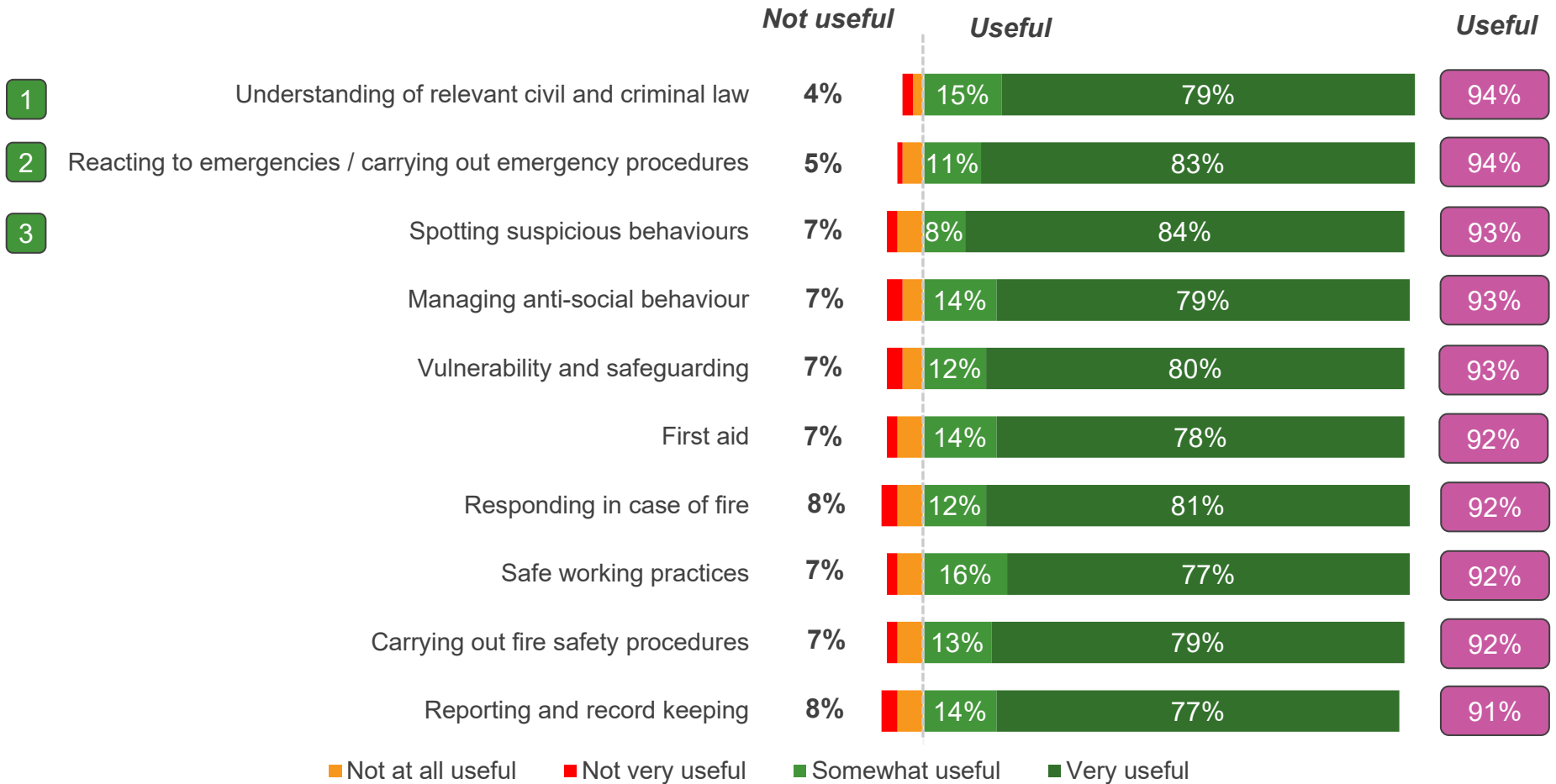
In addition to the generic skills mentioned by most individuals, security guards said they would find training a range of skills related to safety procedures useful, as well as reporting and record keeping (86%) and working with police (86%).



Question B2/B3. Base: Security Guarding (n = 215)

# Skills that door supervisors want more training in

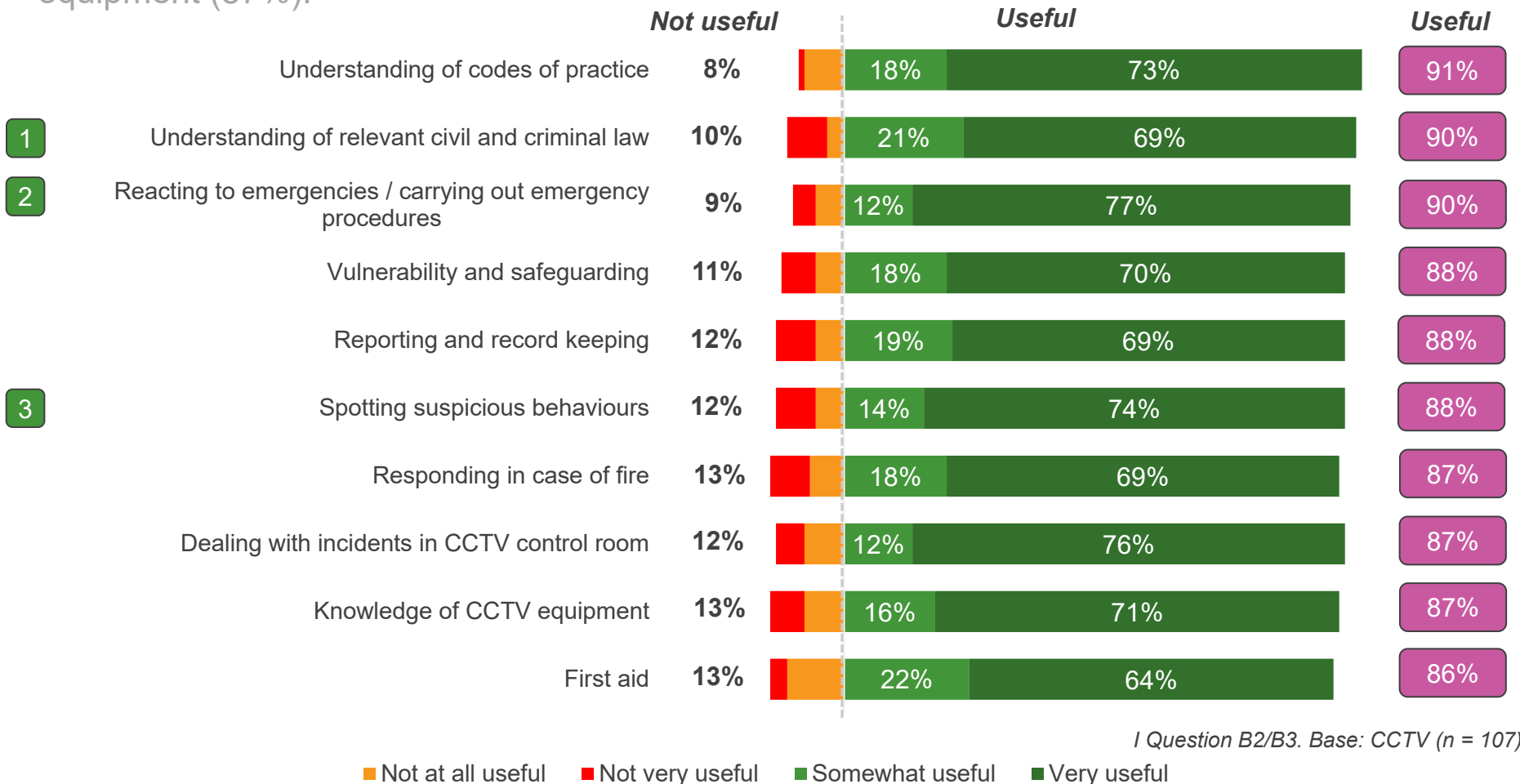
While door supervisors would generally find training in generic skills and safety-related skills more useful, most also cited managing anti-social behaviour (93%).



1 Question B2/B3. Base: Door Supervisor (n = 366)

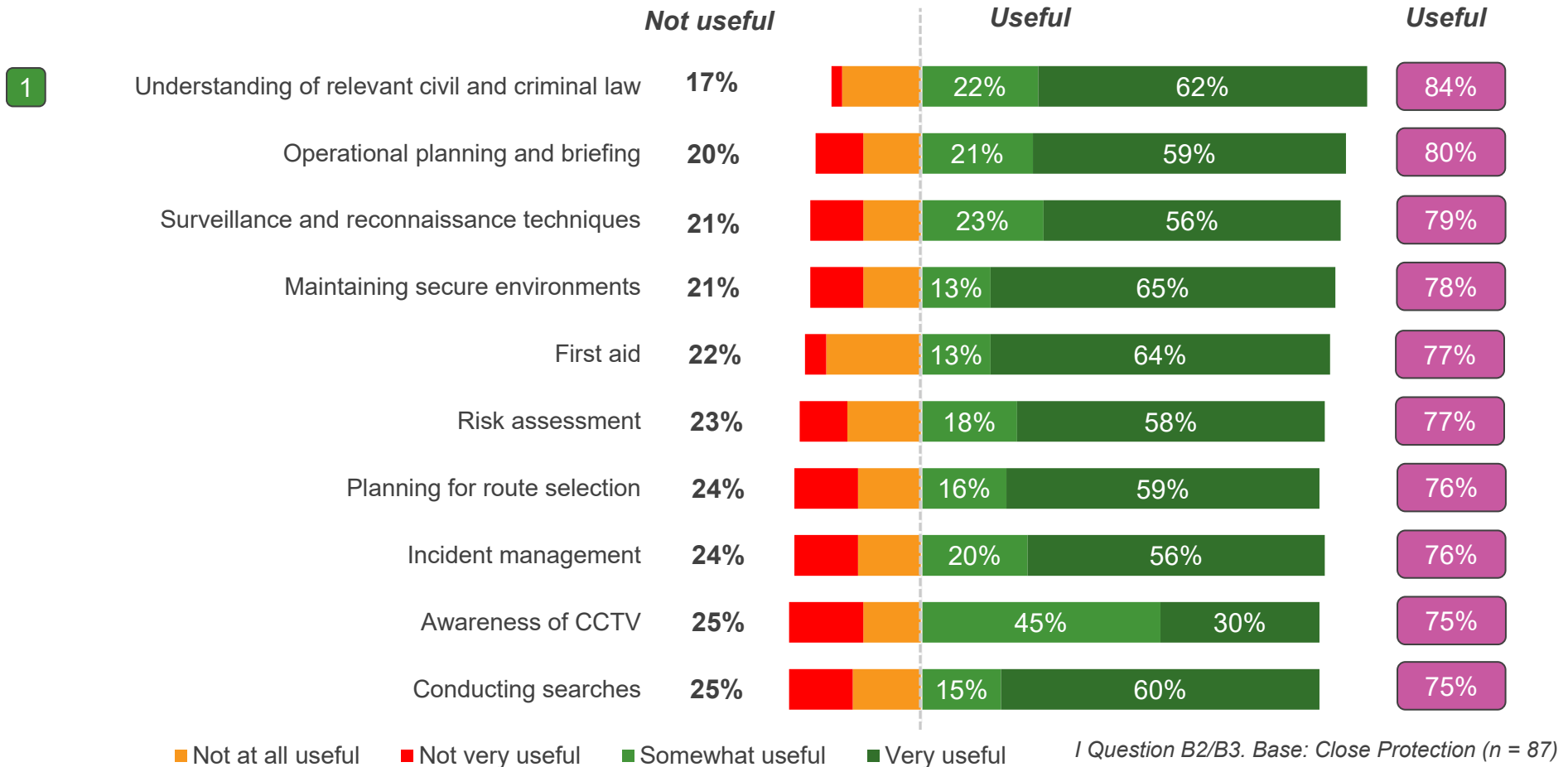
# Skills that CCTV operators want more training in

Training in generic skills is desirable for CCTV operatives, but less so compared to most other job roles. Instead, the vast majority of CCTV staff mentioned codes of practice (91%), reporting and record keeping (88%), dealing with incidents in CCTV room (87%) and Knowledge of CCTV equipment (87%).



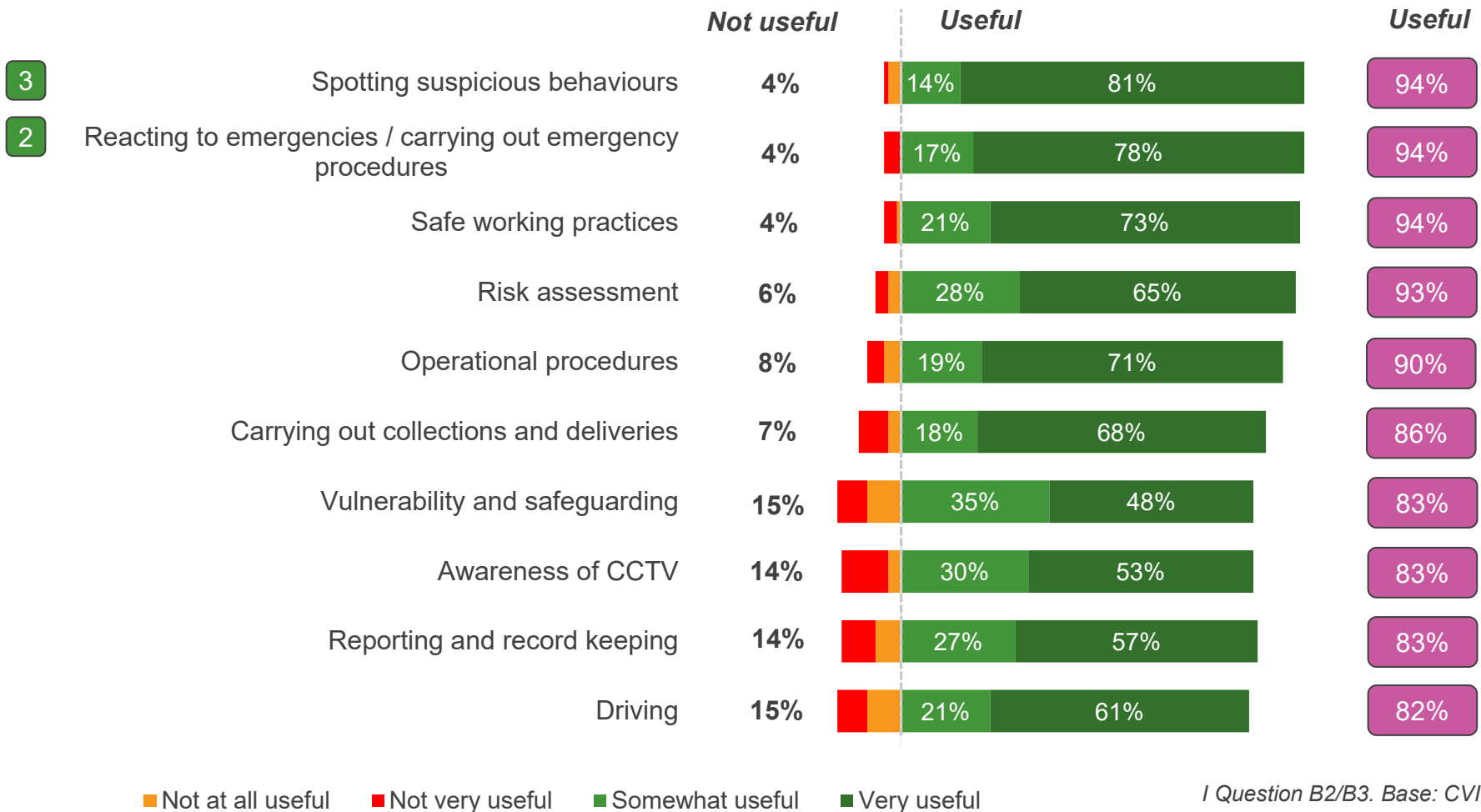
# Skills that CP operatives want more training in

CP operatives were less likely to find additional training useful than individuals in other job roles, suggesting they feel better equipped for their job. Close protection operatives are the only job role where spotting suspicious behaviours and reacting to emergency wasn't one of the most commonly cited skills for additional training.



# Skills that CVIT operatives want more training in

CVIT operative were the job role least likely to find additional training in relevant laws useful – they were more concerned with spotting suspicious behaviours, reacting to emergencies and safe working practices (all 94%).



## Pathways into the security industry

What motivates individuals to join the security industry?

How do employers recruit individuals?

# Motivations for joining the security industry

Interviews with frontline staff revealed that most staff in the security industry view their role as a stopgap way of making money, rather than as a long term career.



## Most viewed role in security industry as temporary

- Many view the work as a stopgap or a convenient source of income while they look for other work or pursue other career options through study and training.
- There is some indication that individuals holding these views may be more likely to do security guarding or door supervision and on short term, zero hour contracts.
- This wide-spread attitude underpins some employers reluctance to spend resources training individuals who will leave the company or the industry soon.

*"I was working for a hospitality agency before, so I have been around with the public a lot. I just had to apply my skills from hospitality"*

**Door Supervisor, Part-time University Student, Events**

*"I've made a career out of it, even throughout the recession, I've adapted a lot of skills through this."*

**Security Guard, 12 years in industry, Corporate Security**



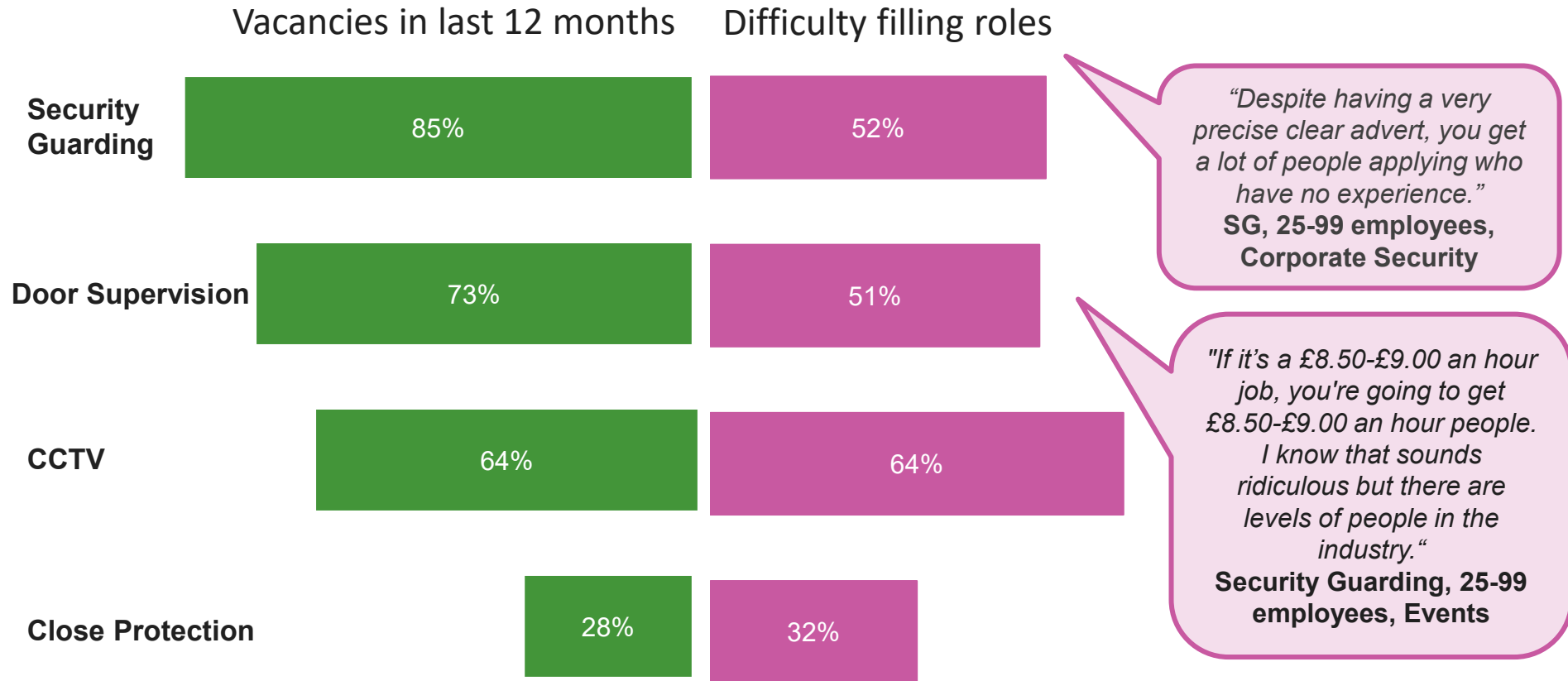
## Some viewed role in security industry as a career path

- Individuals with permanent or long term contracts were more likely to view their role in the security industry as a career.
- Individuals working in CCTV and Close Protection may be more likely to view the work as a career. These individuals seemed more invested in improving their skills than those working as security guards and door supervisors.



# Recruitment

Employers reported receiving a high volume of applicants for vacancies, but felt that the quality of applicants was generally low, in terms of both skills and reliability.



E Question D1. Base: All with frontline staff (n=264)  
SG: 130; DS: 53; CCTV: 54; CP: 24; CVIT: 3

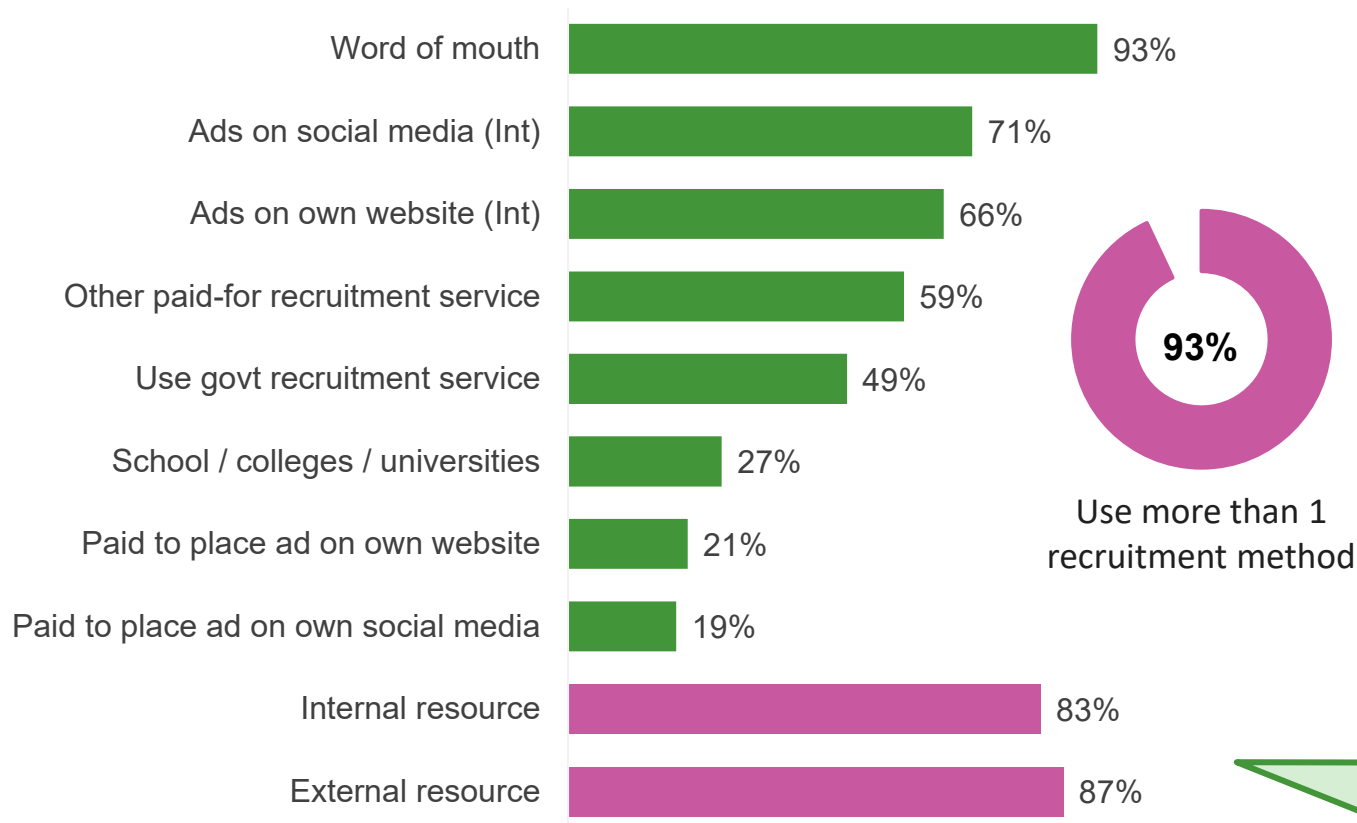
E Question D4. Base: All with frontline staff  
SG: 249; DS: 103; CCTV: 61; CP: 16; CVIT: 2

CAUTION: Low Base size

# Recruitment

Nearly all employers use multiple methods of recruitment (93%). The vast majority use some combination of word of mouth, social media and ads on their website. When asked what single method they use most often, the key methods were word of mouth (32%) and other paid-for recruitment services (25%).

## Recruitment methods used in the last 12 months



E Question D2 & D3. Base: All with vacancies in past 12 months, 264

**Recruitment methods did not vary for different job roles**, apart from door supervisors being more likely to be recruited via social media (82%) than security guards (64%)

**Individuals**  
Individuals reported finding employment on full-time or zero hours contracts easy.

*“Mainly it’s close protection that the industry is screaming out for, but door work as well, they need females.”*  
**Close Protection, 3+ years, Corporate Security**

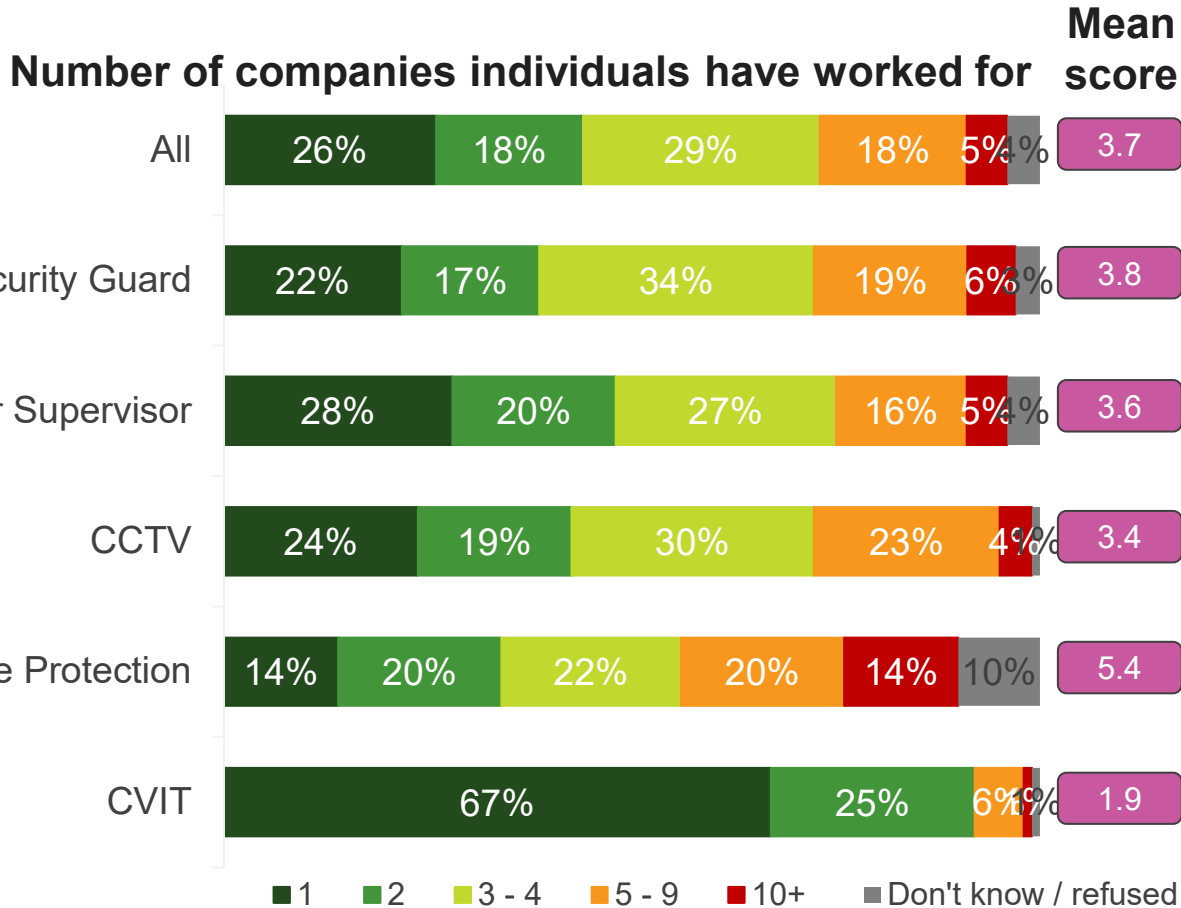
## Pathways out of the industry

What are the staff turnover rates?

Why do frontline staff leave the security industry?

# Staff turnover

On average most individuals have worked for 3 or more companies. Individuals working in CVIT tend to move companies less frequently, while those in close protection move more often.



I Question A8. Base: All who currently work in the security industry, (n=905).  
 SG: I=214; DS, I=355; CCTV, I=106; CP, I=82; CVIT, I=67

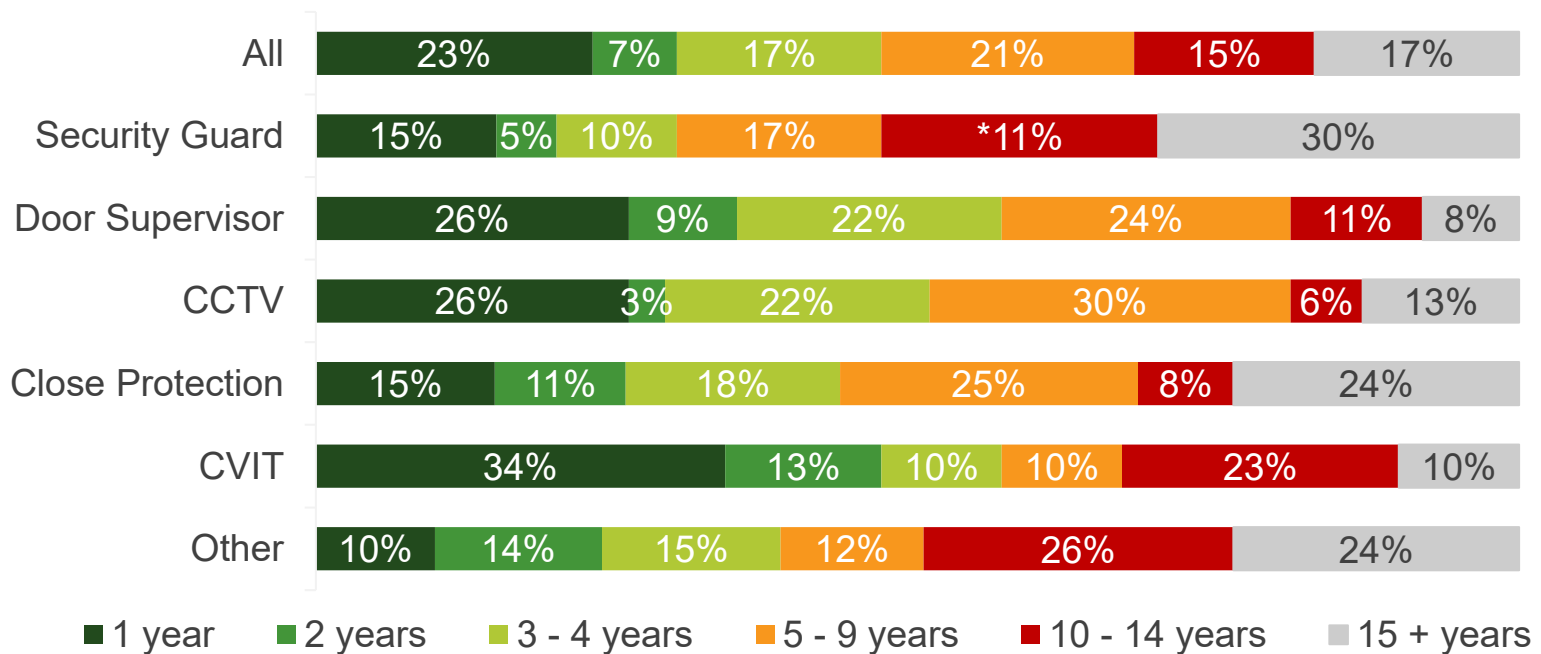
- Most employers reported that high staff turnover was an industry wide problem, as work is often short term or seasonal.
- Employers with high retention rates attributed this to providing high wages, job security, robust recruitment processes and fair treatment.

*"There are a lot of companies where these people are given an SIA number and are sent here, there and everywhere for as little money as possible. All of our staff are paid over and above the minimum wage. They are given permanent sites where they work so they're not moving all over the place for us and they appear to be happy."*  
**Security Guarding, 10-24 employees, Corporate Security**

# Time in current job

Almost a third of security guards and a quarter of close protection workers have been in their role for over 15 years. Security guards are significantly more likely to have been working for more than 15 years, and less likely to have been working less than a year.

## Number of years in current job



I Question E3. Base, All (n=836). SG, 198; DS, 307; CCTV, 92; CP, 73; CVIT, 61

# Reasons for leaving the security industry

Individuals who left the industry, colleagues who knew someone who left and employers thought frontline staff left for different reasons, but pay and leaving the security industry all together seem to be the most common reasons

**Individuals**

- 16% Leave security industry
- 14% Left for another job (unspecified)
- 12% Shift work / unsociable hours

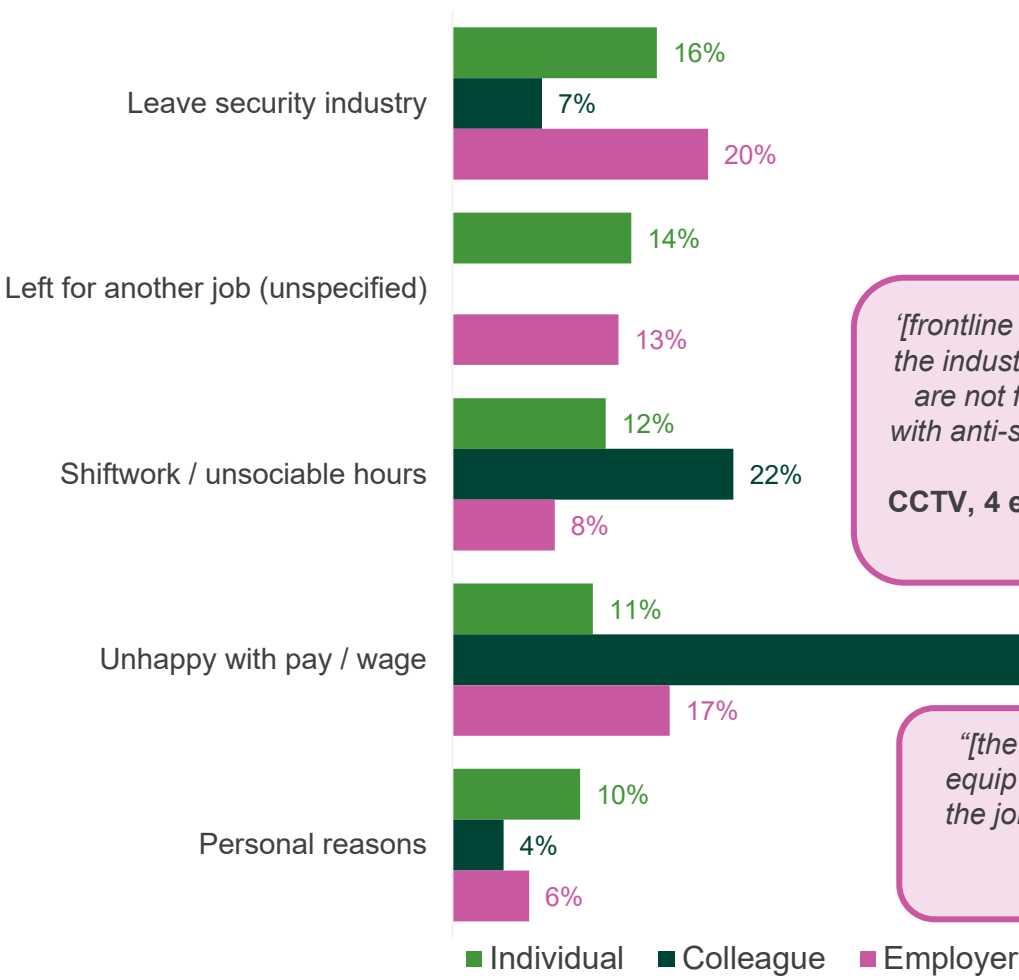
**Colleagues**

- 54% Unhappy with pay / wage
- 22% Shift work / unsociable hours
- 16% Unhappy with risk in role

**Employers**

- 25% Looking for higher salary / responsibilities
- 20% Leave the security industry
- 17% Unhappy with terms and conditions (e.g. pay)

Employers noted these reasons as key during their interviews



*'[frontline staff] don't understand the industry. Long 12 hour shifts are not for everyone. Dealing with anti-social behaviour can be challenging'*  
**CCTV, 4 employees, Corporate security**

*"[the SIA training] doesn't equip them for the reality of the job and the actual role."*  
**CCTV, 4 employees, Corporate security**

## Security Industry views toward SIA linked training

What are individual and employer views towards elements of SIA-linked training?

# Content of Training



Both employers and individuals felt that the DS and SG courses needed to be more comprehensive, but were generally happy with the CCTV and CP courses. 49% of employers said the individual paid for their SIA training, 17% said their company for their training and 26% said the company paid the upfront cost which the employee pays back.

## More practical focus



Employers and individuals report that they would prefer a more scenario based and interactive teaching style.

This would be focused on conflict prevention, management, de-escalation and physical restraint techniques.

## A higher standard



Both employers and individuals want the SIA licence to assure a higher standard of security personnel.

Many employers expected that acquiring the SG and DS would require a higher standard of written and spoken English.

## Specific skills



Both individuals and employees mentioned that the SG and DS training were short on knowledge of the law, emergency response and first aid.

Employers specifically mentioned IT skills frequently in the context of report writing.



# First Aid

Across the quantitative and qualitative elements of this project, first aid training was consistently mentioned by employers and individuals as an area that frontline staff need more thorough training in – and a skill that is not adequately covered in SIA training.

Security guarding and door supervising training courses were noted as needing the most improvement in their first aid training.

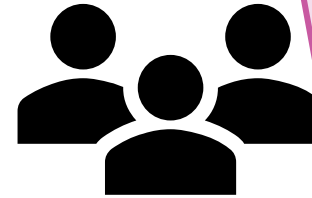
There was some suggestion that any SIA licence should only be awarded with proof of the individual having completed a thorough first aid course (e.g. a St Johns first aid course). This could be delivered alongside the SIA training or something the individual or employer needs to resource separately as some individuals will already have up-to-date certificates.

*"They don't know how to put a plaster on a finger. Bearing in mind they're front of house and first on call if there's an injury on site."*

**CCTV, 200 employees,  
Corporate Security**

*'I'm astonished that it's not covered in the door supervisor training, all those public facing [roles] should have this, you have to protect people'*

**Security Guarding, 2 employees, Events**



Often employers offer first aid courses to fill the skills gap. However this is not necessarily effective:

*"you might have missed it [First Aid training] and you have to wait a year, and that's a long time to be on a building and not actually be first aid training."*

**Security Guard, 3+ years in industry, Corporate Security**

## Assessment

There was a concern among both individuals and employers that assessment was not stringent enough, and was not practical in its application (e.g. more scenarios needed).

Few objections were raised about using multiple choice questions, but employers consistently reported that they expected a better standard of English amongst licence holders.

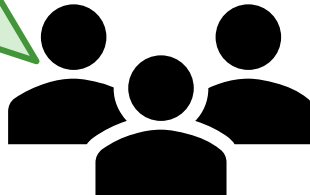
## Refresher Training

Most individuals and employers were enthusiastic about refresher training and an opportunity to stay up to date with relevant legal and technical changes.

However this enthusiasm was caveated with a warning that a refresher course must be delivering new information only (e.g. signs of new drugs), low-cost, easily accessible (e.g. online) and not take too long to complete.

*"I think they're [the SIA] being too kind with the DS licence. I found it too easy and I think that there should be other things implemented to make sure that people are actually there to do the job, not just because it's an easy thing to have and get a qualification for."*

**Close Protection, 3+ years in industry, Corporate Security**



*"Doing one training course and then having a licence for 12 years without having to up-skill [is inadequate]. I think at least every 3 years there should be up-skilling or at least a refresher course before a licence is issued to improve the industry."*

**Security Guarding, 10-24 employees, Corporate Security**

## Licence enforcement

Nearly all individuals and employers that we spoke with had positive views of the SIA and the changes that the SIA made to the industry when it was first introduced.

However, they were frustrated by the lack of industry regulation. Employers feel that the high cost of training and ACS registration fees diminishes their ability to compete with businesses who are not licenced. They want business licensing.

There was some rhetoric around SIA needing to educate consumers of security services about the SIA licences and the importance of insuring that the security they employ is registered and licenced.

*Until business licensing comes into place, we run what we call a two tiered system. We run as an ACS company...others can run as a security company without meeting any of those requirements, without having proper systems in place, as long as the guards have an SIA licence. It means that they can undercut the marketplace... They'll pay their staff on zero-hour contracts, they'll pay their staff a minimum wage, they'll self employ them, they'll not insure them correctly, and all of this is to the detriment of the industry."*

*CCTV, 100+ employees, Corporate Security*

## English communication

Employers felt that SIA licences should screen out people who are unable to communicate effectively in English (both verbal and written). The SIA licence should prove an ability to communicate in English and failure to screen out those could not was one of the most prominent oversights of the SIA licencing scheme.

Employers considered a sub-standard ability to speak English a safety risk for both the individual employee and for the public. For example if they cannot understand or relay instructions in an emergency. Some employers considered it unfair to place someone with a low level of English into a position with this level of responsibility.

*"If security are there to protect property and the public, if they can't communicate instructions to the public then how can they be effective?"*  
**CCTV, 100+ employees, Corporate Security**

## Additional training

Apart from SIA-linked training, what additional training to frontline staff currently receive?

# Continued Professional Development (CPD)

Almost all employers reported providing some training to their staff across all roles in the last 12 months (96%). However, this does not marry with the results from the individual survey where only 2 in 5 individuals (42%) received training in the same time period. Those working in close protection reported receiving the most training (62%).

CPD received by individuals and delivered by employers in the last 12 months



Internal or External?



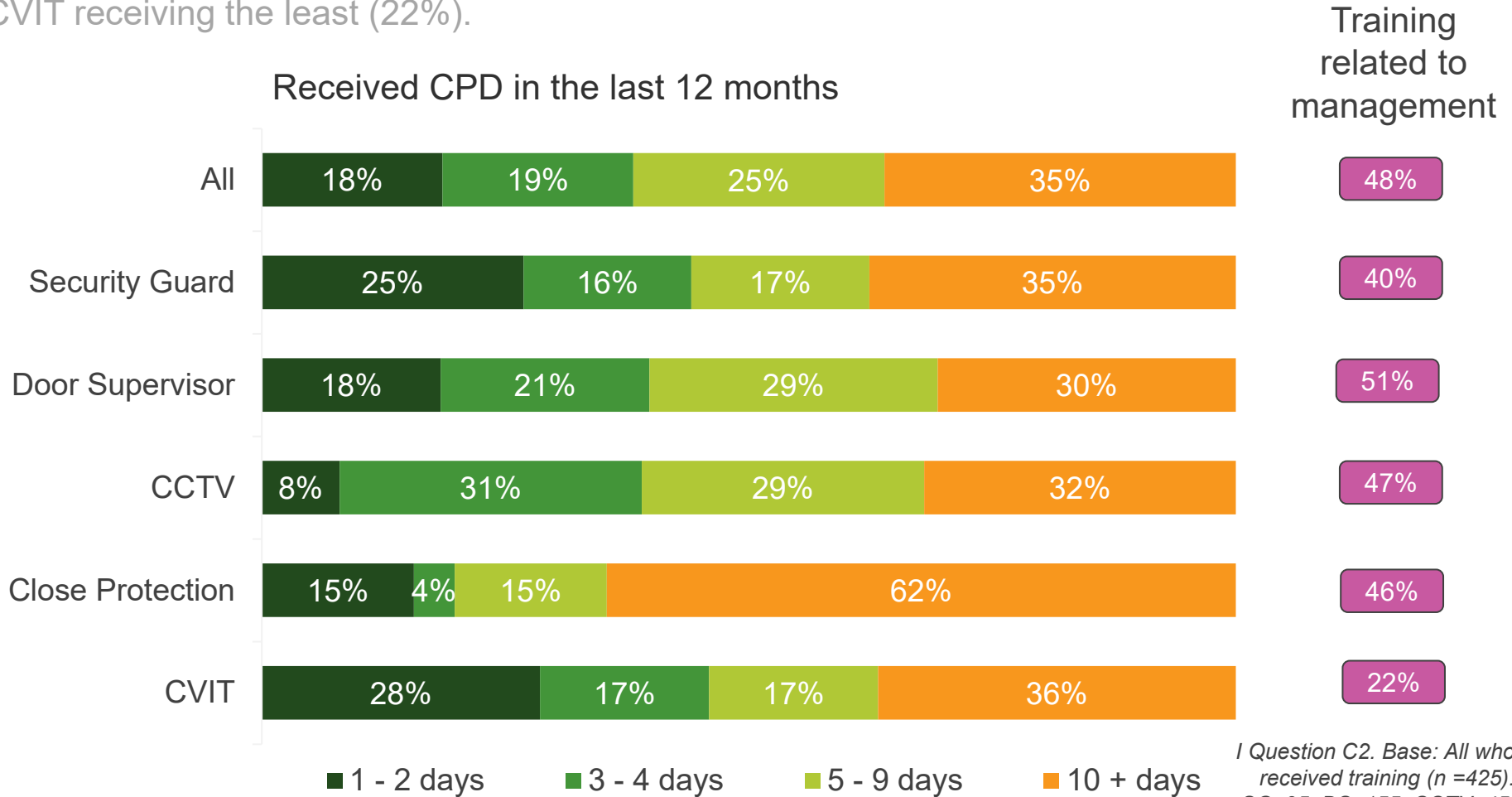
CAUTION: Low Base size

I Question C1. Base: all who currently work in security industry (n =923) SG: 215; DS: 366; CCTV:107; CP: 87; CVIT: 67

E Question E1/E2. Base: all employers (n =300) SG:146; DS: 60; CCTV: 55; CP: 27; CVIT,4.

# Continued Professional Development (CPD)

Those working in close protection received more days training in the last 12 months than all other job role groups. Less than half of respondents (48%) received management related training with CVIT receiving the least (22%).



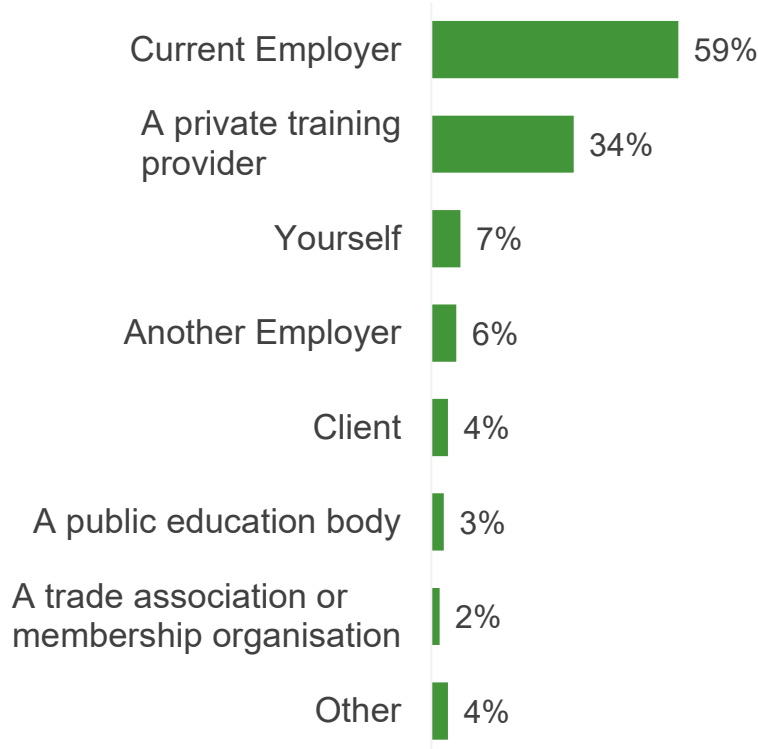
*Question C2. Base: All who received training (n =425). SG: 95; DS: 155; CCTV: 45; CP: 53; CVIT: 36*

*Question C3. Base: All who received training in last 12 months (n =425). SG: 95; DS: 155; CCTV: 45; CP: 53; CVIT: 36*

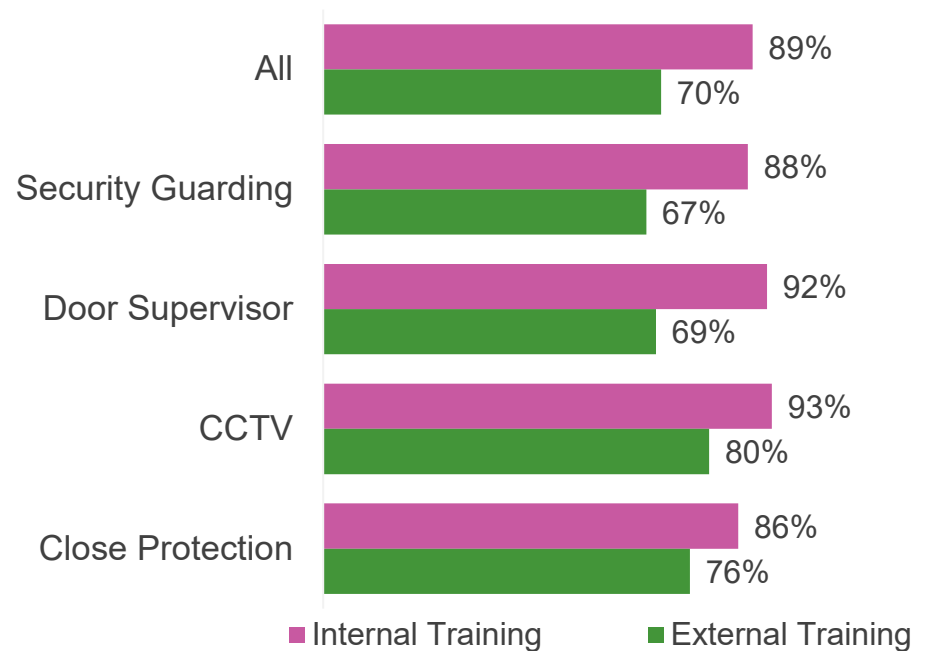
# Delivery of CPD

Employers tended to favour providing internal training over external training. This chimes with the individual results; most (59%) individuals who received training in the last 12 months said it was provided by their current employer and only one third said it was provided by a private training provider.

Individuals: Training provider



Employers: Training provided



I Question C4. Base: All who received training in last 12 months (n =425).

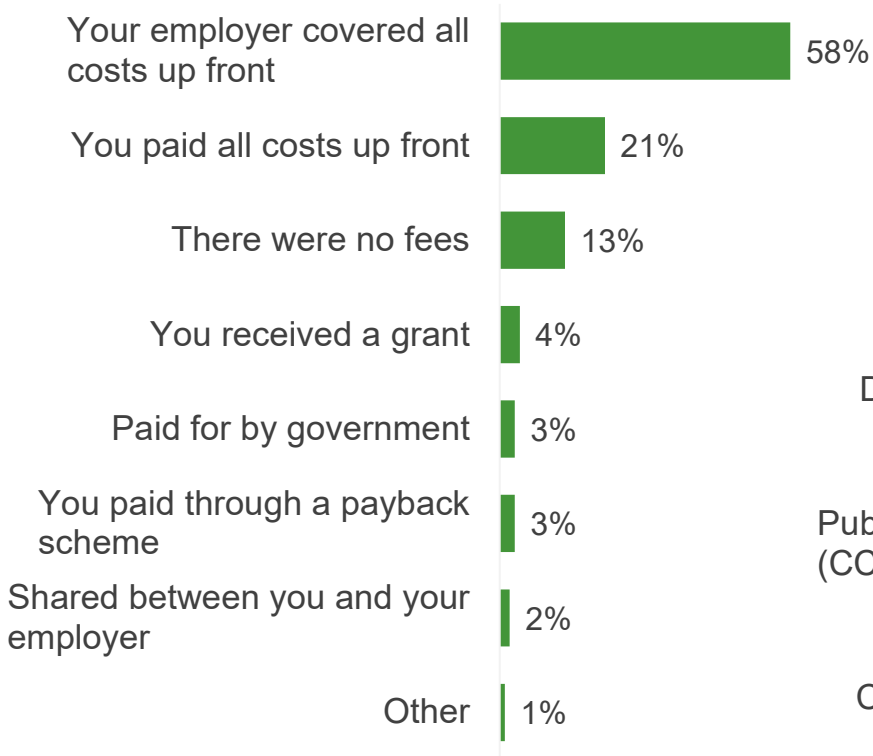
E Question E1/2. Base: All (n =300). SG: 146; DS: 60; CCTV: 55; CP: 27; CVIT: 4; CVIT, 4.

**CAUTION: Low Base size**

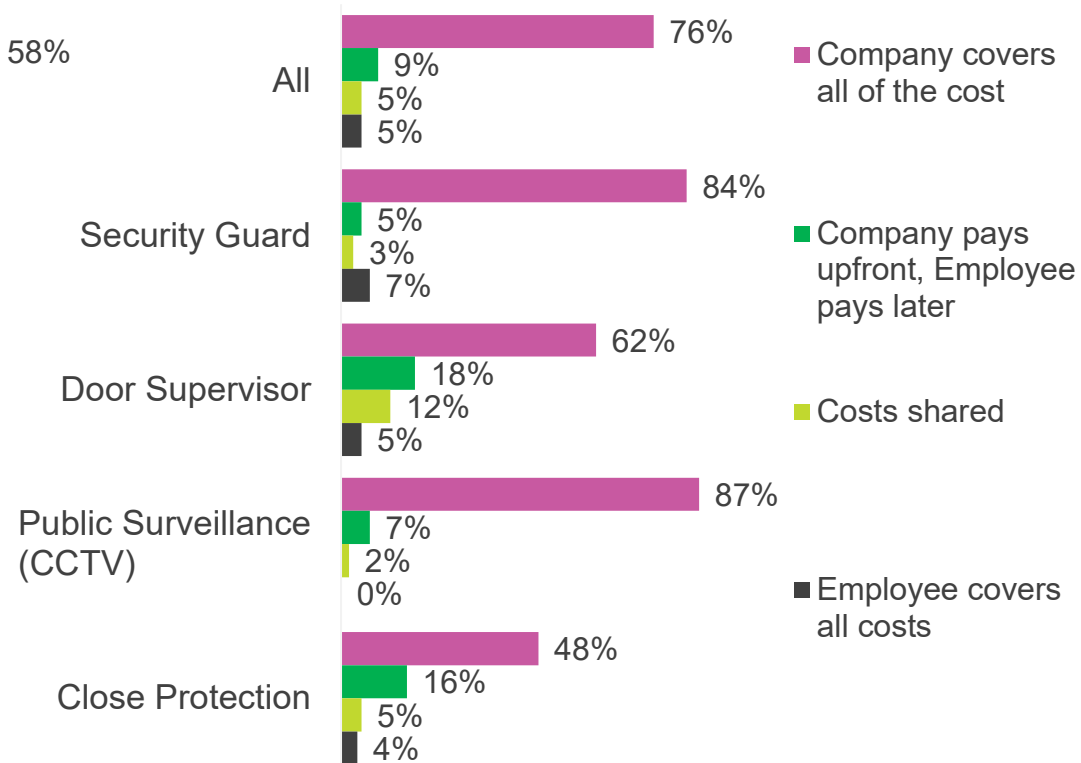
# Payment for training

Just over half of individuals said that all of their training costs were covered by their employer (59%), whereas three quarters of employers (76%) said that they paid for the training of their staff. Employers were more likely to pay for the cost of training up security guards than door supervisors.

## Individuals: Payment for training



## Employers: Payment for training



C5: Base: All who received training in last 12 months (n=425)

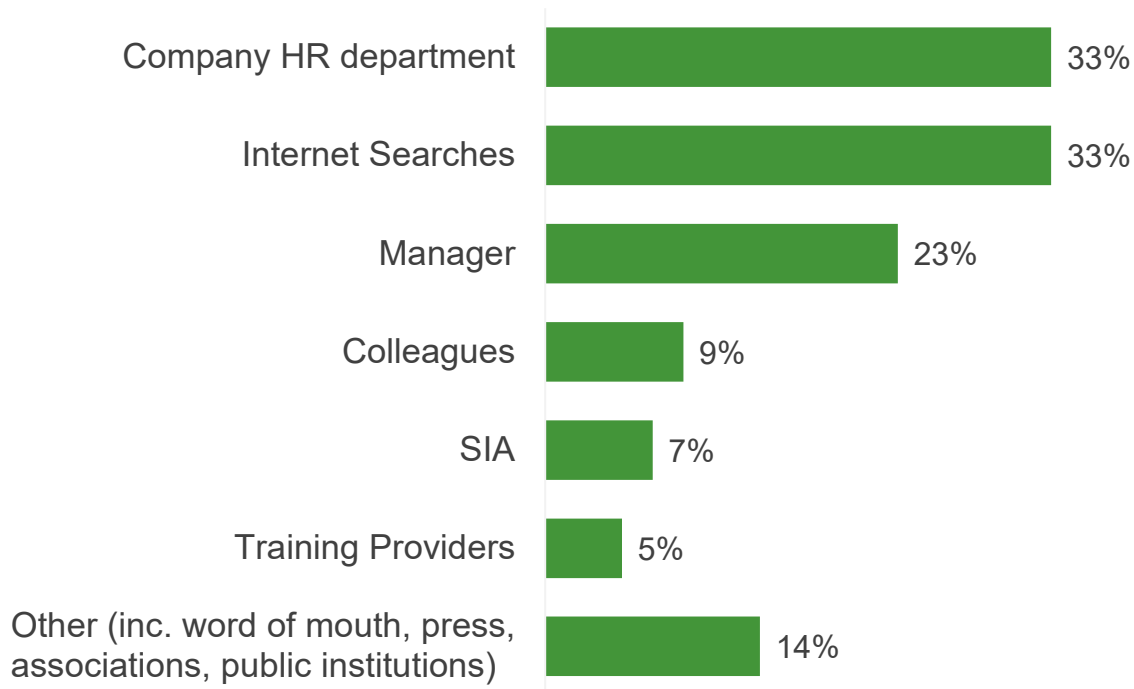
E Question E3. Base All who received training in the last 12 months, (n=425). SG,106; DS=41; CCTV=44; CP=22; CVIT: 2.



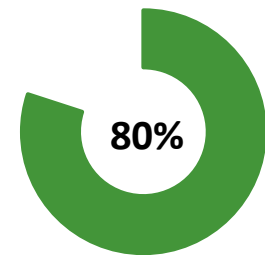
# Awareness of CPD opportunities

One third of individuals said that they heard about CPD opportunities through the company HR department (33%) and through internet searches (33%). 4 in 5 individuals said that they have not found any barriers to accessing training, on of those who did experience barriers, the main barrier was the expensive fees of the training course (5%).

## Where do you find out about training?



## Barriers to training



of individuals found **no barriers** to accessing training

### The most commonly identified barriers to training were:

- Fees were too high (5%)
- Employer not willing to pay (4%)
- Employer not willing to give time off (3%)
- Training at inconvenient time or place (3%)

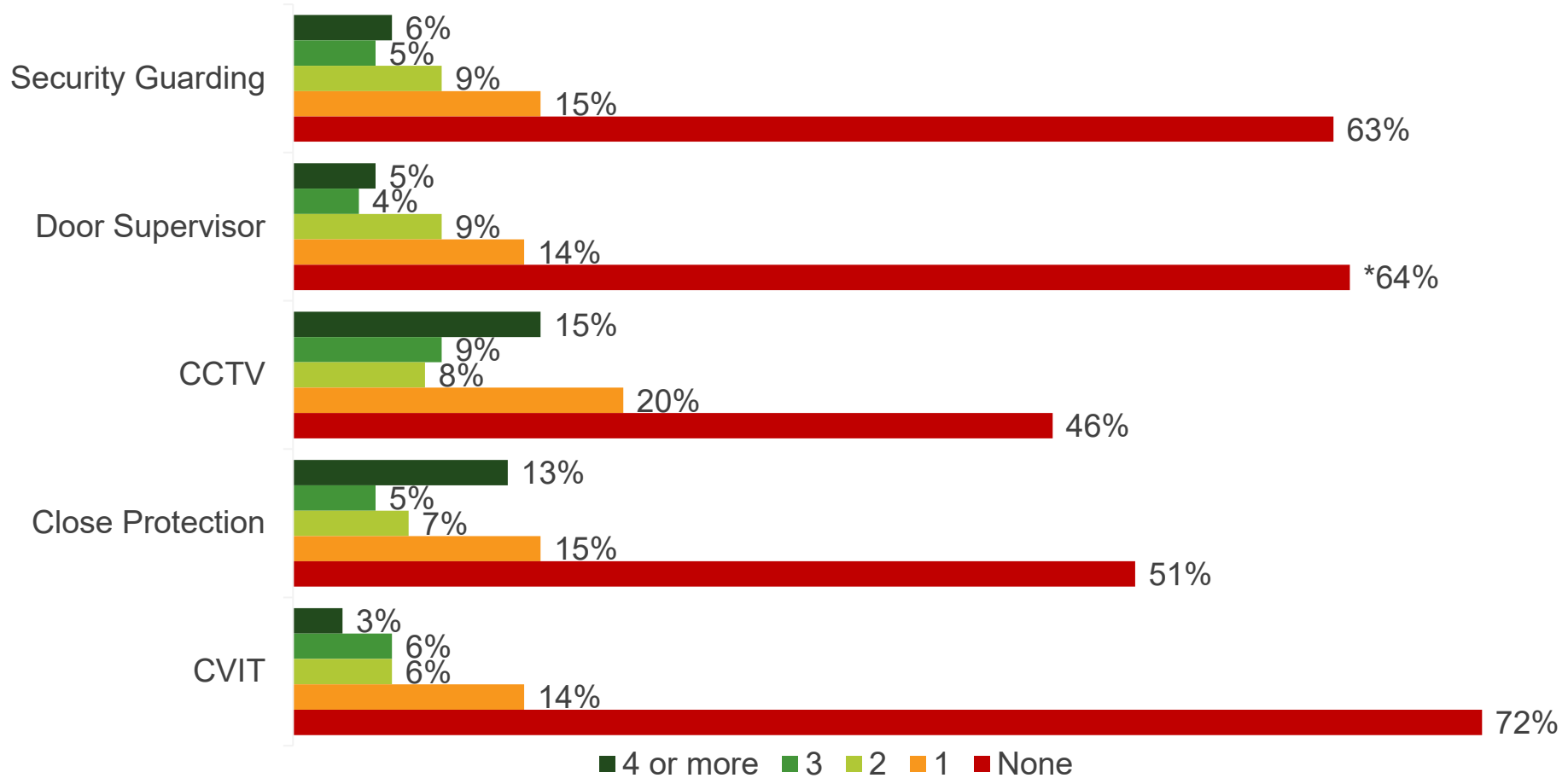
*1 Question C6. Base: All currently working in security industry (n=923)*

*1 Question C7. Base: All who hear about training/CPD opportunities (n=854)*

# Career progression

Individuals working in close protection and public surveillance received the most promotions.

## Promotions Received



*I Question A9. Base: 923. SG=215; DS=366; CCTV=107; CP=87; CVIT=67*

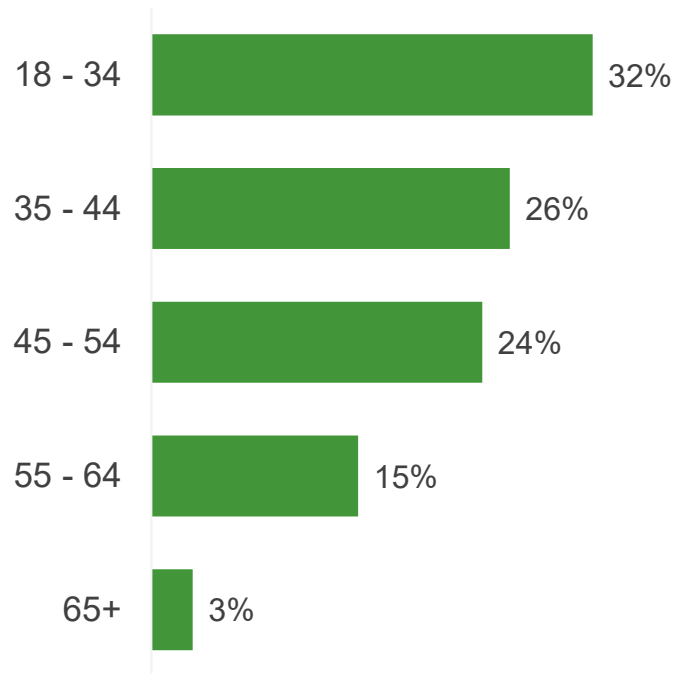
# Appendices

Demographic profiles of individual and employers

# Individual Demographics

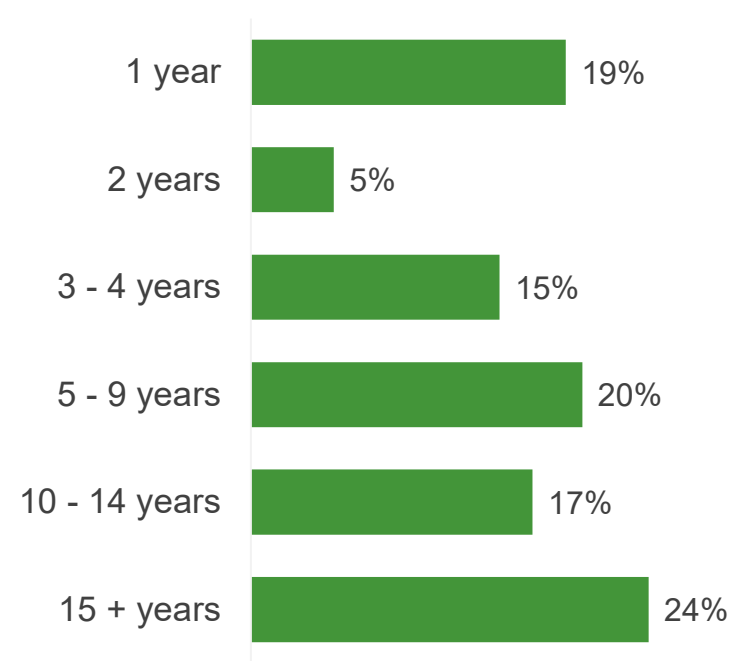
18 – 34 year olds represent the largest age group in security, though almost a quarter of respondents have been in the industry for at least 15 years.

## Age of individuals in Security



*1 Question E4. Base, All: 836*

## Years Worked in the Industry

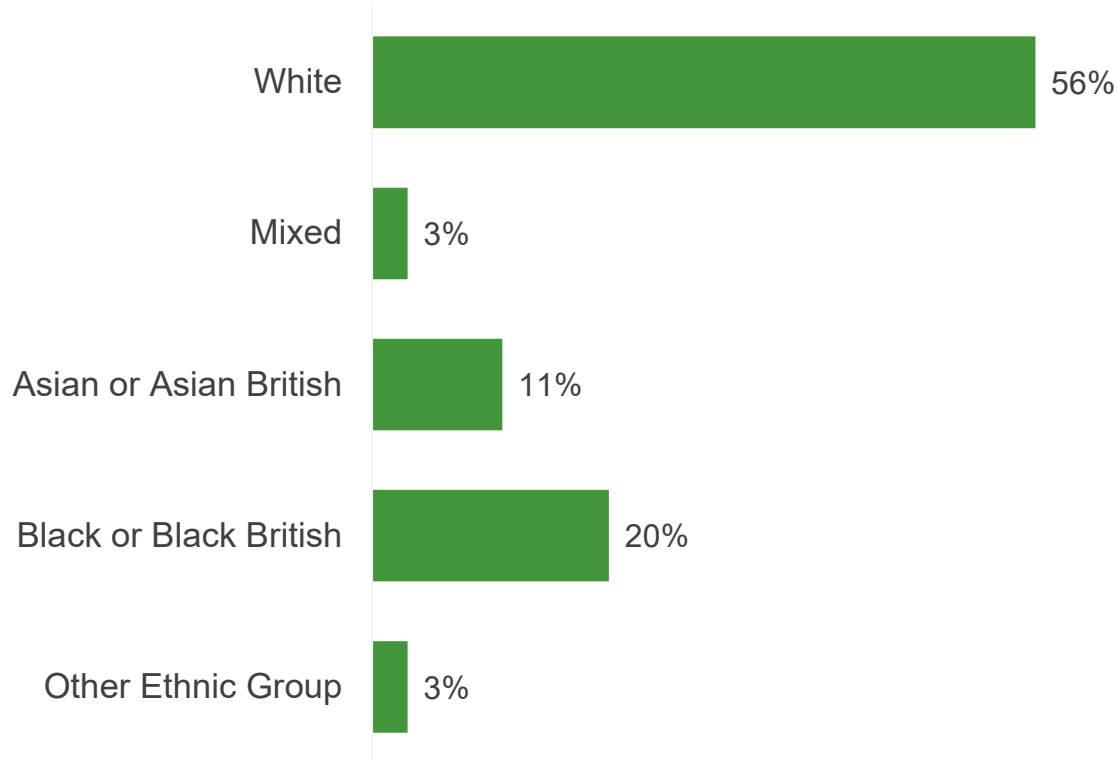


*1 Question E2. Base, All= 836*

# Individual Demographics

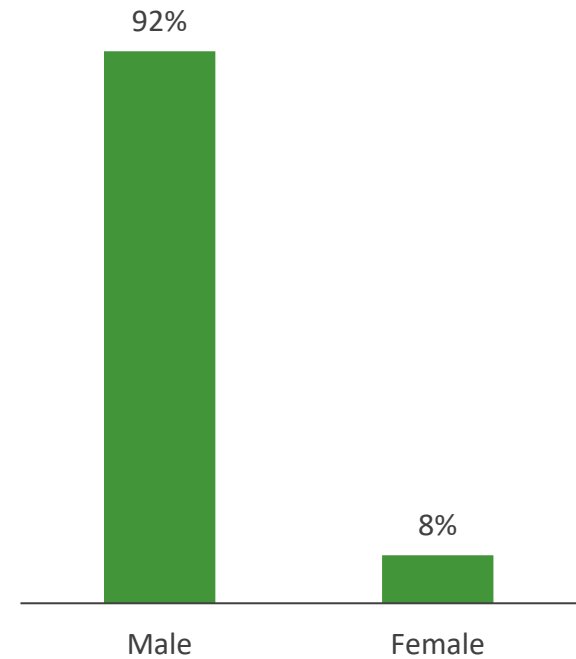
The majority of security workers in the UK are white males.

## Ethnicity



*1 Question E9. Base, All: 836*

## Gender

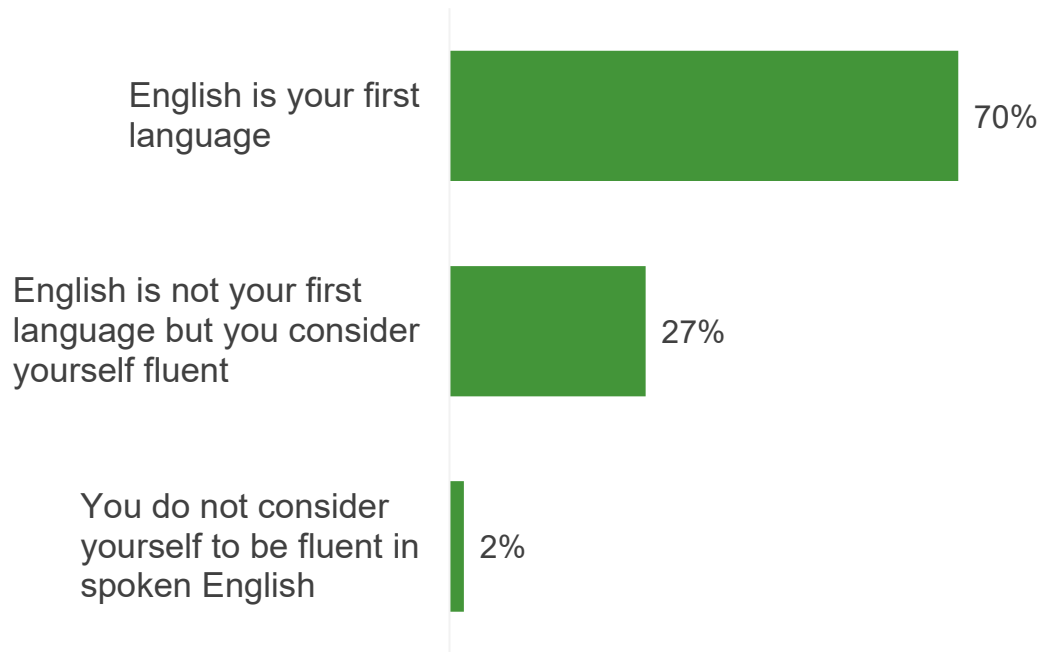


*1 Question. Base, All: 836*

# Individual Demographics

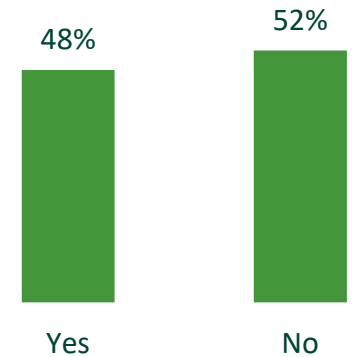
Only 2% of individuals do not consider themselves fluent in English. Close to half (48%) can speak at least one other language. The most common other language is French.

## Level of English Communication



*I Question E5. Base, All: 836*

## Can you speak any other languages?



*I Question E6. Base, All: 831*

## Most commonly spoken

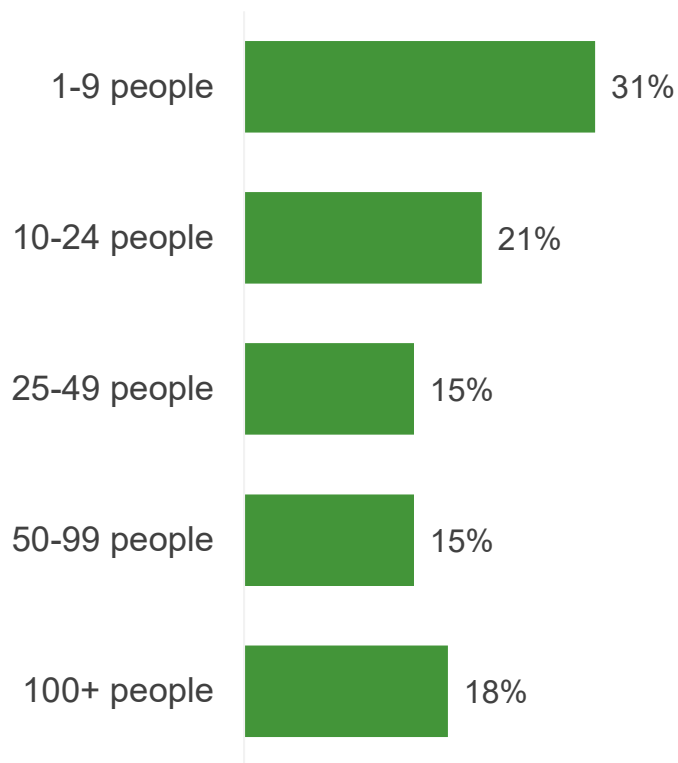


*I Question E7. Base, All who speak another language: 385*

# Employer Firmographics

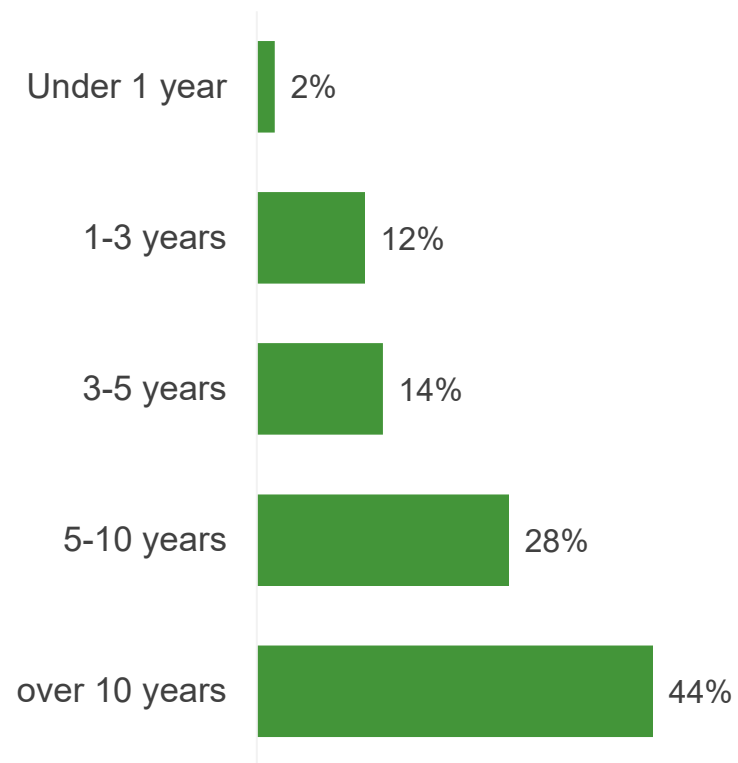
About half of the employers had less than 25 employees (52%) and half had 25 or more employees (48%). Just less than half of employers been in the industry for over 10 years (44%).

## Size of company



E Question. A4 .Base, All 300

## Length of time in the security industry



E Question A7. Base, All: 300

# Employer Firmographics

Over a quarter (26%) of the companies we talked to are based in London.

## Region that the company is based in

