Operational Procedures of the Safety Committee of the University of Cordilleras

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Abstract: The Operational Procedures of the Security Division of University of Cordilleras was assessed through descriptive normative survey method. Utilizing a self-constructed questionnaire, examination of documents, and interviews, the level of attainment of the goals and objectives of the Safety Committee of the University of Cordilleras was determined to be very much attained, the extent of implementation of the Operational Procedures was found out to be much implemented, and the degree of serious of the problems encountered in the implementation of the operational procedures was found to be moderately serious. Nevertheless, the Officers should still strengthen their performance especially during night shift. The method of patrol should be improved and emergency and evacuation drills should be regularly conducted. Staffing of trained marshals and officers with good managerial skills and coordination should not be neglected as these are important parts of security management and operations. Arranging a security education program with school administration will boost awareness and cooperation of the occupants on school security operations.

1. Introduction

Despite the many efforts to professionalize the field of security in the country, there are still many who feel and actually observe that major obstacles need to be overcome. Some continue to exist because these were not previously addressed and some even multiply because of the difficulty of coping up with the rapid changes of time. Because of the vulnerability of various establishments, agencies, and institutions to malicious, destructive and acquisitive acts by individuals, university institutions should not also ignore security operations especially that they cater services to clients and give protection to employees and all their operations. Fischer and Green (2004) stated that the recognition of the right of defense of self and property is the legal underpinning for the right of citizen to employ services of others to protect property against any kind of incursion by others. Article III, Section 2 of the Philippine Constitution states the right of the people to be secured in their persons, houses, papers, and effects while the Revised Penal Code (Republic Act 3815) incorporates the provisions on Crimes against Persons, Property, and Personal Liberty and Security which have bearing on the security and protection of one's life, liberty and property. Moreover, the Private Security Agency Law (Republic Act 5487) governs the operation, administration of security agency, and activities, qualification, duties and licensing of security guards, watchmen, and private detectives. Its intention is to professionalize the security services in order to upgrade the level of security protection. These provisions set guidelines for the creation of policies and other mandates concerning the services of security personnel as well as the establishment of security standards and devices in all institutions to ensure the safety and security of occupants therein. Just like most institutions, the University of the Cordilleras (UC) employed private security personnel but who became focused only on the access control and apprehension of violators of school rules and policies. This study assessed the Security Operational Procedures of UC which is not limited to the two aforementioned activities but included some other security operations.

2. Results and Discussions

To assess the Operational Procedures of the Safety Committee of the University of Cordilleras, respondents were asked to rate on three aspects based on the Likert scale provided. The scores were derived from the self-evaluation of the SC officers, members, and marshals as well as evaluations of some students, employees and administrators of the school. The average weighted means were derived for the comparisons and analysess

2.1. Attainment of Goals and Objectives of the Safety Committee (SC) of UC

The goals and objectives comprise the following: (a) To secure the premises of the school with conspicuous presence of sufficient number of safety marshals; (b) To protect the lives and limbs of UC constituents from harm, threats, assault, and untoward events; (c) To safeguard properties and facilities; (d) To enforce the policies on safety and security; (e) To carry out orders and directives with dispatch and due diligence; (f) To render service with courtesy and respect to superiors and officials of the

school; (g) To respectfully and courteously render services to others including guests and outsiders; (h) To render service with respect but with firmness by not compromising the rules of conduct and code of ethics; (i) To release an alarm or warning in case of emergencies and disorders; (j) To receive, obey and pass on the post guard who relieves him all order from the institution or immediate superiors; (k) To be watchful especially at night; (l) To allow no one to pass without proper authority; (m) To maintain order within the vicinity of the institution; (n) To protect the interest of the institution and its constituents without compromise and prejudice; and (o) To conduct emergency and evacuation drills.

Table 1 presents the summary of the attainment of goals and objectives by the SC officers, members, and marshals. SC officers yield great consideration on the goals and objectives of the organization and are so much aware of the purposes of the Committee. This is also because of their designation as officers of the Committee for they should be very vigilant if the goals and objectives are being attained both by the other two groups. Being the personnel with higher ranks, they themselves are expected to lead in attaining the goals and objectives of the Committee. Fischer and Green (2004) quoted "it is the officers' responsibility to establish the level of authority at which security may operate in order to accomplish its goals and mission".

Table 1. Attainment of the Goals and Objectives

Groups	Mean	Interpretation
SC Officers	4.75	Very Much Attained
SC Members	4.12	Much attained
SC Marshals	4.01	Much attained
Average Mean	**4.29**	**Much attained**

2.2. Extent of Implementation of the Operational Procedures of the SC of UC

Table 2 presents the summary findings on the extent of implementation of the Operational Procedures of the SC. Among the SC Officers, these procedures were rated as very much implemented, while the other two groups have a very slight difference but the ratings were interpreted as much implemented. This implies that the former are fully aware of their duties and responsibilities being the officers of the Safety Committee of the University. Best performances are due to their trainings, experience and length of service in the realm of security. Furthermore, officers are very much conscious of their accountabilities which demand their realization of their responsibilities. Besides, the officers should carry out their duties because they knew that these are so much expected from them by the occupants, principally by the school administration.

Table 2. Extent of the Implementation of the Operational Procedures of the SC

Major Areas	Mean	Interpretation
Security Officer operations	4.01	Much implemented
Access Control	4.18	Much implemented
Information Control	4.32	Much implemented
Emergency and Disaster Management	4.46	Much implemented
Investigation of Offenses	4.28	Much implemented
Student violations & workplace violence	4.61	Very much implemented
Average Mean	**4.31**	**Much attained**

The differences in ratings imply that some of the marshals and members of the SC were perceived to be negligent in the implementation of their operational procedures. Additionally, some of the differences in ratings were brought about by others' perceptions that some of the procedures are not applicable and operational in some posts where the personnel and marshals were deployed.

2.3. Degree of Seriousness of the Problems Encountered in the Implementation of the Operational Procedures of the SC

The Safety Marshals perceived the problems with higher degree than the SC Members, while the latter had higher degree of perception of problems than the SC Officers. Table 3 exhibits that majority of the problems were perceived to be moderately serious. This implies that the obstacles are manageable or that these can be readily addressed by those concerned.

The experiences of Safety Committee officers have bearing on their assessment on the problems. They had been employed for longer period of time and most of them had been from various companies or agencies in their previous employments. Moreover, their involvement in the arena of security operations justifies that they had already adjusted to most situations or circumstances they encounter in their job. Thus, they can cope with very little difficulty or are even able to overcome the problems they encounter in the performance of their duties. Some of them posited that these are just normal occurrences.

Table 3. Problems Encountered in the Implementation of Operational Procedures of the SC

Problems	SC Offr	SC Mem	SC Mar	Wtd Mean
Inadequate understanding of the OP.	2.85	2.74	3.63	3.07
Lack of coordination to the administration and other employees.	2.69	3.52	3.34	3.18

Lack of cooperation of students and employees.	3.0	3.09	3.63	3.24
Lack of coordination to the Security Office or Head.	3.5	3.30	2.76	3.19
Lack of remuneration for Security Officers.	2.77	3.52	2.85	3.05
Lack of remuneration or allowance for safety marshals.	2.5	3.61	3.66	3.26
Inadequate system of gathering information.	2.88	3.13	3.05	3.02
Inadequate communication equipments.	2.65	3.17	3.24	3.02
Inadequate security devices and equipments.	2.58	3.65	2.80	3.01
Lack of observance of maximum tolerance.	2.85	3.09	2.88	2.94
Lack of communication skills of safety marshals.	2.42	2.78	3.49	2.9
Lack of ethics and public relations by the safety personnel.	2.73	3.17	3.44	3.11
Lack of discipline on the part of the students.	3.14	2.61	3.54	3.10
Inadequate stress debriefing program.	3.08	2.91	3.32	3.10
The manager lacks leadership and managerial skills.	2.42	3.26	3.41	3.7
Inadequate application of techniques in the analysis and management of security hazards.	2.89	2.56	3.1	2.85
Inadequate conduct of security survey in the institution.	2.96	3.04	3.2	3.07
Lack of techniques in conducting intelligence.	2.65	3.26	3.12	3.01
Inadequate performance evaluation system.	3.0	2.59	3.17	2.92
Lack of strict monitoring of the performance or conduct of safety marshals.	2.77	3.17	3.37	3.1
Average Mean	**2.92**	**3.11**	**3.25**	**3.19**

There are also factors that annoy Marshals or even affect their discretion in the implementation of their duties such as non – cooperation and lack of discipline of constituents. Klockars (1985) mentioned that one maybe said to exercise discretion whenever effective limits on his power leave him free to make choice amongst possible courses of action or inaction. In addition, Coleman and Norris (2000) mentioned that exercise of discretion involves doing something or not doing something. This denotes that those who are annoyed due to the actions by other individuals (their disobedience and lack of discipline of those managed) and also due to the non – satisfaction of their needs, may decide not to do a legitimate action or just be lenient in the implementation of procedures. As a consequence, the students and employees who do not follow policies would think that their acts are tolerated. This would further cause them reproduce their acts and spontaneously yield increased problems.

Chatterton (1983) argued that decisions and actions taken reflect the concern to control relationships between themselves and the various publics on a division, to maintain their capacity to intervene authoritatively in any incident and to preserve their own and other's beliefs that they were on "top of the area". People who are managed strictly and fairly will realize and acknowledge the authority of those who manage and will make them conscious of their responsibilities as the students and employees.

3. Conclusions

The members of the Committee still need to perform better in order to attain the goals and objectives of SC to a maximum degree. Also, the operational procedures are not implemented to the greatest extent. Common problems encountered in the implementation were attributed to lack of leadership and managerial skills, lack remuneration and allowance of SC officers, members, and marshals, and lack of discipline of students.

This study will guide industrial establishments and school institutions to weigh the advantages and disadvantages and the outcomes of employing private security either from private security agencies or company or institutionally trained security personnel or marshals. The results will guide administrators and decision – makers in planning and constructing their paradigm of the safety committee or security unit in order to comply with legislations and most especially to ensure the safety and security of employees and students as well as provide some insights and information to occupants and employees. The study poses challenge to school managers and security units of schools or campuses to review their operational procedures to boost security operational procedures and develop awareness of consciousness among occupants.

4. Recommendations

The safety committee should still improve their performance by constant patrolling and keen observation especially when designated in the night shift. The regular conduct of emergency and evacuation drills should also be considered in order to let the occupants become conscious and be accustomed to the procedures executed when disasters or emergencies occur. The Committee should also monitor regularly the facilities in whatever post they may be deployed in order to prevent the destruction, disappearance, and movement of properties in and out of the offices and campus. The area on Security Operations should be

enhanced by staffing and training of marshals and training in order for them to be well-versed on the procedures to be undertaken in various circumstances. Staffing of experienced and well-trained security personnel and assistants would consequently lead to the successful attainment of the goals and objectives of the Committee. Frequent trainings strengthen operational procedures as well as boost the confidence of the members of the Committee. And as a result, recipients of security services would appreciate the efforts of the security workforce. Leadership and managerial skills also play a vital role in Security Officer Operations. Trainings or seminars focused on management or supervisory functions should be often conducted. These also include briefing and orientation of all members of the Committee. Moreover, remuneration policies and provision of equipment should be reviewed because these have bearing on motivating employees and boosting their performance. Security education and survey should also be considered in order to build up cooperation and coordination among occupants, administration, and the committee.

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