

ABSTRACT

Impact of an IACP* Resolution
Recommending Better Police-Security Liaison:
Dade County, Florida, A Special Case

by

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Police-private security cooperation has been strongly urged by IACP officials. Liaison was established with the American Society for Industrial Security, and IACP formed its own private security standing committee. In 1982, a resolution urging formal police security liaison was drafted by that committee and passed by the IACP membership.

Beginning in early 1983, Metro-Dade Police Department (Dade County, Florida), in conjunction with the Miami Chapter, American Society for Industrial Security (ASIS) and the author, started local implementation of the resolution. The history of that effort is the subject of this paper.

International Association of Chiefs of Police

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INTRODUCTION

Many have observed, from time to time, that the resources of private security are little understood by the public police. The International Association of Chiefs of Police (IACP) has been vocally on the side of better cooperation.¹

Members of IACP have worked with the American Society for Industrial Security, International (ASIS). The Law Enforcement Council of ASIS has met jointly with the Private Security Committee of IACP. There was IACP input in the Private Security Task Force Report.² IACP officials have spoken to various security groups, such as the National Burglar and Fire Association. Model security legislation--e.g., "Model Burglar and Hold-up Alarm

*International Association of Chiefs of Police

Systems Ordinance"³--has been prepared by IACP. That organization also has gone on record about security-related issues.⁴

More recently, in mid-1982, member Anthony N. Potter, Jr., was asked by the IACP Private Security Committee to draft a resolution concerning cooperation with the private security community. That draft resolution was presented and debated during a committee's meeting at the 89th IACP Annual Conference (1983).⁵ A modified version, presented below, was unanimously approved in committee, endorsed later by the resolutions committee, and finally approved by the membership at the annual business meeting held on Thursday, November 18, 1982.

COOPERATION WITH PRIVATE SECURITY
1982

WHEREAS, Recent reductions in federal, state, and local budgets have resulted in many instances in a reduced level of services provided by law enforcement agencies; and

WHEREAS, Criminal activity continues to increase and impact severely upon individual citizens and corporations alike; and

WHEREAS, Increasing numbers of individual citizens and corporations are turning to private security agencies to provide protective services; and

WHEREAS, Cooperation between public law enforcement and private security agencies is essential for the protection of the communities in which they operate; and

WHEREAS, The private security industry has taken significant steps toward professionalization through both regulation and the formation of trade and professional associations; and

WHEREAS, These trade and professional associations have evidenced a sincere desire to cooperate with the International Association of Chiefs of Police and federal, state, county and municipal law enforcement agencies and associations in matters of mutual interest; now, therefore, be it

RESOLVED, That the International Association of Chiefs of Police encourages the chief law enforcement officer of every jurisdiction to establish a formal liaison with the private security industry, including both proprietary and contract security agencies, and to cooperate with such agencies to the extent permitted by law; and be it further

RESOLVED, That the International Association of Chiefs of Police and its membership urge the various state associations of chiefs of police to work with the private security associations within their states to propose meaningful regulation of the private security industry and ensuring the professional qualifications and integrity of those agencies and individuals performing private security functions.

Metro-Dade Police Director Bobby Jones was asked, in January 1983, if he was interested in implementing that resolution. Jones requested the author to make recommendations to that effect, indicating his strong interest in such liaison.

Colonel Steve Bertucelli of the Metro-Dade Police Department was vice chairman of the Miami Chapter, American Society for Industrial Security, in 1983. He

was a member of the chapter executive committee. Colonel Bertucelli has long demonstrated a positive concern for improved police-security relations. Director Jones suggested Bertucelli's involvement in liaison formulation.

IMPLEMENTATION

The author met with the executive committee, Miami Chapter, ASIS, in February 1983. After discussion of the IACP resolution, Bottom and Bertucelli were asked to represent the ASIS chapter in developing formal private security liaison within the Metro-Dade Police Department. Director Jones was informed and indicated his agreement with this action.

A series of meetings, held from March-September 1983, between police and security personnel focused on the parameters of the formal liaison process. Several pilot projects were inaugurated to enhance liaison.

Police Academy Training

The Southeast Florida Institute of Criminal Justice was created in 1972 to consolidate entry level and career services training for police, corrections, and fire agencies in Metropolitan Dade County. The Institute operates within the regulations established by the Criminal Justice Standards and Training Commission for

the State of Florida. Policy direction is provided by a sixteen-member advisory council made up of the chiefs and directors of various agencies within Dade County. The staff of the Institute is composed of full-time college faculty, full-time police personnel, and nearly three hundred part-time instructors. It is located on the north campus, Miami-Dade Community College.

Curriculum is designed around a competency format where each block of instruction is tied to a specific set of learning outcomes. Written and performance examinations provide the basis for successful completion of the program which consists of 810 hours of training over a period of 18 weeks. Graduates receive thirty college credits which feature heavy concentrations in Law, Human Skills, Patrol Procedures, and Investigative Techniques. In addition, trainees are given extensive instruction in defensive tactics, defensive driving, First Responder (emergency medical procedures), firearms, and Report Writing. In 1982, the Institute graduated approximately eight hundred police, corrections, and fire officers from the entry level training programs and an equal number from the various career service courses.

In early 1983 a decision was reached to place a private security module temporarily in the BLE curriculum.

This decision was an outcome of the process to implement the IACP resolution on cooperation with private security.

A two-hour lecture preceded by an attitude survey on private security was prepared. It would be followed by a change measurement survey. The latter instrument was designed to reflect knowledge intake, improvements in attitude toward private security and recognition of liaison opportunities.

Experience of the author and others urged that the liaison problem between law enforcement and private security often exists at the line police officer level. As the new officer gained experience (frequently off-duty security experience), more fruitful liaison results. However, the new police officer usually emerged from his or her academy with little or no understanding of private security or liaison advantages between the two groups. (With these assumptions, the project commenced.)

Most of the recruits exposed to the private security module came from the Metro-Dade Police Department. This added rationale to the project. A total of 93 BLE students in three consecutive classes during Spring and Summer of 1983 participated in the lecture and survey.

The lecture included the following topics:

1. Threats to Commercial Enterprises (Waste, Accident, Error, Crime and Unethical Practices)⁶
2. The Evolution of Private Security
3. Contrasts Between Law Enforcement and Security
4. Security Technology
5. Special Security Problems (Fraud, Computer Crime, Industrial Espionage, Terrorism)
6. Business Perspectives on Security
7. Benefits of Law Enforcement Security Liaison at the Line Officer Level

Twenty statements were used on the initial and final survey. The surveys were taken anonymously. The same questions were used on both surveys, but the respondent was asked to indicate if his or her attitude had changed following the lecture. This could be done by circling a "C" that followed questions on the final survey. The respondents were asked to circle a number from 1 to 4:

1 - "Definitely Agree"; 2 - "Undecided Probably Agree"; 3 - "Undecided Probably Disagree"; or 4 - "Definitely Disagree." (A list of the questionnaire statements appears as Appendix A.) There was also space for respondents to comment.

The lecture attempted, in part, to refute or support each of the statements on the survey. This resulted in a large number of response changes on the final survey.

More important were the comments of many that indicated a new awareness of advantages in establishing liaison-links with private security personnel. A sampling of these comments follows:

"Security has a wider scope of job specialties than I had thought. As a police officer I can see how security can be of great help to police."

"I now realize that private security can assist me in my police work. They have fewer restraints than we do."

"I realize more that private security can aid in police investigations."

"... used to think security was boring until I learned of the varied differences involved."

"I now understand more clearly how private security works and how I can help them and they can help me."

"... helped me separate the classic guard type from the security executive."

"I now realize that private security involves more than just store security guards."

"I like the idea of using security persons as good informants."

Results appeared to meet the Performance Objective for the private security module:

DUTY: Liaison with Private Sector Security

TASK: COORDINATE POLICE FUNCTION WITH FUNCTION OF PRIVATE SECURITY

Performance Objective:

Given an assigned area or task, coordinate the law enforcement function with the function of private security. Determine what private security resources are available. Establish what their resources can do to assist on a regular and as needed basis. Keep records of private security contact persons, including their office and home telephone numbers.

Performance Guide:

1. Identify contract and proprietary security operations in your area.
2. Identify supervisors, managers, or directors of security and secure their telephone numbers.
3. Learn the assigned responsibilities of these security operations.
4. Evaluate relative efficiency, training, and motivation factors of private security resources.

Due to the enthusiasm of the students, the Southeast Institute of Criminal Justice agreed to the addition of the security module to its permanent curriculum. Thus, this pilot project emerged as a permanent part of the Metro-Dade Police formal security liaison effort.

Assessment Process

An assessment center can be defined as a process in which individuals have an opportunity to participate in a series of exercises that simulate what they might be expected to do in the "real world." The participants are evaluated by a team of trained assessors. This overall product is the identification of those individuals who have demonstrated, behaviorally, the ability to satisfactorily complete the simulated exercises.

Assessment centers are not unique to public or private sectors and have been utilized by agencies such as Southern Bell, Ryder Corporation, Eastern Air Lines, Motorola, Federal Bureau of Investigation, and many police agencies in the United States. There are major advantages of an assessment center, as compared to traditional methods for testing potential employees. The first major advantage is based on the foundation in which the assessment center is developed. A second major advantage focuses on the success level assessment centers have for predicting successful employees. Third, the assessment center process has been challenged in court and determined to be a fair and objective process for selecting employees.

An Assessment Center, directed by Mr. Robert Mendoza, operates in conjunction with the Southeast Institute of Criminal Justice. The major utilizer of the Center is Metro-Dade Police Department. The Center was asked to contribute to the security liaison effort by designing an assessment process for security officers, utilizing the Miami-Dade College security operation as a prototype. The task was to design an assessment process for patrol officers.

Miami-Dade Community College operates through four campuses and numerous outreach centers. (One campus is

a medical center.) Two campuses happen to be situated in the City of Miami, and two are located in unincorporated areas of Dade County, Florida. Security for all campuses is provided by a mix of uniformed (armed) off-duty police, uniformed (unarmed) security patrol officers, and uniformed (unarmed) student security aides. Security coverage is 24 hours at all campuses.

Over 60,000 students and about 22,500 staff and faculty require security's protection and service. The physical plant at Miami-Dade includes 2 million square feet of facilities. These are spread over almost 431 acres. Needless to say, security and police personnel are kept busy on foot and in a variety of vehicles round the clock. Each of the four main campuses has its own security chief who reports ultimately to the campus vice president.

Meetings were held that included administrators and security supervisors from the four campuses. Several campuses prepared job task analysis statements. Director Mendoza attended various meetings, as did the author. Critical dimensions for the security patrol officers at Miami-Dade Community College were sought. Of course, the dimensions would be at a much lower level than for Metro-Dade police officers. Critical dimensions finally established are listed and defined in Appendix B.

Unfortunately, the college has yet to proceed further in establishing an assessment process. Thus, this pilot process demonstrating the advantages of police-security liaison has yet to be completed.

Announcement of Liaison Appointment

On August 25, 1983, Colonel Steve Bertucelli of the Metro-Dade Police forwarded a detailed memorandum to Director Jones, recommending a formal liaison appointment. That memorandum is Appendix C. It was approved on October 11, 1983. Colonel Bertucelli was named liaison officer.

Subsequently, this writer formed a law enforcement liaison committee within the Miami Chapter, ASIS, to help implement this liaison. Colonel Bertucelli became chairman of the Miami ASIS chapter in January 1983.

FUTURE ACTIVITIES

Several security-police or police-security seminars are in the planning stage. Topics thus far selected include industrial espionage⁷ and computer crimes.

There will be security briefings at Metro-Dade Police command meetings. The Journal of Security Administration has been distributed to selected police supervisors.

Other security journals have been asked to donate copies for this purpose.

The issue of false alarms is important in Dade County. ASIS and the Metro-Dade security liaison officer are considering a county ordinance concerning repeated false alarms that involve the dispatch of police officers to the scene.

The future looks good in Dade County, Florida, for increased police-security liaison. Other police agencies are encouraged to implement the IACP resolution in their own way.

FOOTNOTES

1. See, for example: "Two Armies: One Flag," Richard Kobetz and H.H.A. Cooper, Police Chief, June 1978.
2. LEAA, U. S. Department of Justice, 1976.
3. 1973.
4. Such as opposing government involvement with alarm systems and operation (1975).
5. See "Business Proceedings: Private Security Committee Report," Police Chief, Volume L, Number 3 (March 1983), 176-177.
6. For a full explanation of WAECUP (waste, accident, crime, and unethical practices), see Security & Loss Control, Bottom and Kostanoski, Macmillan, 1983.
7. As co-author of Industrial Espionage: Intelligence Techniques and Countermeasures, Butterworths, 1984, the author was made responsible for that topic.

APPENDIX A

1. I would never consider a career in private security.
2. American big city police chiefs earn more than any corporate director of security.
3. Security can best be described as second rate police work.
4. Law enforcement is proactive; security is reactive.
5. The scope of law enforcement is greater than the scope of private security.
6. Unlike law enforcement, security can restructure the environment.
7. Access control is a major advantage security enjoys over law enforcement.
8. Citizen complaints are the primary motivation of private security.
9. Law enforcement has many more options than private security.
10. ASIS is the government agency that regulates private security.
11. There is little or nothing that a security guard can do to help law enforcement personnel.
12. In-house, or proprietary security, is subject to the same regulations as contract security.
13. Most police officers look for a security job when they leave police work.
14. Crime prevention is a major police task, well accomplished.
15. Police are trained to deal with white collar crime such as computer fraud.
16. "Two Armies - One Flag," is an appropriate reference to law enforcement and private security.

17. A law enforcement background is the best preparation for private security responsibilities.
18. Florida should raise training requirements for private security personnel.
19. Florida should raise training requirements for police personnel.
20. Waste, accident, error, crime, and unethical practices are interrelated in cause and effect.

APPENDIX B

Critical Dimensions

- A. Directing Others
- B. Interpersonal Relations
- C. Perception
- D. Decision-making
- E. Decisiveness
- F. Adaptability
- G. Oral Communications
- H. Written Communications

Directing Others

Security personnel must assist visiting students, faculty and staff to find their destination points, locate particular offices, etc.

Interpersonal Relations

Security personnel must be skilled in human relations in stress and non-stress situations as their words and actions affect the reputation of Miami-Dade and its civil liability.

Perception

Security personnel must be alert and able to recognize problems whether they be human or equipment-related.

Decision-making

Security personnel must routinely make decisions as the result of inquiries or perceived problems.

Decisiveness

Security personnel must be able to function in those situations where a timely decision is critical.

Adaptability

Security personnel must face varied situations and tasks that require flexibility in thought and action. The diverse population found at Miami-Dade underscores the need for adaptability.

Oral Communications

Security personnel must respond to oral communications from supervisors, peers, the public, and representatives of outside agencies. There is an important connection between oral communications and interpersonal relations.

Written Communications

Security personnel must be able to take notes, annotate logs, and write reports. They must understand policy and procedure manuals.

APPENDIX C

Memorandum

To: Bobby L. Jones, Director
Metro-Dade Police Department

Date: August 25, 1983

Via: Chain of Command

Subject: Department Liaison
With Private Security

From: Steven Bertucelli, Colonel
Central Regional Commander

In 1982 the International Association of Chiefs of Police passed a resolution encouraging chief law enforcement officers to establish formal liaison with the private security industry, and to cooperate with such agencies to the extent permitted by law. In lieu of the request by the American Society of Industrial Security, Miami Chapter, through Security Consultant Norman Bottom, the following is recommended:

1. Establishment of a designated Private Security Consultant Liaison Officer with the Metro-Dade Police Department.
2. That coordination for issues impacting both law enforcement and private security be developed between the designated offices and the local chapter of A.S.I.S., currently composed of 250 members in the greater Miami area.
3. That scheduled meetings be held for the purpose of coordinating and dealing with issues impacting both law enforcement and private security firms. The primary areas of ongoing concerns should cover the items listed below:
 - a. Development of joint public and private sector task forces to deal with the problem of economic crime impacting major businesses or industries. Areas such as Credit Card Fraud, Airline Ticket Fraud, Insurance Fraud, and Performance Bond Swindles are ongoing problems in the Dade County area.

- b. Development of information exchange program concerning investigative and loss data between law enforcement/private security. Guidelines would have to be imposed to comply with legislative restraints.
- c. Development of joint seminars on business crimes involving both public and private sector resources. To develop working relationships and responsibilities for effective resolution of crimes.
- d. Development of cooperative programs to work on shared concerns such as hazardous materials, precious metal movement, and terrorism countermeasures.
- e. Development of seminars for Departmental personnel on the role of private security.
- f. Coordination and development of investigative and prosecution guidelines for businesses/industries.
- g. Development of legislative proposal, establishing standards for private security operation. Areas such as Burglar Alarm Companies, Weapons Qualifications for Private Security, and Licensing Provisions are current issues.

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