Private Security

NVEQ Level 1 – Class IX

SS103-NQ2012- Development and Maintenance of Relationship with Stakeholders

Student's Workbook

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Acknowledgements

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Preface

The National Curriculum Framework, 2005, recommends that children's life at school must be linked to their life outside the school. This principle makes a departure from the legacy of bookish learning which continues to shape our system and causes a gap between the school, home, community and the workplace.

The student workbook on **"Development and Maintenance of Relationship with Stakeholders"** is a part of the qualification package developed for the implementation of National Vocational Education Qualification Framework (NVEQF), an initiative of Ministry of Human Resource Development (MHRD), Government of India to set common principles and guidelines for a nationally recognized qualification system covering Schools, Vocational Education and Training Institutions, Technical Education Institutions, Colleges and Universities. It is envisaged that the NVEQF will promote transparency of qualifications, cross-sectoral learning, student-centred learning and facilitate learner's mobility between different qualifications, thus encouraging lifelong learning.

This student workbook, which forms a part of vocational qualification package for student's who have passed Class VIII or equivalent examination, was created by a group of experts. The Security Knowledge and Skill Development Council (SKSDC) approved by the National Skill Development Corporation (NSDC) for the Private Security Industry developed the National Occupation Standards (NOS). The National Occupation Standards are a set of competency standards and guidelines endorsed by the representatives of Private Security Industry for recognizing and assessing skills and knowledge needed to perform effectively in the workplace.

The Pandit Sunderlal Sharma Central Institute of Vocational Education (PSSCIVE), a constituent of National Council of Educational Research and Training (NCERT) in association with SKSDC has developed modular curricula and learning materials (Units) for the vocational qualification package in Private Security sector for NVEQ levels 1 to 4; level 1 is equivalent to Class IX. Based on NOS, occupation related core competencies (knowledge, skills, and abilities) were identified for development of curricula and learning modules (Units).

This student workbook attempts to discourage rote learning and to bring about necessary flexibility in offering of courses, necessary for breaking the sharp boundaries between different subject areas. The workbook attempts to enhance these endeavour by giving higher priority and space to opportunities for contemplation and wondering, discussion in small groups and activities requiring hands-on-experience. We hope these measures will take us significantly further in the direction of a child-centred system of education outlined in the National Policy of Education (1986).

The success of this effort depends on the steps that school Principals and Teachers will take to encourage children to reflect their own learning and to pursue imaginative and on-the-job activities and questions. Participation of learners in skill development exercises and inculcation of values and creativity is possible if we involve children as participants in learning, and not as receiver of information. These aims imply considerable change in school routines and mode of functioning. Flexibility in the daily time-table would be a necessity to maintain the rigour in implementing the activities and the required number of teaching days will have to be increased for teaching and training.

About Your Workbook

This workbook is to assist you with completing the Unit of Competency **SS103-NQ2012: Development and Maintenance of Relationship with Stakeholders.** You should work through the workbook in the classroom, at the workplace or in your own time under the guidance and supervision of your teacher or trainer. This workbook contains sessions which will help you to acquire relevant knowledge and skills (soft and hard) on various aspects of the unit of competency. Each session is small enough to be easily tackled and digested by you before you move on to the next session. Animated pictures and photographs have been included to bring about visual appeal and to make the text lively and interactive for you. You can also try to create your own illustrations using your imagination or taking the help of your teacher. Let us now see what the sections in the sessions have for you.

Section1: Introduction

This section introduces you to the topic of the Unit. It also tells you what you will learn through the various sessions covered in the Unit.

Section 2: Relevant Knowledge

This section provides you with the relevant information on the topic (s) covered in the session. The knowledge developed through this section will enable you to perform certain activities. You should read through the information to develop an understanding on the various aspects of the topic before you complete the exercise (s).

Section 3: Exercise

Each session has exercises, which you should complete on time. You will perform the activities in the classroom, at home or at the workplace. The activities included in this section will help you to develop necessary knowledge, skills and attitude that you need for becoming competent in performing the tasks at workplace. The activities should be done under the supervision of your teacher or trainer who will guide you in completing the tasks and also provide feedback to you for improving your performance. To achieve this, prepare a timetable in consultation with your teacher or trainer and strictly adhere to the stipulated norms or standards. Do not hesitate to ask your teacher or trainer to explain anything that you do not understand.

Section 4: Assessment

The review questions included in this section will help you to check your progress. You must be able to answer all the questions before you proceed to the next session.

Stakeholders are persons, groups or institutions with interests in a project or policies. They are the people who may be directly or indirectly affected by the process or the outcome.

Stakeholders may include Investors, Partners, Suppliers, Vendors, Customers, Employers, Consultants, Governments (Central, State, District, Local), Regulators, Certifying Bodies, Employees, Trade Associations, Professional Associations, Local Communities and Media.

MEANING OF STAKEHOLDERS

Stakeholders have a multitude of interests, expectations and demands. They also have different **influence** according to their stake. They can be either active or passive with regard to their involvement in the system or issue. They not only influence, but are also themselves affected by policies, decisions or actions within a particular system.

Organisations that are highly successful have developed strong systems of communication, interpersonal relationship and transparency with their stakeholders.

This unit will help you to acquire skills and knowledge required to develop relationships with various types of stakeholders. It will also help you to learn about the various aspects of development, management and maintenance of relationship with stakeholders. It will enable you to identify, and use formal and informal strategies with the stakeholders in an organization that could be adopted for communicating.

SESSION 1: IDENTIFYING STAKEHOLDERS

RELEVANT KNOWLEDGE

DEFINITION OF STAKEHOLDERS

According to the business dictionary[1], a stakeholder is "a person, group, or organisation that has direct or indirect stake in an organisation because it can affect or be affected by the organisation's actions, objectives, and policies".

TYPES OF STAKEHOLDERS

All stakeholders are not equal and different stakeholders are entitled to different considerations.

The stakeholders can be broadly categorised as **internal and external stakeholders**. Internal stakeholders are people, who are already committed to serving the organisation such as Government representatives/Board members, executives, staff, trade unions, volunteers, and donors.

External stakeholders are people who are impacted by the work of the organisation such as clients/customers, community partners, and others.

Now with that understanding of the definition and broad classification of the stakeholders, let us try to understand the characteristics and role of various types of stakeholders in a business organisation. Stakeholders can be categorised into the following:

(i) Key or Core stakeholders,
(ii) Primary stakeholders,
(iii) Secondary stakeholders,
(iv) Active stakeholders and
(v) Passive stakeholders.

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[1] **Read more: http://www.businessdictionary.com/definition/stakeholder.html#ixzz1p0cL6pLD**

The key characteristics and the role of these stakeholders are summarized in table 1.

Table 1: Key characteristics of stakeholders	
Kind of Stakeholder	**Key Characteristics and Role**
Key or Core Stakeholders	• In a business organisation, key stakeholders include Creditors, Government, Customers, Owners, Management (executive and middle level), Employees, Suppliers, Trade Unions/ Associations and the Community. • They have significant influence on the success of a project, scheme or system. • They control decisions or can influence others in the decision making process.
Primary Stakeholders	• In a business organisation, primary stakeholders are the President, Vice President, Managers, Executives of Accounting, Executives of Marketing, and all entry level employees. • They are the ones who have a direct stake in the organisation and its success. • They are the main beneficiaries of the project, scheme or a system.
Secondary Stakeholders	• They perform as intermediaries within a project or scheme.
Active Stakeholders	• They affect or determine a decision or action in the project, scheme or a system.
Passive Stakeholders	• They do not play an active role, but are affected by the decisions or actions of others.

TYPES OF ORGANISATIONS

Before we proceed further, let us discuss the different types of organisations in which the stakeholders may have interest or stake. An organisation is a social group which distributes task for a collective goal. There are a variety of organisations which includes governments, corporations, non-government organisations, international organisations, armed forces, charitable trusts, not for profit corporations, companies, cooperatives, Universities, etc. These are formal organisations which have certain fixed set of rules for structures and procedures. These rules are usually set out in writing, with a language of rules that generally leave little discretion for interpretation. In some organisations, such rules may be strictly followed, while in others, they may be little more flexible. Most organisations, however, represent some mix of formal and informal structure. In a formal organisation the work is delegated to each individual of the organisation. The employees work

Stakeholders in Security Services

towards the attainment of a definite goal, which are in compliance with the core norms and rules of the organisation. They have a definite place in the organisation due to a well defined hierarchical structure. The authority, responsibility and accountability of every individual in the organisation are very well defined. For example, a Private Security officer working in the security industry has the **authority** to control the access of people, is **responsible** for not allowing entry of unwanted people and is **accountable** to his/her superior.

IDENTIFICATION OF STAKEHOLDERS

A stakeholder map is helpful for identifying the stakeholders. Let us take example of Security Services to identify the most important stakeholders. Now think of the organisations and the people who are involved in Internal and External Security of our nation. It is indeed a long list, but for the moment let us try to map out a few key stakeholders and discuss about them to develop an understanding of their role and functions.

(i) *Government***:** The **National Security Council** (NSC) of India is the apex body looking into the political, economic, energy and strategic security concerns of India. The **Ministry of Home Affairs** (MHA) of Government of India discharges multifarious functions, important among them being the maintenance of internal security. There are two departments of MHA which deals with the security:
(a) Department of Internal Security; and
(b) Department of Border Management.

(a) Department of Internal Security: It deals with Police, Law and Order and Rehabilitation of Refugees. It also administers the people in the following services and Institutions:

- Indian Police Service (IPS)
- Intelligence Bureau (IB)
- Central Reserve Police Force (CRPF)
- Bureau of Police Research and Development (BPRD)
- Central Industrial Security Force (CISF)
- National Security Guard (NSG)
- National Institute of Criminology and Forensic Sciences (NICFS)
- National Crime Records Bureau
- National Civil Defence College
- North Eastern Police Academy
- Sardar Vallabhbhai Patel National Police Academy
- Assam Rifles
- *Rashtriya* Rifle

(b) Department of Border Management: It deals with management of borders including coastal borders. It also administers the people in the following services and institutions:

- Border Security Force (BSF)
- Indo-Tibetan Border Police (ITBP)

(c) Private Security Providers: The Private Security Agencies provide security guards for protection of people and property to a variety of organisations. Private security agency means a person or body of persons other than a government agency, department or organisation engaged in the business of providing private security services including training to private security guards or their supervisor or providing private security guards to any industrial or business undertaking or a company or any other person or property. These agencies are governed by the Private Security Agencies (Regulation) Act, 2005.

(d) **Media**: Media have a vital role to play in monitoring security institutions and helping citizens make informed decisions regarding the security sector. The media educates the public and holds the government to account over security policy. It also performs the function of a watchdog and provides information on perceived threats to national security.

(e) Security Analysts: A Security Analyst assesses the appropriateness and effectiveness of a particular security policy. It can be in terms of very specific policy such as checking of Identity Cards at entrances of Airports and Railway Stations, or an overall security policy of a nation.

A Military Analyst on the other hand is someone who is trained to collect information about military powers, study that information, and formulate useful analysis which can be utilized in making policy decisions, preparing for war, presenting legal cases to the international court, or taking steps to ensure national security.

A Customer is the most important visitor on our premises. He is not dependent on us. We are dependent on him. He is not an interruption in our work. He is the purpose of it. He is not an outsider in our business. He is part of it. We are not doing him a favour by serving him. He is doing us a favour by giving us an opportunity to do so.

Mahatma Gandhi

(f) Customers: A customer is the most important stakeholder as he/she indirectly decides the purpose and tasks of the enterprise or company. For example, a food outlet serving Chinese dishes starts getting customers who demand South Indian dishes, then the food outlet will start preparing South Indian dishes, rather than just serving the Chinese dishes.

Security officers have to deal with a variety of people and situations during everyday activities. Since the security officers are often the first contacts, they also serve to provide the first impressions of their organization. Every security officer should have a working knowledge of communication and good listening skills. They should be able to effectively

communicate back to the customer in a clear, concise and nonthreatening manner whatever they need to communicate to the person, whether it is giving directions or instructions to leave the premises. Effective communication also involves smiling when appropriate, making eye contact and displaying open posture. Security officers should empathize when possible to show an understanding of the situation or problem with the person if he/she is upset, not reacting to his/her aggression with more aggression or yelling back. They should correct false statements by being as gentle as possible.

EXERCISE

Case Based Problem

Scenario

While flight information display boards in Delhi showed that the Airline services to Dehradun to Shimla and Chandigarh were cancelled, services from Mumbai to Bhuj and Jamnagar were also cancelled, airport sources said. Airline sources said the Promoter of the Airline has written a letter to all Employees promising them that all Junior Staff, including Ground Handlers and Security Personnel, would be paid their dues before April 4, while all Pilots and Engineers would be paid on April 9 and 10. The Bank accounts of the cash-strapped airline, which were frozen by Tax Authorities for non-payment of taxes and other charges, were unfrozen on Sunday, after the Airline paid the Bank the amount due.

1. Identify the stakeholders in the scenario given above and list them in the space given below:

   _____

   _____

   _____

   _____

2. Who are the people affected by the problem or the issue?

   _____

   _____

A.   Fill in the blanks

1. A person, group or organisation that has a direct or indirect _____ in an organisation is called a stakeholder.

2. _____ stakeholder has a direct stake in the organization, its success and the benefits.

3. Stakeholders can be either active or _____ with regard to their involvement in the system or issue.

4. _____ stakeholder has a significant influence in the organisation or system.

5. In a formal organisation the work is _____ to each individual.

6. Continuation of a relationship depends on mutual _____ and commitment.

B. State whether the following are to internal or external stakeholder.

(a) Community partners_____

(b) Staff_____

(c) Executives_____

(d) Trade Unions_____

(e) Customers/ Members _____

C. Multiple Choice Questions

Tick the most appropriate answer

1. Stakeholders can be categorised as
(a) Key stakeholders
(b) Primary stakeholders
(c) Active stakeholders
(d) All of the above

2. Organisations which have certain fixed set of rules for structures and procedures are known as
(a) Informal organisations
(b) Not for profit organisations
(c) Formal organisations
(d) None of the above

3. Stakeholders are the individuals or groups who
(a) Are the key competitors in an organisation
(b) Depends on organisation for everything they want
(c) Determine the routine tasks to be performed by an organisation
(d) Have interest and stake in an organisation

Use the following checklist to see if you have met all the requirements for assessment activity.

Part A

(a) Differentiated between different types of stakeholders.

Part B

Discussed in class the following:

(a) Different types of stakeholder.
(b) What is relationship?
(c) Why do we need to maintain relationship with stakeholders?

Part C

Performance standards

The performance standards may include, but not limited to:

Performance standards	Yes	No
Classify the stakeholders based on their key characteristics		
Enlist the key stakeholders in security industry		
Identify the stakeholders in a given sector or organisation		

Communication is an essential part of everyday life. It is the reproduction of a thought, idea, observation, instruction, request, greeting or warning, expressed in verbal, written, electronic, or pictorial media, originated by and transmitted by a communicator to a specifically targeted receiver or receiver group. Effective communication is essential to ones success and to the success of the business they protect. The inability to effectively communicate with others can create problems for anyone.

A simple rule that one should follow is that the message must be complete, clear and delivered timely. Security personnel interact with people on a daily basis, whether it is giving directions, interviewing or interrogating a suspect or simply reporting an incident to a supervisor.

Communication with others is to be conducted in a courteous manner. The secret of good communication is to tailor your approach to the individual. In any situation, it is important to communicate in a clear and concise manner. It is also important to adjust a communication style to accommodate a situation or an audience. Security personnel should be able to adjust their behaviour and communication style according to the temperament of the customer/client.

ORAL COMMUNICATION

The tone, volume, and rhythm with which a message is presented can have a significant impact on how it is received by the audience. These are especially important when dealing with people over the telephone where the other person is not able to see your reaction to the situation.

Oral communication implies communication through mouth. It includes individuals conversing with each other, be it direct conversation or telephonic conversation. Speeches, presentations, discussions are all forms of oral communication.

(i) Advantages of Oral Communication

- It is interpersonal.
- There is flexibility for allowing changes in the decisions previously taken.
- Feedback is spontaneous in case of oral communication.
- It saves upon money and efforts.
- Oral communication is an essential element for teamwork and group work.
- Private or confidential matters are best delivered through oral communication channels.

(ii) Limitations of Oral Communication

- May not be very useful in formal organisations.
- Oral communication is less authentic than written communication as they are informal and not as organized as written communication.
- Oral communication is time-saving as far as daily interactions are concerned, but in case of meetings, long speeches consume lot of time and are unproductive at times.

- There may be misunderstandings as the information is not complete and may lack essentials.
- Oral communication (such as speeches) is not frequently used as legal records except in investigation work.

WRITTEN COMMUNICATION

It is a permanent means of communication. It is used for maintaining record and provides valid evidence. Security Officers are required to complete records and written reports of duties performed, descriptions of their tasks, observations and incidents. They should have an understanding of how to write notes, records and reports that are objective and in the standard format. The records include general diary, attendance register, duty roster, visitor's register, materials in and out register, vehicle movement register, telephone message book, leave register, overtime register, beat book (beat is the area patrolled by the security personnel). It is expected that the Security personnel maintain a notebook, which should have legible entries and kept neat with accurate spelling of names and locations. The entries should be organised chronologically, and should not be tampered with.

Limitations of Written Communication

- Written communication costs huge amount of paper, ink and other stationery items, except in case of electronic communication (e.g. e-mail).
- Response in case of letters sent by post takes time i.e.it is time-consuming.
- It requires good writing skills and competencies in language and vocabulary use.

COMMUNICATION CHANNELS

Communication Channels: There are two general ways of delivering the information: formal and informal communication channels.

(i) *Informal Communication*: Informal communication occurs on a person-to-person basis, in a face-to-face manner, without formalities, ceremony or fanfare. Informal ways to communicate include texting, post-it notes, personal e-mail letters, instant messaging, emoticons, online chat rooms and cyberspace bulletin boards, an informal drop in visit to another person's house or office, or a quick and spontaneous meeting. People involved in informal communication are relaxed and generally wear casual dress. Informal communication also may take a non-verbal form as facial expressions, sign language, or manner of dress.

(ii) *Formal Communication*: Formal communication is organised and managed information that is shared with relevant individuals in an organisation or between organisations. Formal communication channels are based on an individual's role in the organisation and distributed in an organised way, according to the established norms in an organisation. Formal communication generally flows "downward" from executives to directors to managers to staff regarding company goals, targets, direction and instruction and "upward" from staff to managers to directors to executives in the form of data and reports. The communication flowing through these channels is specific to the jobs and departments.

Communication with Stakeholders: Let us now understand how to effectively communicate with the stakeholders. A Security Officer, frequently interacts with others, whether it is his/her superiors, subordinates, colleagues or customer. While communicating with the stakeholder he/she should

COMMUNICATION WITH STAKEHOLDERS

- Greet stakeholder with salutations like good morning/good afternoon/good evening, etc.
- Keep in mind individual's sensitivity to social and cultural differences, which include language, traditional norms and practices, beliefs, values, religion and gender.
- Adopt media and styles appropriate to people.
- Present information clearly, concisely and accurately.
- Keep in mind that the messages communicated comply with the company's policies, professional codes, regulations, legal requirements and professional ethics.

Now let us consider some of the aspects that you need to know while communicating with the different types of stakeholders.

COMMUNICATION WITH SUPERIORS

Communication with Superiors: Superiors are stakeholders from whom you receive instructions to perform your job and to whom you report to at the end of the task. You must be aware of the following in order to communicate with your superiors:

- Who is in charge of what?
- Who has the overall authority?
- To whom you are answerable to?
- Who should be approached with grievances?
- How do the disciplinary procedures in your agency/organisation work?

It usually falls in the purview receiving instructions, listening actively, seeking clarifications, acting upon instructions and passing messages. Remember, listening is an awareness of not just words but all the non-verbal messages accompanying the words. It means, therefore, that while listening, you need to:

- Maintain eye-contact to keenly observe
- Focus on the speaker.
- Do away with distractions and become conscious of the speaker.
- Set aside assumptions about the speaker or the situation.
- Suspend judgment and evaluation about the speaker or the situation and give up the desire to interrupt the speaker.
- Listen for feelings and not just facts, like feelings of frustration, anger, disappointments, happiness, etc.
- Check what you have heard by reflecting both facts and feelings and clarifying the most important information or factor in the message. Murphy's Law states that 'if something can go wrong, it will'. Seeking clarifications is a means to reduce the possibility of going wrong.

COMMUNICATION WITH SUBORDINATES

Communication with Subordinates: Subordinates are stakeholders who report to you and require instructions from you to perform their tasks. Giving clear instructions, whether written or spoken, requires training in effective communication skills. Instructions are provided in a step-by-step sequence for a reason. If you miss a step you will often end up having to return at some point. Understanding instructions is difficult if the speaker has left out important information or assumed that you know

something about the steps. It is hard to put ourselves in the place of a person who does not know how to do something, especially when we can do it so easily and with little thought. Clear instructions should include the following:

- What are the exact steps that a person need to follow to reach the goal or destination?
- What tools and equipment will he/she need?
- What special information does he/she need to finish the task?
- How much money will he/she have to spend?

COMMUNICATION WITH TEAM MEMBERS AND COLLEAGUES

Communication with Team Members and Colleagues: Success of the team depends on clear roles and responsibilities and the realisation that the tasks can be achieved through collaboration and not competition.Teams are like chains and a chain is as strong as the weakest link. Teams are a network of relationships; purpose oriented action and information required for it. There are two ways to pass a message - verbally or note passing. Although the purpose of working as a team is to share ideas, complete the tasks together and increase productivity, faulty communication among the members can sidetrack the entire effort. In order to avoid confusion in the team, follow the guidelines given below:

- Create an outline of the task with a clear list of which team member is responsible for the task. If one person shirks his duties, you will be able to identify the shortcoming and compensate accordingly.

- Promise less than you think the team can deliver.

- Set up an e-mail group so you will be able to conveniently send and address questions, updates and changes.

- Be completely honest with your teammates, even if it means telling someone that you don't agree with his ideas or that you want to take the task in a different direction. Express your concerns in front of the entire team rather than talking behind his back.

- Meet in person several times before the deadline, if you need back and forth interaction to change directions or solve problems.

- Assess each person's progress and reassign duties if someone needs help or can take on additional work.

It is not the employer who pays the wages. Employers only handle the money. It is the customer who pays the wages.

Henry Ford

COMMUNICATION WITH CUSTOMERS

Communication with Customers: By customer, here we also mean clients and visitors. To communicate with customers effectively, it is essential that you develop good communication skills and listening skills. The following are some suggestions for becoming a better listener:

- **Do Not Interrupt:** People have a tendency to become impatient while listening and cannot wait for the speaker to finish. This limits the information exchange and breaks the communication process.

- **Do Not Jump to Conclusions:** Do not assume that you know what the speaker is going to say. Allow him/her to complete his message and then say whatever you wish to say about the idea, issue or the problem.

- **Concentrate on the Content:** While communicating you must concentrate on the content of the message. In case you miss out on certain points, you must seek clarification.
- **Ask Questions:** Ask good questions and provide feedback.

Assignment

Summarising Information involves defining the information with respect to the goals of the task. Steps to summarising:

- Delete unnecessary information
- Organise items and events
- Formulate your summary that covers the important information.

A summarisation process has been demonstrated here to help you summarise a paragraph.

(a) Sample Paragraph

"Comprehension is the goal for reading. Considering this, it is essential for readers to learn the skills to be able to comprehend text effectively. One method for teaching comprehension is through summarisation. In this lesson, students will learn how to successfully summarise a story. Students will observe an effective modeling of summarising a story and then apply the knowledge observed". The first step that you should take is highlight the unnecessary information. Now, let us do that.

Comprehension is the goal for reading. Considering this, it is essential for readers to learn the skills to be able to comprehend text effectively. One method for teaching comprehension is through summarisation. In this lesson, students will learn how to successfully summarise a story. Students will observe an effective modeling of summarising a story and then apply the knowledge observed.

Now organise items and events as bullet points:

- The goal of reading is comprehension.
- Learn skills to comprehend text effectively.
- Summarisation is a way to learn comprehension.
- Summarisation can be learnt through observing and applying the procedure of summarisation.

Summarise the following paragraph and submit the assignment to the teacher.

With the mushrooming of shopping malls, special economic zones, self contained townships, Information Technology parks and other exclusive facilities, demand for private security services in India is expected to soar over the coming years. According to the Central Association of Private Security Industry (CAPSI), an industry body, the private security services sector will be one of the largest generators of jobs in India. There are about five million security-men and women working for about 50,000 agencies in India today. While a majority of these agencies are in the unorganised sector, there has been phenomenal growth in the organised segment as well, especially following the explosive growth in the retail, real estate and infrastructure sectors. CAPSI estimates that the private security services industry will see rapid growth over the next five years, with at least

another five million security personnel likely to be hired. With 10 million persons employed by the industry, it will emerge as a significant component of the Indian economy. State-of-the-art electronic devices including Close Circuit Television (CCTV), biometric authentication through fingerprint, retinal, iris, and voice scans will be the norm in the near future. Training and education of security personnel is also emerging as a major service industry. Specialized security training and vocational courses are being offered which include certificates and diplomas in security and intelligence management.

_____

_____

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_____

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_____

_____

_____

_____

_____

A. Fill in the blanks

(i) The tone, volume and r_____ with which a message is presented can have a significant impact on how it is received by the audience.

(ii) S_____ are the stakeholders from whom a subordinate receives instructions to perform the job.

(iii) The area patrolled by Security Personnel is called b_____.

(iv) A simple rule that one should follow while communicating is that the message must be c_____, clear and delivered timely.

B. Multiple Choice Questions

(i) It is 8:00 AM and there is a male customer standing before you. How will you greet him?

(a) Good evening Sir
(b) Good morning Sir
(c) Good night Sir
(d) Good afternoon Sir

(ii) It is 1:00 pm and there is a female visitor standing before you. How will you greet him?

(a) Good evening Madam
(b) Good morning Madam
(c) Good night Madam
(d) Good afternoon Madam

(iii) It is 5:00 pm and there is a male visitor standing before you. How will you greet him?

(a) Good evening Sir
(b) Good evening Madam
(c) Good night Sir
(d) Good afternoon Madam

(iv) When the superiors provide direction to their subordinate, this type of communication is known as
(a) Upward
(b) Downward
(c) Lateral
(d) Horizontal

Use the following checklist to see if you have met all the requirements for assessment activity.

Part A

(a) Differentiated between oral and written communication.
(b) Differentiated between informal and formal communication.

Part B

Discussed in class the following:

(a) What is communication?
(b) What is informal communication?
(c) What is formal communication?

Part C

Performance standards

The performance standards may include, but not limited to:

Performance standards	Yes	No
Communicate in a clear and concise manner.		
Identify the various records, logbooks, and reports of security industry.		
Select appropriate means of communication		
Summarise information for effective communication		

RELEVANT KNOWLEDGE

As a professional you should learn everything about organisation, business, services and customers. Therefore, keep a professional attitude towards everyone at all times. In order that a Security Officer holds the image of a professional, Security Agency ensures that the personal presentation and actions of the Security Officer is of the highest possible standard. Let us now look at some of the aspects of personal presentation.

PERSONAL PRESENTATION AND ATTRIBUTES

Personal Presentation and Attributes: Personal presentation skills include personal hygiene, wearing proper uniform, correct posture, effective communication and correct method of presenting in a social environment.

(i) **Personal hygiene:** In whichever profession you are, you are expected to maintain high standards of personal hygiene. Pay attention to your oral hygiene. Brush your teeth in the morning and before you go to sleep. Your hair should be tidy. Trim your fingernails. Men should shave regularly or trim their beard or moustache.

(ii) **Uniform:** The organisation for whom you are working specifies what is required as far as your uniform is concerned. Your uniform should be clean and ironed and you should take care to shine your shoes. According to the Private Security Agencies (Regulation) Act, 2005, there is provision for penalty for unauthorised use of certain uniforms. If any private security guard or supervisor wears the uniform of the Army, Air Force, Navy or any other armed forces of the

Union or Police or any dress having the appearance or bearing any of the distinctive marks of that uniform, he and the proprietor of the private security agency shall be punishable with imprisonment for a term which may extend to one year or with fine which may extend to five thousand rupees, or with both.

(iii) Reporting on time: Never get to work late, as being late upsets schedules and your superiors will never like this attitude.

(iv) Taking pride in work: Take pride in whatever you do as part of your job. Consider it as an opportunity to prove your worth. When standing or walking, think tall. When sitting, sit up straight.

(v) Build relationships: Remember that your colleagues and the customers are the most important person in the workplace. Be attentive and build understanding and sympathy for them. Customers want to feel that you are genuinely interested in their wants and needs. Be compassionate and build positive relationship with colleagues. Be fair, friendly, considerate and gracious, as all these abilities will help you to gain their trust and confidence. Always respond to customer complaints or requirements in some way even if you have to get help from one of your work colleagues or a supervisor.

(vi) **Listening attentively:** You should be attentive to what the customer has to say, before you reply or act. Give your client or the customer your full attention and listen. Asking a few well-placed questions will demonstrate you are taking them seriously. Watch expressions and reactions or listen for voice tone and you will have all the information you need to service the customer. Your attention helps to develop understanding of the customer's needs.

(vii) **Acting patiently**: Customers at times could be undecided, unreasonable, irritable or inconsiderate. Do not get irritated by their attitude and act patiently. Be tactful in your communication and approach in such situations.

(viii) **Expect the Unexpected:** Sometimes you may find that unforeseen situation arises for which you have not been trained. Be prepared for certain things to go wrong, and plan for contingencies. Be prepared for emergency situations.

(ix) **Reporting problem:** Provided you have the authority to do so you should try to resolve complaints yourself, but report immediately any incident to your supervisor that you think you may not be able to handle or need immediate attention of the authorities. Have all the facts and information about the problem before you report to your supervisor. Reporting about the incident should be done preferably as a written report. Make sure that you report all necessary information to your supervisor and managers. Be honest and accurate and do not

distort the facts while reporting. Get clear understanding of what you have to do next, i.e. you should be clear that whether it will be left to your supervisor or you have to continue to deal with the problem.

(x) **Getting Help:** Do not tell the customers what you can not do. Tell them what you can do and look for a way to help them fix the problem. Most people just want to be treated fairly. For example, a passenger waiting at the exit of the airport is not getting a taxi for quite sometime and he/she seeks the help of the Security Officer standing next to him/her. In such a situation, the Security Officer should use his/her rapport with the taxi drivers and help the passenger without leaving his place of duty.


RELATIONSHIP WITH CUSTOMERS

Developing Relationship with Customers: Companies that emphasize on good customer service keep customers longer than their competitors. Some companies like to call their regular customers as 'clients'. Customer service is all about perceptions. Customer's judge service by what they see and hear. First impression is really important and you don't get a second chance. For example, in retail business, one unfriendly or unhelpful encounter may provoke a customer to choose another retail store. The most important principle of developing good interpersonal relationship is to "treat people how you wish to be treated". Developing rapport with a customer or client means you communicate effectively with them. Notice their words and actions or tone of voice and learn to interpret their need. Giving a customer a blank stare is guaranteed to create tension. Let us now understand the basic temperament styles of visitors/customers that a Security Personnel could come across.

Visitors or customers may have one of the four temperament styles – (i) aggressive, (ii) passive, (iii) analytical and (iv) expressive.

- **Aggressive Person** - An aggressive person is generally an extrovert who is controlling, practical and decisive. To get on his/her wavelength, avoid small talk and get straight down to business.

Temperament Styles of Customers
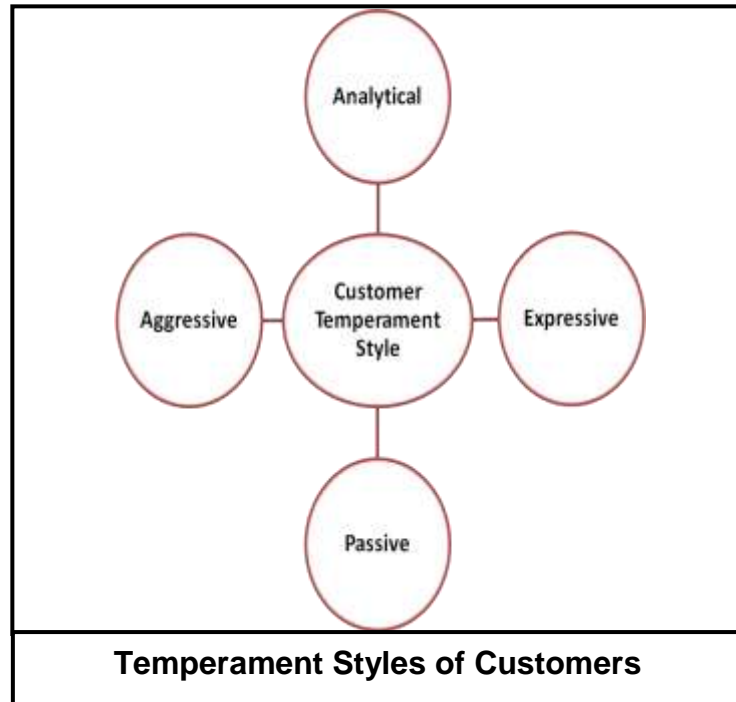
- **Expressive Person** - The expressive person is also an extrovert but they are more social and impulsive. He/she will respond to an enthusiastic presentation style and need time to talk. Avoid too many details, if you want to win over this type of person.
- **Passive Person** - The passive person is an introvert. He/she is friendly but can be totally indecisive. You cannot hurry this type of person, as he/she hates pressure and need assurance.

Customer service is everyone's responsibility. For example, security services are customer service and everyone in security business should work for customer's satisfaction. Dealing with people and providing customer service requires you to develop extraordinary interpersonal skills such as positive attitude, helpful, friendly, and courteous nature. The ability of a Security Officer to build a relationship with the organisation's customers or general public play's a pivotal role in the success or failure of the organisation as he/she is the first person with whom the customer communicates at the entrance of the organisation. The Security personnel should make his/her customers feel important. They should greet every person that walks through your doors immediately.
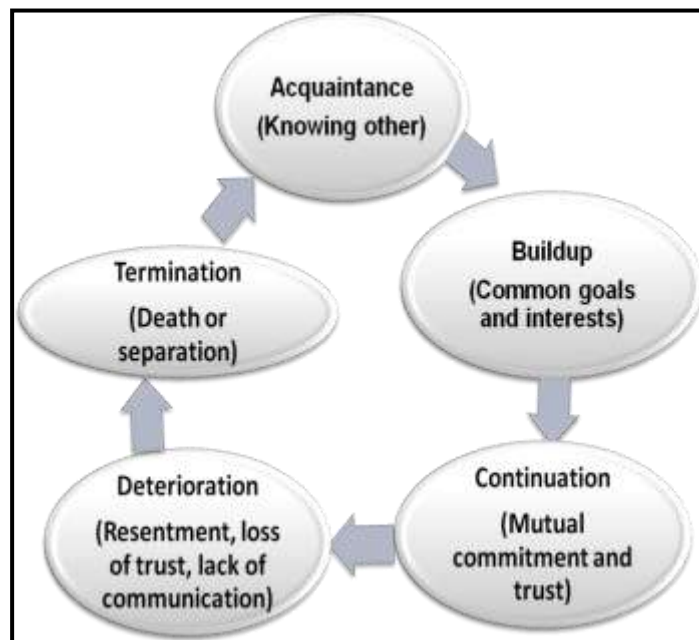
Development of Relationship: A relationship is normally viewed as a connection between two individuals. Individuals can also have relationships with groups of people. Interpersonal relationships usually involve some level of interdependence. People in a relationship tend to influence each other, share their thoughts and feelings, and engage in activities together. Because of this interdependence, in most cases' change or impact on one member will have some level of impact on the other.

There are mainly two types of relationships - **formal** and **informal.** Informal relationships are personal relationships that you have developed over time and can rely on for support. For example, relationships that exist between brother and sister, husband and wife, between friends, etc. are informal. The formal relationship generally exists at the workplace between superior and subordinates.

Natural development of a relationship follows five stages:

1. **Acquaintance**: Acquaintance, which means knowing the other person, depends on physical presence and proximity and a variety of other factors.

2. **Buildup:** People begin to trust and care about each other and build relationship. Compatibility, common background, goals and interests influence the continuity of relationship.

3. **Continuation:** Continued growth and development will occur during this period, but mutual trust is important for sustaining the relationship. Continuation of relationship depends on mutual trust and commitment.

4. **Deterioration:** Certain relationships may deteriorate over a period. Boredom, resentment, and dissatisfaction are some of the causes and the outcome could be that the individuals may communicate less.

5. **Termination:** Termination of relationship is the final stage which marks the end of the relationship, either by death or by separation.

Factors Affecting Relationships: Factors affecting relationship with management include the following:

- Uniform
- Personal grooming and presentation
- Discipline
- Effective assertiveness
- Readiness to work and perform
- Alertness
- Honesty
- Calmness
- Courtesy
- Patience
- Self-control
- Professional communication skills (including appearance, body language, tone of voice)

Now let us quickly review the description of stakeholders. We can describe stakeholders as individuals, groups, and organisations who

- Care if the problem is solved or the issue is addressed.
- Are impacted by the problem or issue.
- Can help solve the problem or address the issue.
- Bring knowledge or skills about the issue.
- Will benefit if the problem is solved or the issue is addressed.
- Will bring a diverse viewpoint to the collaboration.

Stakeholder's management: Stakeholder management is the process by which you identify your key stakeholders and win their support. Stakeholder analysis is the first stage of stakeholder management. The first step to stakeholder analysis is to identify and understand the most important stakeholders. The identification of the stakeholders and their role in the improvement of the overall system or resolving an issue depends on the establishment and management of linkages between the various actors or interest groups.

Practical Exercises

1. Practice making eye contact with your friends while speaking with them and feel the difference. Write few words about your experience when you maintained eye contact with the other person while communicating with him/her.

    _____

    _____

    _____

    _____

2. Stand before a mirror and make different faces. Observe how you look like when you are smiling and write about your experience.

    _____

    _____

    _____

    _____

    _____

    _____

3. Take an English newspaper and read the news loudly. The rate at which you read should neither be too fast nor too slow. After every sentence, take a pause of less than half a second and then resume.

A. **Fill in the blanks**

1. Communication through spoken words is known as _____ communication (oral/written).

2. Communication through written sentences is known as _____ communication (oral/written).

3. Mobile is used for _____ communication (oral/written).

4. Letter is an example of _____ communication (oral/written).

5. Records serve as _____ evidence (valid/invalid)

6. To make your message clear you should provide only _____ information (relevant/irrelevant).

Use the following checklist to see if you have met all the requirements for assessment activity.

Part A

(a) Differentiated between different temperament styles of visitors/customers.

Part B

Discussed in class the following:

(a) What is personal presentation?
(b) How attitude matters while dealing with customers?
(c) What are the stages of relationship development?
(d) What are the factors that affect relationship with stakeholders?
(e) What is stakeholder management?

Part C

Performance standards

The performance standards may include, but not limited to:

Performance standards	Yes	No
Demonstrate the ability to respond to customers of different temperament styles.		
Demonstrate and maintain personal hygiene.		
Exercise restrains and act after listening to a customer/visitor		
Enlist the factor affecting relationship with stakeholders.		

SESSION 4 : MANAGING CONFLICTS

RELEVANT KNOWLEDGE

Managing conflicts is an important aspect of dealing with stakeholders. It is therefore, necessary to understand how to manage conflicts.

A conflict is a process, in which two elements exist at one given time together and they oppose each other or are incompatible. Conflict could happen between individuals, groups, communities and nations. People with different interests, skills and experiences working with common interests may have conflicts. However, when conflicts are identified at an early stage, conflict management and resolution is feasible. Let us now try to understand the various causes of conflict.

Causes of conflict: There are various causes of conflicts. Conflicts may be due to interests, relationships, miscommunication, resources, values, etc. Let us discuss some of the common causes of conflict.

(a) **Interest conflicts**: These refer to the actions and emotions by which people become involved to gain or protect their interests and needs.
(b) **Relationship conflicts:** Relationship conflicts are due to differences of personality, emotions and prejudices.
(c) **Information conflicts**: Information conflicts are caused due to lack of information or miscommunication.
(d) **Structural conflicts:** Such conflicts emerge over differing ideas concerning process, rules and power to control resources or issues.

(e) **Value conflicts:** Value conflicts occur between people with different cultural, social or personal beliefs and traditions.

(f) **Conflicts over access:** It includes conflicts that result as a consequence of a change in access or inequitable access. For example, conflicts may happen when people are trying to enter the ground where a cricket match or hockey match is being organised or people trying to enter the bogie of a train which has a stoppage of just 5 minutes.

(g) **Material Conflicts:** Such conflicts arise with regard to ownership of land, wealth, water, minerals, etc.

Resolving conflicts: Resolving conflicts is a difficult task indeed, but not impossible. It requires understanding of the reasons for the conflict, tactful communication and the ability to manage the situation and people. Before you try to resolve a conflict, you need to address some of the questions, for example

- What the conflict is about?
- What is causing the disagreement?
- What does each of individual/people want or do not want?

Once you have understood the reason (s) for the conflict, you need to take the following steps:

- Don't let the conflict get worse. The less angry the people engaged in conflict are, the easier it will be to solve the problem.
- Think of positive options and explore how is it possible to meet the needs of the parties involved in the conflict.
- Explore alternative solutions.

- Choose a positive option that could be agreed upon by both the parties.
- Once the conflict is resolved, celebrate the achievement.

1. Mention the people who may be involved in conflicts in the places given in the table below. An example is given as a clue.

Place	People
Home	Husband and Wife or Brother and Sister
School	
Factory	
Road	
Railway Platform	
Airport	
Game Ground	

2. Think of a conflict situation that has occurred in your life recently at home or in school. Describe the incident in not more than 25 words.

_____

_____

_____

_____

Fill in the blanks

(i)   A conflict is a p_____ in which two elements oppose each other or are incompatible.

(ii) Conflicts may arise among people with different i_____, skills and experiences.

(iii) Conflicts caused due to lack of information or miscommunication is called i_____ conflict.

(iv) M_____ conflicts arise with regard to ownership of land, water, etc.

(v)   R_____ conflicts are due to the differences in personality, emotions and prejudice.

CHECKLIST FOR ASSESSMENT ACTIVITY

Use the following checklist to see if you have met all the requirements for assessment activity.

Part A

(a) Differentiated between different types of conflicts.

Part B

Discussed in class the following:

(a) What is conflict?
(b) What are the various reasons for conflict?
(c) How can one resolve conflicts?

Part C

Performance standards

The performance standards may include, but not limited to:

Performance standards	Yes	No
Enlist the causes of conflict.		
Identify the cause of conflict in a given situation.		

BOOKS

☐ Professional Communication, Meenakshi Raman and Sangeeta Sharma, Oxford University Press.

WEBSITES

☐ http://www.businessdictionary.com/definition/stakeholder.html#ixzz1p0cL6pLD
☐ http:// www.ehow.com/how_2294804_ communicate-effectively-team. html#ixzz1 p16w B3QR (How to Communicate Effectively in a Team)