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CSS 245



**Security Planning,
Development &
Management**
Module 1

CSS 245 (Security Planning, Development and Management) Module I

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Unit I Introduction and General Background

1.0 Introduction

A way of understanding any subject is to know its definition, the history behind the concept, its nature, purpose and scope. To understand industrial security, we must define what it is, and the definition should be in such a way that it would be meaningful to all.

2.0 Objectives

At the end of this unit, you should be able to:

- state whose responsibility is Industrial Security
- identify advantages of Security Set Up
- state the disadvantages of not having one.

3.0 Main Content

3.1 Definition

Industrial Security management can be defined from various perspectives depending on whom and what is actually involved. Generally, it is regarded as deliberate activities to satisfy the need, to ensure the absence of danger and wary, and to prevent unacceptable loss and danger to corporate assets (tangible and intangible), so as to enhance business profitability. In this sense, industrial security entails awareness, avoidance, planning, protection, preservation, alarm, deterrence and reaction.

3.1.1 Historical Background to Security Management

Although the systematic study of security management as a separate branch of human knowledge has a recent origin, the practice of security management is as old as human society.

The story of security dates back through thousands of years in human history when individuals, communities and groups recognized the threat, danger or peril around their lives and property, and made efforts, individually and collectively to protect their lives and property. The philosophy of security is embedded in an age-long ideology that was from creation and God sanctioned our lives by nature for protection. Adam was securing Garden of Eden before he misbehaved and was sent away by God.

The history of man is replete with activities which led to emergence of the idea that is now known as security management. Archeology has unearthed extensive accumulations of elaborate security achievements. The mammoth worlds of the ancient Babylon, the pyramids of Pharaohs, the Roman Empire, etc. rival the accomplishment of modern security management considering the state of technology.

The glory that was Rome must be credited in great part to superior activities. Roman region conquered an empire that in the 2nd century of the Christian era, comprehended the farthest part of the earth and the most civilized portion of mankind. These vast domains were linked together by an elaborate security network that started from Rome into the other provinces.

3.1.2 The Industrial Revolution

A lot of history, economics and other business books have been filled with accounts of the technological innovations of the industrial revolution in Great Britain and United States of America. Little was known about the security management methods and techniques that helped to make that progress possible. It seems highly unlikely that they could have made the industrial progress of the 19th century without a foundation of successful security management.

The advent of the factory as the primary mode of production, and the tremendous rise in the volume of production of industrial revolution also created a need for large number of security managers.

The factory system may be distinguished from other modes of production in that workers, stocks of raw material and finished goods, machines and equipment, documents and other assets were concentrated in one building or group of buildings. It also brought centralised control of production between the employer and the employee.

The industrial revolution was a major contributory factor in the rapid development of the factory system, furnishing both the power and the machines for large-scale production, and large amount of capital were required to finance the factories.

Since the crafts worker lacked the resources to buy the machine or to compete with machines, he assumed the role of an employee and the bourgeois class who had the money to assume the role of employer. The relationship between the employer and the employee become impersonal.

As a result of the impersonal relationship between the employer and the employee, the latter felt that he was no longer an organic part of the organization and his interest in the organization as a whole rested in its ability to pay him a wage with which he nurtured his body and soul.

The industrial revolution also made affluence possible, caused in income disparity, and displaced the crafts worker who cannot complete with machines. The new challenges, frustrations and temptation aggravated offences of physical need and criminality of affluence and, greed.

Another contributory factor is the capitalist system, wherein the bulk of goods and services needed by society are created and distributed by private enterprise in search of profit, with its essential attributes of materialism, private property, free enterprise, profit motive, self-interest, competition and the price mechanism. People became preoccupied with material possession- the rich were respected for their wealth whiles the poor were disrespected for their poverty.

Consequently, most people wanted to become rich and be respected. Many people engaged in different types of activities, such as manufacturing, banking, office work, robbery, pilferage, kidnapping, assassination, dope selling, pimping, etc. in order to get rich.

Self- Assessment Exercise

Why did the relationship between the employer and the employee become impersonal?

3.1.3 The Rise of the Industrial Security Class in Nigeria

Some thirty years ago very little was known about the industrial security career in Nigeria. Only very few Government agencies and parastatals had security departments. They included the Central Bank of Nigeria, the Nigeria Security Printing and Minting Company, the Universities and in later years the Nigeria Ports Authority and the Nigeria Airport Authority. The security department of the Nigeria Ports Authority did not last very long. It was dissolved for undisclosed reasons.

The only known security agency was the Nigeria Police, which was Government's sole legally constituted agency for crime prevention and law enforcement. Also the Armed Forces for safeguarding the security of the country from overt outside aggression.

As the economy of the country progressed, especially with the enactment of the Nigeria Enterprise Promotion Act of 1972 and 1977 (otherwise known as the Indigenization Decree), many business which were hitherto in the hands of foreign businessmen passed into the hands of Nigerians. There was sudden upsurge in government revenue from petroleum exploration, the economy became suddenly over liquid. The result of the excess liquidation was inflation.

Three major problems that immediately faced the emergent Nigerian entrepreneur include the problem of how to organize his newly acquired business to avoid disruption and possible collapse that the unplanned change in management may cause. How to cope with the run-away inflation which had badly eroded the purchasing power of the naira, and how to contain the increasing offences of physical need and the criminality of greed from within and without the enterprise so as to enhance profitability. The worsened general economic conditions soon after the Nigerian civil war, coupled with lack of necessary goods, the realization of extreme sacrifice, and the spreading disappointment and discontent caused insecurity of life and property to rise threateningly.

The post war period was characterized by increase in offenses of physical need, above all, theft, pilferage, and fraud, falsehood, and so on perpetrated by demoralized youths, women and members of the more educated class. Added to this was a frightening lack of necessary goods and also jobs, and finally a general shortage of money as well as increased number of orphaned and illegitimate children worsened the situation.

Under the above circumstances, it is not surprising that in the postwar era the Nigeria Police could not provide the much needed security cover to individuals and corporate organizations.

More so, as the growing affluence manifested itself in an increase of the criminality of greed, crime changed its forms of appearance and adapted itself to the emerging new technology and economic conditions. Wealthy individuals and corporate assets became more exposed to security risk. Companies continued to record colossal increase in loss. The need for trained security experts tripled. But adequate manpower was not just available.

Ex -policemen and Ex-servicemen were not willing to return to the office for redeployment because work then was regarded as slavery. They saw it as something that was confined to the gate or patrol.

At the end of the Civil War in 1970, many policemen and soldiers who were not reabsorbed into the Police Force and the Armed Forces were desirous of accepting the job of security. This marked a turning point, as the arrival of knowledgeable men in the industrial security scene / career, made a world of difference. A new lease of life was injected into various aspects of industrial security.

Many organizations have full time security departments, comprising of well-educated and trained personnel, and with competitive salaries and remunerations like their counterparts in other professions, with the prospects of advancing to chief executive officers (CEOs) position. Industrial security is a profession worldwide today.

3.2 Impact of Loss

To further appreciate the importance of industrial security let us consider the impact of business loss on the consumer.

Example I

XY Ltd. Produced 50,000 units of a product at N5.00 each. At the warehouse it was discovered that 10,000 units have been stolen. What effect will this theft have on cost and price assuming that a 20 percent return on investment is the profit expected, and XY Ltd incurred about N16, 000 as storage, transportation, selling and other expenses to sell the remaining goods. At what price must XY Ltd sell to make its 20 percent return on investment?

Cost & unit selling price:

A. Without theft:

Production cost - 50,000 at N5 each	=	250,000
Excise Duty 10% of cost	=	25,000
All other expenses (40k per unit)	=	20,000
	=	295,000
Add 20% profit margin	=	59,000
Total cost-plus profit	=	354,000
Unit selling price	=	N7.08

B. With theft:

Production cost (40,000 + 10,000) *	=	250,000
Excise Duty 10% of N200, 000	=	20,000
All other expenses	=	16,000
		286,000
Add 20% profit Margin	=	57,200
Total Cost plus Profit	=	343,200
Unit Selling Price	=	N8.58

From the above, it can be seen that while each product ought to have been sold for N7.08 if there had been no theft-, with the theft, each had to be sold for N8.58 producing an increase of N1.50 in unit selling price. In all, the consumers have to be dispossessed of N60, 000.00 because of this loss. The loss leads to inflation of consumer price- downsizing (where the producer absorbs all the cost increase occasioned by the loss)-, increased criminal activities, general insecurity etc.

In general, three possibilities exist:

- the consumer pays for all the cost increase resulting from the loss.
- the consumer and producer share the cost increase resulting from the loss
- the producer absorbs all the cost increase resulting from the loss.

Example 2:

Action	Time	Cost
Office staff stop work for 15 minutes to help search for the cell phone	6 x 15 minutes	N 150
Supervisor takes details from victim and reports incidents to security	2 x 15 minutes	N 150
Security Department responds and takes statement	2 x 45 minutes	N 150
Security officer's report passed by Supervisor to security Manager to investigate	2 x 1 hour	N 150
Exit Searches	2 x 1 hour	N 200
Suspect apprehended, interviewed, supervisor and police called	3 x 2 hour	N 600
Total	=	N 1, 400

A cell phone was reported missing in the Administrative Department of ABC Nigeria Limited.

From the foregoing already N1, 400.00 has been lost in terms of time. An official investigation will then follow during which the Police will interrupt the work of the office to take witness statement. If the decision is taken to prosecute, witness will be required to attend court. The suspect if found guilty will be terminated. The total cost is likely to exceed the sum of N20 000.00 this is why insecurity prevention is better than detection

Another Example: Micro Computer Services Ltd is a one -stop supplier of IT services to local business, employing 15 staff. It supplies and installs computers and peripherals, provides web hosting services and provides back-up facilities for sensitive company data. The company is housed in a small multi-occupancy office building on the outskirts of Port Harcourt.

Last night, after work, a fire broke out in one of the computers. Fire alarms were activated and the fire service alerted, but by the time they had arrived, ten minutes later, the room in which the computer was housed was ablaze

It took fire fighters several hours to extinguish the fire. Initial estimates put the damages at N50, 000,000.00. The company does have insurance but the suite of offices has been extensively damaged and will be unusable for sometime

The consequential losses resulting from such event could be catastrophic for the business, and are likely to include many of the following-

- Loss of operations (profit-generating activities)
- Loss of profits
- Investigation cost
- Salaries to staff not working
- Loss of customers
- Customers' losses
- Litigation
- Loss of credit worthiness
- Increase in insurance premiums.

Self- Assessment Exercise

Discuss why insecurity prevention is better than detection

- Insurance claim loss adjustment
- Rehiring of staff
- Retraining of staff
- Cost of temporary accommodation and equipment
- Replacement of fire equipment
- Rebuilding and reprogramming of IT systems
- Recreation of data
- Collateral damage to neighbours
- Payment to distribution staff
- Preventative maintenance
- Re – cleaning
- Redecorating

- Restoration of communications
- Loss of image
- Perished raw materials
- Perished finished goods
- Loss of market share
- Advertising following back to normal
- Cash flow problems
- HSE inspections before resumption of activity
- Loss of suppliers if dependent
- Need to buy in services at higher price to support maintenance of market share.

3.3 Corporate Terrorism

Corporate terrorism is a breach of corporate security. It is a threat to corporate live and property. It also exposes the handicap and inefficiency of the company's intelligence security. The overwhelming temptation is to sweep the handicap and inefficiency under the rug or nail management on the cross of security incompetence. It is noteworthy that, intelligence security is within the realm of the security department's function. The security department must feed management with enough intelligence information. Perhaps, this may call for the creation of intelligence section within the security department. Some companies in Nigeria call this section 'spy'.

The security network's red - alert message should help management to burst corporate terrorists and industrial espionage bid in the buds. A security manager that is worth his salt must initiate action for the collection, coordination and communication of intelligence information on the activities of violent and / or potential violent employees. He must develop a network with undercover operatives to cultivate information about sources of terrorist' gangs, and assemble, analyze, assess, and communicate security intelligence (about threats and or potential threats to the company's rights) to management.

The management may refuse to believe the intelligence information as did Director X when in mid - July 1999 the security manager radioed him of a planned invasion of the company's industrial area by youths from the community, on Monday, August 9. He expressed surprise and regretted his -disbelief when the attack did take place on the date the security manager predicted. More than 2,000 rioters from the community invaded the company premises, burning houses and looting company property.

The police were alerted. They arrived and in panic, they shot into the crowd resulting in the death of the rioters. This sparked off another round of destruction as the youths broke through the police barrier and headed down the police station, sacked and set it ablaze

On the other hand, the management may believe the intelligence information, as did Director A, when the company security intelligence confirmed planned hostage taking of its staff by youths from the Area. Director A immediately summoned the community representatives including elders, youth's leaders and women leaders for dialogue, government representative presiding. And an agreement was reached on ways of resolving the issues raised by the community. A replica of ugly situation was averted with understanding reached and cooperation guaranteed.

Information seen to be unimportant may soon develop, that what was communicated was merely the tip of the iceberg. Hidden beneath the business environment lay a monstrous destructive force, that could threaten to rip the bottom right out of the ship of commerce and industry.

4.0 Conclusion

In this unit, we highlighted the definitions and concepts of industrial security. We traced the history of security to the mammoth worlds of the ancient Babylon, the Pyramids of the Pharaohs, the Roman Empire etc. We also discussed the contribution of the industrial revolution to industrial security, the rise of industry security class in Nigeria and impacts of loss on the consumer, the company and the society at large.

5.0 Summary

In this unit we have come to know that industrial security is necessary to avoid ugly situation. The purpose of any business enterprise is to enhance profitability by providing safeguard against losses that would have been caused by waste, accident, error and crime, including under utilization of man-hours.

6.0 Self-Assessment Exercise

1. Define Industrial Security
2. Mention various factors that contributed to industrial revolution
3. Describe three major problems of the rise of industrial security
4. Explain possibilities of reactive measures to impact of loss

7.0 Reference / Further Reading

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Unit 2 Planning and Importance of Security Planning

1.0 Introduction

It is a common mistake to put the cart before the horse in security planning, that is, to create a department, hire personnel, and then look around for something to do in a corrupt working environment. Losses almost certainly, exist, and something therefore must be done about them.

2.0 Objectives

At the end of this unit, you should be able to:

- state when to establish crime prevention unit
- state detailed analysis of potential area of loss
- identify probability and gravity in terms of loss for cooperate goals
- identify steps in the planning process.

3.0 Main Content

3.1 What is Security Planning?

Security planning can be described as a process of establishing objectives, allocating resources within prescribed or authorized budgetary limitations, and determining what should be done, how it should be done, and how soon it should be set into operation. It is the security manager's responsibility to determine what the security objectives should be, what the goals in each area of objectives should be. He decides what has to be done. Reach the objective that is definition of ends, and the determination of appropriate means of achieving the desired ends. He decides on who should do what; how it should be done; when to do it and where to do it.

Consequently, this aspect of his job involves hard thinking since it is future oriented. Security planning, in the main, requires specificity and purposefulness. Most importantly, the process of planning involves establishment of standards (against which actual performance will be compared), thus, the importance of control to prevent deviation, developing rules, regulations and standard operating procedures, developing the **road map** which will help the security manager to decide for one or more specific course of action.

For example, if a company's objective is higher profits and the widespread prevalence of employee theft is eating away those profits, a primary objective of the security function should be to reduce employee theft, and thus contribute to the corporate objective of increased profits.

3.1.1 Importance of security planning

Security Planning must include the following:

- Specify what is to be achieved
- Provide direction
- Help translate opportunity into selected course of action
- Enhance efficiency and effectiveness
- Help conserve valuable resource
- Provide for orderly change and continuity
- Enhance personnel morale
- Reduce crises in the company.

It is important to stress here that planning provides direction and a sense of purpose of the security. The point had earlier been made that security plans are loss prevention road maps. Through planning the loss prevention function keep adapted to its dynamic environment. A good security plan must be able to reveal' potential threats.

Even though security plan cannot completely eliminate the risk of loss, yet it can help identify potential threats and at least minimize loss. A good security plan should be able to specify what is to be achieved. This will be the basis upon which security performance will be measured and controlled.

3.1.2 Steps in the Planning Process

The planning process involves several steps.

1. The definition of a company's central concept.
2. What business is the company into; its product or service and the corporate competitive advantage (if any). In addition this definition will enhance the following.
 - Need to recognize causes not symptoms
 - Need to know and understand how situations have arisen
 - Need to recognize what the company should be and must do as basis for deciding alternative causes of action.

3.1.3 Establish Goals

There are goals the security function will pursue. The goals or objectives must be such that can be accomplished. This will provide the standard against which actual performance is measured and compared. The goals must be SMART: specific, measurable, achievable, realistic and time bound.

3.1.4 Develop Forecasts

This is an estimate or prediction of the future status and patterns of crime. It is aimed at calculating or predicting days or seasons on which problems occur; targets for crime, profile of the type and incidence of crimes, patterns of crime and its **modus operandi**, and predictable shape or description of criminal assaults on company property-assists.

These are the premises upon which a security plan is built. Despite the shortcomings of forecasting, yet it is generally more useful for security managers to consciously forecast and develop explicit planning assumptions. Risk analysis and security survey are pre-requisite to good security planning.

3.1.5 Evaluation of Resources

It is important to carefully assess fund availability, managerial and operating resources in order to determine what exactly is or is not feasible. Further, it is important here to analyze relevant facts such as: who will be affected by these problems? What will be their views and problems? Has someone else experienced this problem? Where possible could relevant information on the problem be obtained? Who can supply it? These are all relevant questions. They need answers too.

Self-Assessment Exercise

Briefly analyses the importance of security planning.

3.2 Develop Alternatives

It is sure that several alternatives - individual courses of action that will allow for accomplishing of goals will surface, after a planner must have made the necessary threat assessment and after the careful auditing of one's resources. What is important here is the existence of some choice- which is usually a prerequisite for effective decision -making.

3.3 Tests for Consistency

At this point various alternatives are compared with available resources, goals and central concept of the company. An important point here is that the security function must choose an alternative that is not only in line with the corporate goals and concept, but that which it can easily achieve.

3.4 Deciding on Plan

This is the stage when a choice is made from among the available alternatives. This is of vital importance because where a poor decision (of a very good plan) is made, and thus a wrong "road" is taken - none but the luckiest survive when, and if, it happens. This is one good reason why it is important to analyse and weigh consequences of any security decision. Find out the following.

- What are likely obstacles to implementing the plan?
- How can the problems be avoided or overcome?
- Who is vital in the plan that need be consulted?
- What time is needed?

3.5 Implementation of the Plan

Planning (no matter how effective) is not a guarantee of success. This is because success depends on the effective implementation of the plan. This requires all good skills learnt in organising, investigating, etc. to ensure implementation of decision. Therefore, one needs to set up budget or schedule of actions, and then assign responsibilities to subordinates. It is important to check responsibilities and where necessary one should modify, which is why, from the onset one's plan should be flexible.

3.6 Evaluations and Revision of the Plan

At this stage security plans are periodically evaluated and modified to meet constant changes in the society or environment.

4.0 Conclusion

Security planning, including risk analysis and security survey will result in a determination of the degree of security required in all areas of a company. Decisions must also be made as to the means by which such security can be most efficiently, effectively, and economically achieved. New policies and procedures may be ordered, and the size and deployment of security personnel will be determined. All of these factors must be balanced in the consideration of the protection of the company/facility to arrive at a formula providing the most protection at the least expense.

The essential elements of any security control system are as follows.

- A predetermined standard (plan, goal, objective, policy, procedure etc.)
- A measurement of actual performance.
- Comparison of the actual with standard. Results in a variance or a deviance; and
- Correction/revision (if necessary)

Control must be instituted over procedures such as transportation, receiving and warehousing, inventory, cash handling, auditing, accounting, staffing and so forth. Since all of these functions are performed in other departments, the most efficient and effective method of implementing such controls is by the presentation of an accountability system to the department manager, allowing him to express his views and make counter-suggestions. There is no reason to support that a totally satisfactory control procedure cannot be reached in this spirit of mutuality.

Only when such controls breakdown or prove to be inadequate should the security manager or his deputy step in to handle the matter directly. Loss preventive controls also cover all physical protection devices, including internal and external barriers of all kinds, alarm and surveillance systems, and communication systems. Identification and traffic patterns are other necessary controls. Identification implies the recognition of authorized versus unauthorized personnel, and traffic in this context includes all movement of personnel, visitors, vehicles, goods and materials

5.0 Summary

It has been suggested that the following factors should be considered in setting up a company's security system.

- Corporate goals and objectives
- Cost effectiveness of technology/ basic security systems
- Fund availability
- System efficiency through impact of security personnel
- Performance monitoring.

6.0 Self-Assessment Exercise

1. Analyze the relevant facts in the course of Evaluating Resources.
2. What are the steps required for the security planning process?
3. Mention few Establishments of Security goals.

7.0 References/ Further Reading

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Unit 3 Company Business Interest

1.0 Introduction

Before delving into the study of the business of security, it is important to describe a company, an entity which warrants industrial security.

We are all aware of the devastating effect of depression in Nigeria's economy. To leave the future of the surviving companies with little or no attention as to the security of their assets could be more devastating.

History attests to the major role companies play in the economic and social development of nations and, the prosperity of companies means the prosperity of the investing public. Company's assets remain the measure of its strength. A weak resource base must affect a company's performance and the implementation of its objectives, goals and operational policies.

2.0 Objectives

At the end of this unit, you should be able to:

- state the rights to carry out its activities as defined in its co
- state the rights to acquire and hold property in its name for the purpose of its business(es)
- state the rights to sue and be sued
- state the rights not to be discriminated against etc
- state the rights to protect its assets. (Section 289-293, of criminal code Act. CAP 77 LFN 1990).

3.0 Main Content

3.1 What is Company?

Company means persons associating for economic gains and profits. The legal frameworks for company matters in Nigeria are detailed in the Companies and Allied Matter Decree No. 1 of 1990. Registered companies are legally recognized as corporate persons who can acquire assets and hold properties in their own names.

As do natural persons, companies as corporate citizens are entitled to security of their assets. As an artificial person in the eye of the law, an incorporated company is entitled to all the rights, which are available to natural persons of full legal capacity.

3.1.1 The Concept of Company

The foregoing shows that the law places collateral responsibilities in the form of certain obligation and duties to companies. These include the duties to respect and promote human rights and fundamental freedom, in all spheres of their activities,. Also to observe all laws and orders made by the State for peace and order. Discharge tax and other financial

responsibilities and duties, including social responsibilities under the national environmental standard with particular reference to land, water, air, noise level, hazardous substance and public health etc. Companies like natural persons are entitled under the law to all rights and protection of the general laws with reference to its assets, be it real, personnel tangible or intangible, including patent, goodwill, etc.

3.2 Forms and Types

An increasing number of people, organizations, agencies and interest groups are more concerned with the security industry. They are no longer content with taking a back seat when matters concerning the security industry come into focus. These increased concern and public participation are largely due to the general awareness, resulting from the impact produced by the sector on the national economy and people.

In the provision of security services, there are four key players. These are the Government, Security Agencies, Citizenry and Judiciary.

3.2.1 Government

The chapter two of the 1999 Constitution states clearly that the objective of Government (at all levels) is the security of lives and property of citizens and their welfare. Company is one of the citizens.

3.2.2 Security Agencies

These include the Nigerian Police, Armed Forces, Fire Service, Prison service, Customs, Immigration, and other law enforcement agencies, and private security companies who provide additional security services.

3.2.3 Citizenry

It is the responsibility of the citizens to assist Government and Security by providing relevant information, and tip-off, for effective protection of lives and property.

3.2.4 Judiciary

These include the Customary Courts, District Courts, Magistrates Courts, High Courts, Court of Appeal and Supreme Court. Each of these should be explained briefly.

Self -Assessment Exercise

Explain the four key players of security industry.

3.3 Services and specialties

The security industry could be broadly divided into two: the public and private security organizations that provide protective and safe measures for a continuously expanding landscape of potential vulnerabilities.

The industry operators in Nigeria include the police, Armed Forces, Prison Services, Customs, Immigration, other law enforcement agencies and private security companies, with supporting and complimentary roles.

3.3.1 Proprietary Security Services

The security departments of most public and private companies are manned by professional industrial security managers and operatives. The company tells the employee what to do and how to do it. Their job is done as part of the company and not just for the company. More so, they are treated as employees of the company.

3.3.2 Contract Security Services

Means the supply of security manpower, security Equipment, etc. to individuals, companies, institutions, and establishments as and when required for protection of lives and property, and prevention of loss on contract or hire basis.

3.3.3 Security Consultancy

Many organizations make use of the security consultants; provide specialized security consultancy services and advice, professional security education, security system audits, design /engineering of security, fire prevention, and executive protection, etc. They work alone or in partnership for professional fees.

3.3.4 Security Equipment Manufacture, Sales and Services

This is the manufacture, wholesale, distribution, installation, etc. of security equipment and gadgets ranging from burglar and alarm system- safe- intelligence self-defense mechanism, CCTV movement detectors devices for preventing and detecting intrusion, of premises, interference with property- and fire and smoke detectors; bomb and metal detectors etc. These opportunities can further be categorized according to specialty as follows: Guard security, security consulting, executive protection, security architecture and design, workplace violence, background investigation, academic programmes, anti-terrorism, engineering security, computer security, coupon fraud, emergency/disaster management, employee theft, facility, management, fire prevention, human resources, information security, security system audits, law enforcement management, liability/legal aspects of security, office/multi-residence buildings, physical security/access control, safety management, sales/services of security equipment, security/ criminal justice education, security force management, security personnel, investigation and polygraph, detective, white collar crime, alarm dealer security service, etc.

The professional industrial security practitioner is to apply intelligently the systems, which are available to him to cope with the increasing challenges of the complex dynamic 21st century technology, and the high expectations from the management and workforce.

3.3.5 The Roles of Industrial Security

The roles of industrial security are as follows.

- The prevention of loss of company assets crime.
- The protection of company assets from fire, fraud, damage and trespass.
- The preservation of company rules and regulations.
- The maintenance of company prestige at all times.
- The protection of company personnel from fire, accident and other hazards.
- The detection of offenders if crime is committed.

3.4 Problem of the Security Industry

There are many problems militating against industrial security in Nigeria. These include-

3.4.1 Environments

The constraints against industrial security start from the environment, which are not enabling. The socioeconomic and political climate has not encouraged industrial security. Inclusive is widespread security unconsciousness.

3.4.2 Poor Quality and Quantity of Manpower

Lack of trained and experienced manpower is a major hindrance to industrial security in Nigeria. Well-qualified security personnel are generally in short supply taking the country as a whole-, but it is believed that though many establishments have such capable security staff, their talents are hindered or diluted by a combination of other related forces, prominent of which is limited education, professional training and experience.

3.4.3 Dearth of Modern Equipment, Technology and Methods

In these days of rapidly evolving technology, instantaneous communication and dynamic methods, the Nigerian industrial security manager lacks the necessary equipment, technology and methods for the prevention of security incidents. Delays in technical innovations, ignorance of existing alternatives are all manifestations of inexperience and no-knowledgeable top management.

3.4.4 Negative Work Attitudes

The ghost of “White man’s work”: is still hunting many Nigerians. Often this is accentuated by ethnic patronage and tribalism, and the results are quite detrimental to the company. “White man’s work” makes it possible for one to be indolent without immediate retribution, for discipline to be remote and circuitous, for tenure and promotion to be unaffected by efficiency and productivities.

Work attitudes cover not only personal operational efficiency but also general security ethics, such as attitude to members of the public, sense of personal responsibility over equipment, sense of attachment to the company itself and willingness to make sacrifices in order to promote its interests.

It also involves a phenomenon, which makes people to be more loyal and more attached to a group than to the company. This is where decisions and exercise of authority deliberately

favors one person or group of persons at the expense of the others. **A** situation where the zeal and ability of a security manager or supervisor is thwarted when his subordinates are hostile and conspire against him, causing him either to Compromise or to be removed, if their conspiracy reaches top management.

The other manifestation is where a security manager has to connive at the misdeeds of his kith and kin. Both cases are capable of frustrating any level of ability, if the collusions are not uprooted quickly and completely.

3.4.5 Financial Constraints

The security department of most companies suffers inadequate budgetary allocation. Insufficient or lack of finance is one of the major problems facing security departments of most companies. Everything depends on finance. Whatever you do must, at the end of the day, translate into monetary terms. Nothing works without adequate financing.

3.4.6 Bribery and Corruption

Otherwise known as the "Nigerian factor" is a clog in the wheel of the prevention of security incidents in Nigeria. As long as personnel who are prone to bribery and corruption operate the security system, it will be difficult to attain optimum results operationally. Man is an important factor in the prevention of security incidents. He initiates actions, manipulates the tools and makes decisions.

3.4.7 Lack of Coordination

Improper coordination of activities spells doom on any security system. On a more routine level, efficient coordination should handle the company's security personnel in such a way that optimum services will be extracted from it. Balance in overall sectional work force, proper structuring of work schedule and loads. Prompt and effective system of discipline, regularity of wage payments, regularity of, and fairness in staff co-ordination's techniques still not attained in many companies. When these are put in place, attitudes to work and overall performance will be affected.

It has been argued that practical incentives in the form of bonus, special promotions, prizes, etc., should be freely applied to staff, so as to create the desire for excellence and better service. But one could also argue that the same objective would be attained by judicious combination of effective discipline, better education and training for security personnel. Lack of formation of data banks on crime and criminals' activities, other vital information about people and places, for instant reference, make the job difficult.

No meaningful effort has been made in Nigeria to integrate the public and private security systems. There exist no institutional arrangements for exchange of information between the two systems or for dealing with security problems- no common operational formula, etc. thus dualism still feature in the security set up. As a result of these, the security system is ineffective in the country.

Self -Assessment Exercise 2

How useful are the roles of Industrial Security today?

3.4.8 Top Management Perception

Perception means the process by which individuals assess information from the environment, organize it and make out meaning from it. A company's point of view determines its security policies. If a company's point of view gives priority to fire prevention, then the security manager they appoint will be probably an ex-fireman who knows very little or nothing about crime and crime Prevention.

If safety takes precedence over security boardroom discussion, they will appoint a full-time safety manager probably with engineering qualification who, must be trained as to site patrol, access control, fire precaution arrangements etc., and his main interest will center on safe working of plants. He will require deputies to take charge of crime and fire aspects of his job content. If the top management prefers crime prevention and control, they will appoint a full time industrial security manager who will also be asked to take responsibilities of fire prevention, safety welfare matter.

3.5 Types of Extent of Losses (Direct / Indirect)

For our purpose, means an action or 'Instance of failing to keep, maintain or use organization asset. It involves taking away from an organization or person, to deprive, to dispossess, to waste, to ruin or to destroy assets. It could be man-made or environmentally caused.

Losses fall into two broad classes' direct loss and indirect loss. These require definition. Direct losses are losses that can be directly identified with specific security incident, as in the case of Jesse oil spill of October 1998, in which the PPMC/NNPC incurred a loss of thousands of naira that resulted from pipeline failure. These include the cost of about 30,000 barrels of crude oil spilled into ecosystem, the cost of replacing the damaged pipeline and the cost of environmental clean-up.

Indirect losses, on the other hand, are losses that cannot be directly identified with specific security incident. They are induced by direct losses and are not easily quantifiable. They are impacts of the direct loss on the nation and its peoples. E.g. the Jesses oil spill of October, 1998 induced fires, destroyed over 1,000 human lives, arable lands, viable economic crops, swamps and creeks with their teeming sea lives, vegetation, fishing ponds, homes and the general degradation of natural habits, human infertility, health and other social problems and so on. These losses (direct and indirect) are devastating when considered in terms of cost in time, cost in money and cost in all other resources.

3.6 Causes of Loss

Generally losses are caused or occasioned by various factors. These include-
Institutional or Organizational Factors
These could be explained as follows:

- Inadequate security control, whereby the system of security instituted is not effective, or the security department is not well established with qualified personnel and clear terms of reference, and authority, and responsibility. The security may also be improperly designed, and any improvement suggested may not have been implemented. There could also be poor management.
- Lack of organisational rotation of security operatives, especially those in sensitive areas like store, cash office, gate etc.
- Non-involvement of external security consultants. Security is so complex a subject that it may be wise to seek external expert advice occasionally.
- Heavy volume of work for security operatives (where there are few security operatives manning beats).
- Large span of control and hence making co-ordination difficult.
- Lack of proper security over premises, offices, materials documents, information, cash and even staff.
- Inexperience among security operatives and lack of control.
- Poor hygiene-motivation factor arrangements 'due to inadequate organisational infrastructure, security equipment and so on.
- Redundancy, allowed among employees and hence the creation of frustration.

3.8 Environmental / Social Factors

These are as follows.

1. Lack of corporate culture against crime whereby unnecessary competition for the acquisition of wealth exists. Morality is ignored. There is unquestioning attitude of people toward sources of wealth of other people, and there is the habit of not reporting theft, fraud, pilferage, murder and other criminal cases even when its committal is evident.
2. Socio-economic conditions like the extended family system which leads to primordial pursuits, poverty and unemployment.
3. Slow prosecution of cases including theft, fraud, pilfer, murder and other criminal cases.
4. Lack of heavy punishment meted out to offenders (with only dismissal as the usual punishment for extreme cases).

3.9 Individual Factors

These consist of the following:

1. Refusal to set good example in virtuous living, whereby honesty is protected as the best policy.
2. Lack of assessment of situations based on individual precepts rather than bad wagon tendencies.

4.0 Conclusion

Improved environment, better education, professional training and development contributes socially to the growth of security business ,while improved infrastructure like modern communication and crime combating facilities, electronic security devices coupled with purposeful motivation could help the security department to perform better, thereby enhancing the profitability of the company.

5.0 Summary

We have explained the importance of business security and the company business with all the rights through its organs or Agencies for gains and profits.

We further discussed the opportunities of public and private security Agencies, their roles, environmental and social factors, problems of the security industry, including the extent of direct and indirect losses in the security industry. The basic facts of security business and the practice measures have also been explained.

6.0 Self-Assessment Exercise

1. Mention two career opportunities in the security industry.
2. Explain three problems militating against industrial security in Nigeria.
3. What do you understand by the term “Losses fall into broad classes”?

7.0 References/Further Reading

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Unit 4 Private Security Operation in the Past

1.0 Introduction

'There are two great preoccupations in the lives of people and organisations. The first is that people make great efforts to acquire wealth and live for an eternity. The second is their great efforts to secure them. With such drives, we have notice for efforts around town for security of lives and property.

2.0 Objectives

At the end of this unit, you should be able to:

- identify two great preoccupations in the lives of people and organisation.
- state the regulations of security industry
- state the private protection of lives and property
- state government protection of lives and property.

3.0 Main Content

3.1 Private Protection of Lives and Property

Private arrangements are made such as burglar alarms, barricaded doors and windows, and even the acquisition of firearms. Other joint efforts are made as people arrange for neighborhood watches, e.g., vigilantes. There has been a clamour for state police force. Of recent Nigeria has witnessed an emergence of militant groups such as the Bakassi Boys, the Odua People's Congress etc in order to douse the rising scale of crime and spate of violence across the country? These increased concern and public participation are largely due to the general awareness, resulting from the impact produced by the security sector on the national economy and the people.

3.2 Government Protection of Lives and Property

Government, also seeing the security of lives and property of its citizens as its responsibility had instituted agencies for protection and security: the chief reason for the existence of the Armed Forces, The Nigeria Police and so on.

Self-Assessment Exercise

People make great efforts to acquire wealth and live for an eternity make great efforts to secure them. Do you agree?

4.0 Conclusion

Security in the lives and property of people include private security and government security. Other joint efforts are made as people arrange for neighborhood watchers such as vigilantes.

These increased concern and public participation are largely due to the general awareness, resulting from the impact produced on the security sector, the National economy and the people.

5.0 Summary

In this unit, you should have been able to analyse that security development entails opportunity for securing people's lives and property in Nigeria.

Also, we have noticed efforts of security Agencies in preventing the rising scale of crime and violence across the country. It is obvious that both spiritually and physically, security cannot be eradicated because it is part and parcel of human life.

6.0 Self-Assessment Exercise

1. State why private security is more productive than the Government security.
2. Mention two great preoccupations in the lives of people and organisation.

7.0 Reference/Further Reading

Acha, K.(2003). *Security manual*. Port Harcourt: Sakeche, Publishers

Unit 5 Difference between Public and Private Security and their Relationship

1.0 Introduction

Generally, the National Security Council is the body charged with the responsibility of advising the president on matters relating to public security, including matters relating to any organization or agency established by law, for ensuring the security of the nation and its people.

2.0 Objectives

At the end of this unit, you should be able to:

- state what Public Sector Security is
- define the Nigerian Police
- state the duties of the Nigerian Police
- differentiate between Private Security and Macrosecurity.

3.0 Main Content

3.1 Loss Prevention and Activities

Under Private Security, most firms are privately owned and managed, while the public security refers to security (loss prevention activities) that is undertaken by state or agencies of the state. The Pahek Security Service, DOUGLAS Veteran Security Limited, PAVILION Security Holding Limited, etc. all come under the term Private Security, while agencies like the Armed Forces, the Nigeria Police, the Fire Service, Immigration, Customs, Nigeria Security and Civil Defense Corps, etc. come under the term 'Public Security' or 'Public Sector Security'.

3.1.1 The Judges Rules and Laws

Under Private Security, everybody is free to engage in whatever security activity he pleases, but subject to the Private Guards Companies Decree 33, of 1986 and other laws imposed by the state in the public interest-, he is perfectly free to follow his inclinations and to use his judgment and initiative at his own risk. He can decide for himself what part he will play on the security stage.

3.1.2 Characteristics of Private/Public Security

Private Security is characterized by competition. Firms compete with one another in sale of similar security products or service. The public security is invariably a monopoly.

3.1.3 Comparisons of Public and Private System in Loss Prevention

The Nigeria Police is a public institution established by the Nigeria police Act CAP 154 of 1943, for general crime prevention and law enforcement, while the Private Security firms are private companies required by law to be registered with the corporate Affairs Commission, and obtain an approval, License from the Ministry of Internal Affairs.

3.1.4 Duties (Public/Private)

The Nigeria Police is "employed for the Prevention and detection of crime, the apprehension of offenders, the preservation of law and order, the protection of property and the due enforcement of all laws and regulations with which they are directly charged, and shall perform such military duties within and without Nigeria, as may be required of them by, or under the authority of this or any other Act"__ (The Nigeria Police Act CAP 154 part II Section 4). The Private Security Services are employed to "Perform the services of Watching, Guarding, Patrolling or Carrying of money for the purpose of providing protection against crime".

Self-Assessment Exercise

Differentiate between the authority of the law that empowered the public and private security firms to operate.

3.1.5 Legal Powers of Operations

The Nigeria Police has special powers and are backed by the full force of law within which they operate. The Private Security normally has no special legal powers. He is a civilian, a citizen and enjoys the same rights and observes the same obligations under the law of sections 12, 13, 14, of Criminal Procedure Act as a citizen, in respect of arrest and disposal of offenders, detention, prosecution, indictment, investigation etc.

3.2 Constitutional/'Responsibilities

The Nigeria Police is a body answerable to the President through the Inspector-General of Police. The Nigeria Police Council and Police Service Commission are constitutional bodies responsible for the organization, administration and general supervision of the Nigeria police force and all matters relating thereto. (See Section on Regulation of Security Industry for details). The private security is ruled by several management policies on security. The company policy forms the source from which all security actions evolve.

More so, the private security presently lack control, monitoring and supervision in Nigeria. As such, the Immigration has attempted to monitor them to ensure that no foreign expert is involvement in the business of security, and where there is partnership, to see that the person's involvement is not detrimental to the security of the country.

The Nigerian Security and civil defense corps have also attempted to monitor and supervise the private security guards companies all to no avail because they lack the required legal powers. The Nigeria Professional Security Association is in the process of gaining the necessary legal powers to regulate, monitor, supervise and discipline private security.

3.4 Loss Prevention / Profit

The dominant motive of the private security company is profit. The Private Security Company is driven by economic gains and profit maximization, and this makes his decisions turn mostly on considerations of loss or gain. A profitable business thrives and grows. A losing business sickens and dies. So profits become the driving forces that moves and guides him.

On the other hand, a distinguishing feature of the public security is that unlike the private security, the profit motive is not stressed or dominant. Services are provided free of charge or are heavily subsidized. Service and welfare remain the driving forces that move and guides them.

3.5 Access of Information

The Nigerian Police, with its nationwide network and spread, have access to information than do the private security. However, the widespread opinion now is that the private security in the employ of companies has unbelievable minded persons. The reason for this is not difficult to discern. The private security officers are civilians, the live with the civilian population and interact well with them. The criminals and the criminally minded do not see them as dangerous coupled with the fact that they do usually links with the Police.

The Nigerian Police do not reckon with them and so people easily divulge information before them. The neighbourhoods also see them as harmless.

3.5 Training and experience

The Nigerian Police has well-trained, well-motivated and physically fit personnel compared to some private security outfits in Nigeria, that are nothing more than collections of the unemployed, who do not know anything about **ABC** of security, not to talk of private security. They are weak in standards; the personnel lack training, are not well-motivated and are physically unfit by all standards.

4.0 Conclusion

In this unit, we have learned that without legal powers and special powers from the Authority of the Law, both public and private security organizations will not perform. The constitutional bodies like the Nigeria Professional Security Association (N.P.S.A) are also responsible for the security operations in the process of gaining the necessary legal powers to regulate, monitor, supervise and discipline private security.

5.0 Summary

From the classical to human relations, protection, crime prevention and detection approaches to this study, are the limitations, characteristics and comparisons of proactive measures system in the profit motive, which is not stressed or dominant on the private security. Public security is stressful and non-profitable.

6.0 Self-Assessment Exercise

1. In this modern society, private security has variables while the public security is invariable a monopoly “Do you agree or not”?
2. Do the law sections 12, 13, 14 of Criminal Procedure Act (CPA) provide a legal power or a right as a Citizen, to empower the private security to arrest any offender and prosecute after proper investigation?
3. What roles does Nigeria Professional Security Association play in the Private Security Organization.

7.0 References/Further Reading

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