DUTIES AND RESPONSIBILITIES OF SHIFT LEADERS

Responsibility and Reporting

You are directly responsible to the area supervisor for the execution of the duties and responsibilities as set out in the procedures. In the area supervisors’ absence you must assume full responsibility for the smooth and effective functioning of the shift.

Key Performance Areas

To ensure the professional conduct of all security officers and the execution of the shift in strict accordance with the site procedures.

- The manning of the site and posts in accordance with the manpower specifications as set out in the site procedures.
- To ensure that the security officers are correctly turned out and equipped according to the specified equipment requirements before deployed on site.
- To ensure a well-motivated and professionally administered guard force, thereby minimizing staff turnover.
- To ensure a full knowledge of the contents of the site procedures and to enforce the application thereof.

Procedures

Reporting for Duty

- It is expected of you to arrive a minimum of 30 minutes before the actual shift change is due to take place. During this time the following must be performed between the shift leaders:
  - Detail briefing of incidents that occurred and the status of the official registers and relevant documentation.
- Detail discussion of all security reports, briefing on serious incidents and the handover of the relevant documentation where necessary.

- Specific reference to special instructions in force and detail on newly issued instructions.

- Detail of any disciplinary problems experienced during the shift.

- Outstanding logistical matters and new requirements.

- Any relevant administrative matters outstanding or new requirements.

- Any instructions received from management via the deployment operators or through any other means.

- Detail on welfare matters that required or still need attention and that may influence the attendance in future.

**Arrival of a Shift**

- Ensure that all security officers fill out and sign the attendance register accurately and correctly on arrival.

- Conduct a thorough and formal parade according the set standards and procedures. The aim of the parade will be to ensure the following:

**Attendance**

- Completeness of uniform and equipment.

- Special instructions to be communicated. Officers to sign the register in acknowledgement.

- Administrative matters.

- Specific postings and operational instructions.

- Duty schedule of outgoing shift.

- Attendance as per the manpower requirement for the specific shift. (refer site procedures for detail.)

- Security officers must be neat, clean, shaven and in a sober state. No person that does not comply with the set standards will be posted and the corrective action is taken on the spot.
• The following guidelines can be used to ensure uniformity and conformance to standards:
  - Officer clean and sober (check for alcohol odour or bad breath).
  - Shoes and uniform clean and clothes ironed properly.
  - Cap or beret properly on head and badge (if used) aligned over left eye.
  - Officer in possession of a notebook and a black pen.
  - Cloth to wipe and clean shoes available.
  - The officer is clean-shaven and hair is cut short and neat.
  - The leather belt buckle is in line with the navel.
  - If a tie is worn the knot must be done properly and the tie must be in the middle of the collar.
  - Check that only client uniform is worn - i.e., shoes, socks, shirt, etc.
  - Shirts must be tucked in properly.
  - Batons are carried on the left side.
  - Radios are clipped to the right side.
  - Fingernails are short and clean.
  - Females to wear jewellery as per the dress code.

• Perform a physical check of all bags making sure that no illegal, prohibited or unauthorized item or items like firearms, sharp objects, intoxicating substances and reading matter are present. Confiscate all such items and record an incident. If for some reason a security officer's bag is not checked an entry must be made in the occurrence book. You must also make sure an entry is made in the occurrence book reflecting that all bags have been checked. **Personal bags and/or belongings are not allowed to be taken beyond the control centre. All bags are neatly stowed in the control centre out of sight.**

• Communicate to all present on parade any special instructions entered into the special instruction register. Ensure that the instructions are well understood and that the register is signed by all the officers present before they are deployed.
• All site equipment to be checked within the first hour of duty.

• Perform a physical inspection of all items on site as per the site inventory.

• Check that all equipment is in a serviceable and good working order. Special attention must be given to the serviceability and condition of torches, metal detectors, radios and patrol clocks.

• Any defect and/or shortage must be recorded in the occurrence book as an incident and reported to the control centre as soon as possible but within 12 hours.

• Site equipment must be available at the post as indicated in the post instruction book.

• Ensure that each security officer records the time and specific deployments in notebooks.

**During the Shift**

• Complete the site standards and other relevant site administration as soon after the parade as possible.

• Specific attention should be given to the accurate completion of the time sheets. Once the time has been recorded you must sign the time sheet as confirmation of the validity of the entry.

• Visit all the posts within the first hour on duty and ensure the following:
  - Security officers understand the duties and responsibilities related to the post as spelled out in the site procedures.
  - Confirm that the officers interpret the intent of special instructions applicable to the post correctly by physically pointing out and explaining the exact nature of the instruction to the officers on the ground.
  - Confirm any other relevant operational matters.
  - Confirm any specific administrative arrangements.
  - Confirm if all logistical requirements in terms of uniforms and site equipment have been satisfied or still outstanding.
  - Specific attention to be paid to the welfare of the officials.
  - All the officials to be in possession of an updated post instruction.
• Check and monitor the security officers’ performance during the shift and take corrective action where necessary. If necessary train members on the shift who are not performing according required standards, by giving them clear guidance. Inform the security manager if any sub-standard performance is detected.

• Rotate the security officers to ensure they are not deployed on the same post for extended periods. Rotation has to take place in the context of the rank structure and specific requirements for each post as spelled out in the site procedures.

• Patrol the site and visit all the posts at least every 2 hours. Check that all the functions are performed as spelled out in the site procedures. Take specific note of safety, health, environmental and unsafe conditions and/or hazards that may exist.

• Brief and send the security officers out on patrol specifically tasking them to check for information related to the prevention, detection and countering of any activity or actions that are visible or audible.

• On the return from a patrol security officers should be de-briefed on the information obtained during the patrol. Record all relevant information in the occurrence book.

• The following should form part of routine patrolling and observations at all posts and deviations reported immediately:
  • All doors locked where applicable.
  • All windows closed and in good state of repair.
  • Vehicles parked in designated areas only.
  • All persons moving on site to openly display an official identification card.
  • Fences and perimeter barriers to be undamaged and in a good state of repair.
  • No unauthorized persons to move around on site.
  • Unsafe conditions to be reported immediately.
  • Fuel, oil and chemical spillages especially at refueling points to be reported and the area sealed off immediately.
  • Any defects on vehicles like flat tyres, leaking oil/fuel, open windows, doors unlocked, etc.
  • All fire equipment in place and unobstructed.
• Ensure the security officers are given tea and lunch breaks as arranged.

• Maintain contact with the control centre. The person in charge of the control centre must at all times know what your movements are and the period that you will be out.

• Discipline security officers as and when necessary. Where it is deemed necessary to officially discipline an officer the standard client procedures and process must be followed.

• Perform all patrols by using the clock watch.

• An entry must be made in the occurrence book of all official actions performed on site and the minimum frequency of recording an entry is every 20 minutes.

**Departure of a Shift**

• Complete all reports and other related site administration at least one hour before arrival of the incoming shift leader and prepare the site and control centre for handover. The following should form part of the handover procedure:
  
  ▪ Detail briefing of incidents that occurred and the status of the official documentation.
  
  ▪ Detail discussion of all security reports and the handover of the documentation.
  
  ▪ Specific reference to special instructions in force and detail on newly issued instructions.
  
  ▪ Detail of any disciplinary problems experienced during the shift
  
  ▪ Logistical matters outstanding and new requirements.
  
  ▪ Any relevant administrative matters outstanding or new requirements.
  
  ▪ Any instructions received from management via the deployment operators or through any other means.
  
  ▪ Detail on welfare matters that need attention and may influence the attendance in future.
  
  ▪ Absenteeism during the previous shift.
  
  ▪ Ensure that the control centre, ablution facilities and the surrounding area are cleaned and swept.
  
  ▪ Ensure all equipment and stationary is complete and in good working order.
• Ensure call security officers sign off in the attendance register.
• Complete and sign the time sheets.
• Ensure that the actions taken during the handing and taking over are recorded in the occurrence book.
• Assist with the checking of the incoming and outgoing security officer’s bags. Ensure all your security officer’s bags are checked.
• Ensure that all security officers striking off duty hand their pocket books and all other site equipment issued to them during a shift in at the control centre.

Supervision During a Shift

• As a shift leader you should take responsibility for the quality of service of your security officers render whilst on duty. Late for duty, absenteeism, poor and incomplete turnout, etc are reflections on the quality and ability of the leadership. Ensure that you and your security officers are prepared to commit yourselves in achieving the highest possible standard.
• Use the guidelines for security officers as aid to perform your duties and responsibilities in an orderly and structured way.
• The welfare and well-being of security officers will at all times receive the highest of priority and all persons will be treated with respect and dignity.

General Duties and Responsibilities

Gates and doors, unless instructed differently, will at all times be kept closed.

All client employees, including management, will be subjected to the standard and prescribed access and egress control measures applicable as described and instructed in the site procedures unless specific instructions has been issued to the contrary.

All security officers must ensure that the contents of the emergency procedures as contained in the site procedures are known, understood and applied, when necessary.

No security officer will at any time make him/herself guilty of discrimination of any nature in the execution of his/her duties.

The abandoning of a post or striking off duty before fully relieved according the client policy is regarded as a dismissible offence. Transgressions in the regard will be dealt with in the strongest terms.
All control posts are classified as restricted areas and only authorized personnel will be allowed in the posts. The security officer deployed at the post will be held responsible for the strict enforcement of this regulation.

Smoking is strictly prohibited whilst on duty.

The taking of meals in the face or in the presence of the public is strictly prohibited.

Control posts will at all times be kept in an orderly, tidy, neat and clean condition. The immediate area around the control post will be kept clean and free of litter.

The client dress regulation will be strictly adhered to at all times. Impeccable neatness of uniform and the highest level of hygiene will at all times.

If an administrative problem is experienced, such problem may under no circumstances be discussed with the client before the standard client procedures have been followed.

No security officer will be allowed to enter any building or office unless specifically instructed to do so.

No dangerous or illegal substance will be allowed on any site.

All security officers will at all times apply the safety regulations applicable to the specific site and/or environment. The appropriate and required personal protective equipment will at all times be worn.

The contents of the security officers information sheet (SOS) must be known and applied. Security officers will at all times carry the sheet on his/her person.

Security officers are strictly prohibited to enter any vehicle on a site unless specifically instructed to do so. Under no circumstances will any vehicle of the client be moved unless in case of an emergency.

No gifts or any item belonging to the client, no matter in what condition or state of repair the item may be, will be accepted, used or removed from a site.

The necessary respect will at all times be shown to client employees and members of the public. Under no circumstances will a security officer, unless posted at a reception area, address any person whilst sitting.

Security officers and supervisory staff will ensure that they are fully conversant with the placing, positioning and operation of all emergency equipment and devices. A thorough working knowledge of how devices are to be activated is required. Tampering with any activating device or equipment is strictly prohibited and a dismissible offence.
Radio reporting will take place on an hourly basis during day shifts and half hourly on night shifts unless specified differently.

Rules of engagement to be in strict accordance with the client policy and guidelines. The principle of minimum force will be applied at all times.