

Situational Analysis of the Private Security Industry and National Occupational Standards for Security Guards, Private Investigators and Armoured Car Guards.

Prepared for:
Police Sector Council

Prepared by:
Axel Hovbrender, M.O.M., BGS, M.A.
Eitzen & Associates Consulting Ltd.

This is currently a discussion document designed to solicit additional input and information from registrars and industry representatives. Input has been provided on an on-going basis to the project manager by both and the document is reflective of this input. On January 26th it was discussed by Provincial registrars of the industry. Following that meeting changes were incorporated. The major change was a decision to separate the Armoured Car Guard NOS from this document and this job function may be subject to another inquiry at a later date. It was believed that there was a more fulsome discussion about this job classification needed with Provincial Firearm Officers and the industry in relation to a number of issues.

This discussion document is now being sent to specific industry representatives, who form an advisory council, who will be given the opportunity to review and comment on the document.

Consideration will be given to the various inputs and weighed against the objective principles of Human Resource and Social Development (HRSD) Sector Council situational analysis and national occupational standard criteria. Subsequent to this process a final document will be prepared for consideration and approval by the steering committee of this initiative.

Project Scope and Background

The Police Sector Council (PSC), an established sector council, is working in partnership with Provincial Registrars of the private security industry to develop a situational analysis of the private security industry within Canada and to develop National Occupational Standards (NOS) for three job functions within the industry:

1. Security Guard
2. Private Investigator
3. Armoured Car Guard

Provinces/Territories are responsible for the regulation of private security businesses and individuals employed by them. As such, there are a number of different models of regulation; differing on the basis of specific legislation and regulatory philosophy. In the concept paper sponsored by the Police Sector Council to Human Resources and Social Development Canada (HRSDC), there was articulated a belief that there was a lack of consistency in the definition or regulation of private security roles across Canada. Jobs were defined differently and not all jurisdictions had conducted a jobs analysis and defined task and competencies framework.

The Agreement on Internal Trade (AIT) is one of the drivers in developing national standards for private security occupations. The AIT was signed in 1994 and it is designed to remove barriers to the movement of persons, goods, services and investments within Canada. Article 701 specifically calls for any worker qualified for an occupation in one province/territory to be granted access to employment opportunities in that occupation in any other province/territory. Article 702 calls for the reduction of barriers to labour mobility related to occupational standards, licencing, certification, registration and residency requirements. Recently there has been discussion between Federal and Provincial Ministers and Deputies to hasten the process of reducing the barriers and ensure compliance with the agreement as quickly as possible.

In June 2010, Provincial/Territorial Registrars of the private security industry, met and recognized that differences in regulations will become problematic when their province/territory must grant equivalencies based upon the AIT.

The Police Sector Council, the first sector council focused on the public sector, was created to work with the Canadian police community to review the Human Resource challenges facing the police sector and to develop solutions to meet current and future HR needs. They completed an extensive project which built a competency based human resource management system for the use of the public police. One of the issues that the police community and PSC identified as needing further exploration was the intersection of public police and private security and the continuum of security which both provide to Canadian society. This concept of the importance of private security in a community's overall sense of security was clearly identified in the Law Reform Commission report "In Search of Security: The Future of Policing in Canada". As well, given the economic realities that public police face due to increasing complexity, costs and expectations the issue of the private security industry continues to be subject of discussion among Canadian Police executives. Therefore it was advantageous for the PSC to work in conjunction with the Provincial Registrars to facilitate this project.

The anticipated outcomes from this project are that private security stakeholders will have a better understanding of the human resources situation in the industry; thereby informing human resources and skill development discussions, advance further project concepts and identify areas where immediate and future action may be warranted in the private security sector. As well, occupational standards will increase the clarity of the occupational requirements for professionals, employers, provincial regulators and training institutions. In addition, this project will improve understanding and national coordination of regulations and labour mobility.

What are sector councils?

Sector councils are national consensus-based partnerships between business, labour and education stakeholders in economic sectors that identify and address human resources and skills issues in a collective, collaborative and sustained manner. They were established more than 15 years ago to deal with work force and labour market issues. There are now over 30 such councils supporting almost 50% of the Canadian labour force.

What are situational analyses?

Situational analyses define the overall context of an occupation and provide valuable information about the occupation. Situational analyses are not required components of a NOS, but help to inform and define the scope of the NOS. Information for a situational analysis could be collected and/or used during NOS planning, development, implementation, and maintenance stages as required.

Situational Analysis information might include the following:

- Demographic profile of job incumbents
- Commonly used job roles and titles
- Education, training, and experience
- Occupational environment and working conditions
- Tools and equipment
- Compensation levels and benefits
- Relationships to higher and lower occupations
- Supply and demand
- Past and future trends
- Number of people employed in the occupation
- Incentives for certification
- Commonly used terminology in the field

What are National Occupational Standards?

Occupational standards identify and group tasks associated with a particular occupation and describe the knowledge and skills that a worker must demonstrate to be considered competent in that occupation.

National occupational standards are voluntary. They are developed with a national objective and require pan-Canadian validation and endorsement to enable the recognition of qualifications across Canada. Quality NOS developed with both sectorial and pan-labour market objectives enable the recognition of workers' knowledge and skills across the entire Canadian labour market and facilitate labour mobility across Canada. Identifying and recognizing transferable knowledge and skills that can be applied within a variety of sectors and/or positions within a sector is especially important to individuals

who are changing careers or have little work-related experience. Labour mobility within Canada allows workers to be employed in different provinces and territories, resulting in more choices and opportunities for workers and a broader selection of candidates for employers. NOS's not only facilitate labour mobility within Canada, but also provide information that is essential to recognize foreign credentials effectively and to enable foreign-trained workers to enter the Canadian workforce.

Public and private security

There is on-going debate about the delineation between public and private security. The Law Reform Commission report articulates the changing role of both. Public security is being squeezed as a result of worsening economic conditions and the increase in specialization as a result of complexity of investigations. As a result, there is discussion occurring about what role private security should play in the public sphere and the resultant tensions that this can cause within both arenas.

For the sake of this document the security industry is divided into two major divisions:

- Public security, which is provided by the police and other law enforcement and regulatory agencies, and is funded by taxes.
- Private security, which is provided by the security industry and is privately funded either on a contractual basis or through the use of proprietary security personnel.

Public security

The term “public security” refers to police or enforcement services provided to the public by municipal, provincial, and federal government agencies. The police are responsible for preventing and detecting crime, and apprehending offenders. Their primary objectives are to preserve and protect life and property, and to enforce the law. Police forces have wide-ranging powers and a history of service recognized by the public.

Private security

The term “private security” refers to measures taken by individuals, groups and corporations to protect their private interests – company material, equipment, facilities, information, and personnel. There are two types of private security operations:

- Contract security is provided by companies who sell their security services to clients. Contract security companies operate as businesses. Often, several of these companies bid for the business of a particular client.
- In-house security (also referred to as proprietary security) is developed and operated exclusively for a company's own use. Large organizations may have in-house security to protect their assets and operations.

Situational Analysis of the Private Security Industry

Private Security is a segmented competitive industry which consists of a variety of jobs and functions. Under the National Occupational Classification (NOC) some of the industry is captured under NOC 6651 which includes security guards and other related workers who guard property against theft and vandalism,

control access to establishments, maintain order and enforce regulations at public events and within establishments. They are employed by private security agencies, retail stores, transportation facilities, residential complexes, educational, financial and health institutions, industrial establishments, cultural establishments, and organizations throughout the private and public sectors.

Included job titles: airport security guard, armoured car guard, bodyguard (except police), bouncer, commissionaire, crossing guard, gate attendant – security, night watchman/woman, pre-boarding security guard, security guard, security officer.

Private investigators are captured under NOC 6465 which includes workers who conduct private investigations for clients or employers, implement security measures to protect property against theft and fire and provide other protective services not elsewhere classified. They are employed by security and investigation service companies, hotels, retail establishments, businesses and industry, or they may be self-employed.

Included job titles: alarm investigator, corporate security officer, security consultant, house detective, postal inspection officer, private investigator, retail loss prevention officer, security officer, private store detective, theft prevention officer.

Research Methodology

An on-line survey was developed in conjunction with EKOS Research Associates Inc. (Appendix A). The questions were designed by EKOS with input from the Police Sector Council, the Provincial Registrars and the project manager. The questions developed were intended to gain a stronger understanding of the industry and included issues such as education/training, services provided, revenue, type of work, industry demographics, staff turnover and certification.

One Thousand Four Hundred and Forty Three (1,443) security industry businesses in New Brunswick, Ontario, British Columbia and Alberta were invited directly by PSC to participate in the survey. Other provinces sent the survey to the security businesses through their registrar. As a result of this mixed method, there was no final figure as to the number of invitations sent out. This mixed method of sending out the survey resulted in a lack of statistical clarity in relation to the total number of surveys sent out and therefore the response rate. In all 179 businesses responded which is a low response rate; however, is typical for surveys of this kind. The responses and project manager inquiry suggest that a lot of the small firms operating in the security industry may not have viewed the completion of the survey as being important to them as they do not view themselves to be part of an industry or were sceptical about the process.

In addition, the Stats Canada report on “Private security and Public Policing” was reviewed and referred to in the situational analysis. As well, Service Canada statistics are referred to. In addition, individuals in the private security industry were interviewed by the project manager to assist in the verification of the analysis.

Industry profile

In 2006, the private security industry employed over 102,000 people in a variety of jobs. As of 2011 this number has increased approximately 40%. An analysis of the Provincial registrar’s licences conducted in

2011 shows that the number of people who are licenced and are working in the industry has increased to approximately 140, 000 individuals. Ontario has the most people licenced in the security industry at approx. 61,000 followed by Quebec and British Columbia with approx. 25,000 each. There are a total of 3000 security businesses licenced throughout Canada with British Columbia having the most with 1,262 businesses licenced.

Growth prospects

Service Canada lists the job prospects for this industry as fair. After the terrorist attacks of 2001 there was a marked increase in the industry due to security awareness and risk mitigation requirements. There is a belief by Service Canada that this rapid expansion is decreasing thus their analysis that the job prospects are fair. However, there is a sense that there will continue to be increases in the private security industry primarily due to the contraction of the public police due to a variety of factors. The armoured car guard industry is expected to grow at a higher rate within North America over the next decade with industry estimates of approximately 15% annual growth. On a global basis it is estimated that private security revenue will grow 6.1% on an annual basis until 2015.

According to the survey, the private security industry in Canada will continue to expand with 41% of respondents expressing an intention to expand their workforce over the next year and only 4% reporting that they intend to reduce their staff this coming year. Almost two-thirds of the large firms intend on expanding their workforce this year. The verbatim comments suggest that most of the expansion will come from new work or the merging of companies. It also appears that a limiter in relation to the expansion of the business is hiring quality people.

Who does the industry work for?

The majority (78%) of the contracts that the security industry, regardless of size, has are with private entities and these contracts provide the largest proportion of their business. This is followed by government contracts which are broken down into Federal (12%), Provincial (29%) and Municipal (17%). Given the nature of the business this is unsurprising. However, most of the larger security businesses are involved in the provision of security services to government primarily through providing physical security of government facilities.

What types of services are provided for clients?

Due to the variety of job functions within the private security industry it was important to determine which services were provided by the respondents. This also provided an avenue to understand the multiple security services that the industry provides.

The services provided in rank order were:

1. Private Investigator 54%
2. Security Guard 46%
3. Security Consultant 38%
4. Other 29%
5. Alarm Response 23%
6. Executive Protection 20%

7. Loss Prevention Officer 17%
8. Bouncer/Doorperson 7%
9. Security Dog 4%
10. Armoured Car Guards 2%

Nationally, according to the Provincial Registrars licencing statistics, approximately 8,500 people work as private investigators, approximately 1,000 as armoured car guards and approximately 120,000 who are licenced as security guards. Other security personnel licenced in the various provinces include alarm response, electronic locking device, locksmiths, security consultants and security dogs. The number of armoured car guards is believed to be underestimated due to some provinces not requiring a separate licence for armoured car guards. Industry estimates are that approximately 9,000 people are employed as armoured car guards.

Most of the companies (71%) that responded also report that they work in a single province. Also 14% responded that they had branches outside of Canada representing the large multi-national security firms which are increasing due to consolidation of global security services. This is further evidenced by the revenue that respondents reported. Although 61% reported annual revenue of less than \$1 Million, 23% reported revenues over that amount.

The majority of the large firms (revenues exceeding \$1 Million) provide security guard services with small companies providing private investigator services. The larger firms provide a more diverse service product whereas the smaller companies focus on one service product line.

Who are their employees?

Most of the companies that reported are small with 65% reporting that they have less than 20 full time employees. Ninety percent of the small firms have less than 4 employees and are more than likely sole proprietorships. Four percent of the respondents reported that they have over 1000 full time employees.

Part time versus full time employees

There appears to be a strong part time employee base where, according to the survey and on a proportional basis, the number of part time security personnel is equal to full time staff. Service Canada statistics indicate that approximately 30% are part time employees. Given the contractual nature of the security work conducted it is not surprising that there are many part time security personnel that are employed by the industry.

Staff Turnover

Small companies report little staff turnover. Larger firms have a larger proportion of yearly staff turnover, with 24% of the large firms experiencing annual staff turnover of over 25%. The armoured car industry reports that there is a less than 10% annual turnover of staff.

Gender

The workforce is predominately male with over 75% reporting that their workforce is male. Smaller firms have a slightly higher percentage of women being reported in these companies. This percentage of women in the industry as reported in the survey is consistent with the Stats Canada report.

Diversity

Also within the private security industry, according to Stats Canada information, approximately 20% of employees are from a visible minority group. This may be due to the large number of entry level security guard positions which are attractive to recent immigrants to Canada.

Age

According to the Stat Canada report and which consistent with the EKOS survey, the age of employees of the security industry is as below:

Less than 24 years of age	18%
25-34	20%
35-44	17%
45-55	19%
Over 55	26%

According to Service Canada approximately 5% of employees are over the age of 65 years. This suggests that retired individuals are viewing the industry for part time work to supplement pension income.

Education

According to the survey approximately half of security personnel either have not completed at least high school or did not respond to the question. The Service Canada stats for education in this NOC are approximately 17% having not graduated from high school and 30% having as their last formal schooling high school graduation. Stats Canada reports that approximately 55% of private investigators and 37% of security guards having completed at least a college certification. Given that a large number of private investigators are former police officers it is unsurprising that the education level is higher for this group than with security guards. This lack of formal schooling in the security guard job function may be a result of the entry level wages that security guards receive and the number of foreign born and educated immigrants coming into the industry. This lack of formal education tempers advanced training programs and initiatives.

Wages

Average annual salary in 2005 for security guards was approx. \$31,000 and for private investigators it was approx. \$50,000. Average hourly wages for security guards varies depending upon geographic area. In Calgary the average wage per hour is \$15. In the Vancouver area of BC the average wage is \$12.40. Winnipeg reports an average wage of \$13, Fredericton NB the average wage is \$11.77, Halifax \$11.60, PEI the average wage is \$12.15. In Toronto the average wage is \$12.20 and in Montreal the average wage is \$12 per hour.

Armoured Car Guards

According to industry representatives the average hourly salary for armoured car guards is approximately \$22.00 per hour, with the high rate at approximately \$28 per hour.

Private Investigators

Given the large number of small businesses that private investigators create and own it is difficult to ascertain with certainty the average wage of private investigators. As well, given the broad scope of investigative services and expertise private investigators provide the numbers may not be comparable. The average hourly wage the survey respondents provided were as follows: 28% reported their average hourly wage as being less than \$30 per hour; 20% reported that their average wage was between \$30 and \$40 per hour and 23% reported their average hourly wage being over \$40 per hour.

Unionization

The survey participants are overwhelming non-union (91%). However, the armoured car industry is heavily unionized with estimates from the industry of over 90% having union representation predominately by the Canadian Autoworkers Union (CAW) and Teamsters.

Training

Three quarters of the survey respondents have formal training process in place and over 90% provide on-going training to their staff. Over half of the respondents report that they plan to provide training over the next year; however, the amount of training for the vast majority of survey respondents was less than 10% of the overall budget with 15% reporting that they were not intending to spend any of their budget on training.

Specific to security guard training approximately seventy percent of the respondents hire previously trained and certified security guards which is more than likely reflective of individual provincial regulations. Over a third provide less than 40 hours of training to newly hired security guards and another third provide between 40 and 56 hours of training. Most training programs for provincial certification require 40 hours of training with the Canadian Standards General Board (CSGB) requiring 56 hours. Sixty-eight percent of the survey respondents provide “up-skilling” or re-training opportunities.

Private Investigators

63% of the respondents hire previously trained investigators with three quarters providing additional training to new hires. A quarter of the respondents provide less than 40 hours of training to new hires and another quarter providing over 60 hours of new hire training. Sixty-five percent of respondents report providing “up-skilling” to themselves or their employees. Three quarters of the respondents require certification prior to being hired.

Is there support for a National Certification process?

There is majority support for a national certification process (58%). Most of the respondents responded that it would increase the professionalism of the industry, allow for a national “level playing field”, provide a framework for national training initiatives, and allow for easier inter-provincial work.

Those opposed to a national certification process commented on the level of bureaucracy that would be created, that the Canadian General Standards Board (CGSB) already provides a national training standard and the difficulty in providing a national standard given the differing provincial legislation the industry must deal with.

Situational Analysis Summary

The private security industry is multi-faceted with a variety of specializations within it. The industry is dynamic and growing with potential consolidation within the industry and demographics suggesting that security will continue to be a Canadian concern (as people age they perceive their sense of safety as decreasing) and there are possibilities of further high annual growth. As well, public security may be more constrained in the services that they provide because of economic challenges thereby providing an opening of a new market for the private security industry.

The individuals within the industry are hoping that the industry becomes more professional with appropriate ethical foundations in all that they do. There was support for national certification, in part, because of this hope.

The employees within the industry are predominately male, are less schooled and similarly diverse with those working within public security. Due to the contractual nature of the industry and changes in regulation more are working on a part-time basis. Their ages are spread over a spectrum and more retired people seem to be becoming involved in the industry, perhaps to bolster pension income. Annual turnover is a significant issue especially to those who provide security guard services.

Wages are specific to the nature of the work provided by the industry, with those who provide private investigation services, security consultancy services and armoured car services being compensated more than entry level security guards. Partially due to the lack of unionization and the competitive nature of the industry, wage increases will be limited. Training opportunities for “up-skilling” appears specific to segments of the industry.

Some of the human resource challenges include hiring appropriate people with the demonstrated ethical foundation, retaining quality staff, providing continuing education and training to staff and integrating older workers into the industry.

National Occupational Standard Framework for Security Guards

Each province has a definition of what a security guard is. Essentially a security guard is a person who performs work, for remuneration, that consists primarily of guarding or patrolling for the purpose of protecting persons or property. There are levels of sophistication required under this broad rubric. For instance, loss prevention officers, door control persons (bouncers) and executive protection personnel are captured under this definition. Admittedly these groups require additional skills. However, this NOS is designed to capture the fundamental skills needed by all security guards. Two provinces (Ontario and British Columbia) have an additional level of security guard certification requiring more specialized skills. Given the broad scope of the work required by security guards this advanced certification is needed. The advanced level provides certification for those security guards who, by the nature of the work that they do, will, in all probability, be required to use physical control tactics. As well, this specialized certification will allow the public, through the provincial regulatory framework, to be assured that security guards are adequately trained in using appropriate judgement in what level of force should be used and required by way of a thorough understanding of the use of force model, the proper technical skills in the application of control tactics and the proper application of restraints. However this secondary certification should not be included within the NOS framework because they are not foundational skills as prescribed by the NOS.

As well, current training for security guards in some provinces outlines additional foundational skills for security guards. Some of these skills, such as crowd control, dealing with labour disputes, Health & Safety, WHIMIS, traffic control, first aid and CPR are not included within the NOS framework. Some of these skills are site specific or are incorporated within other standards (traffic control, labour disputes) and some are employers' legislated responsibility (Health & Safety, WHMIS) and thus not foundational occupational standards that should be captured under a national framework. First aid and CPR are important additional skills for security guards to have; however, should not be considered foundational skills. The public police in a number of jurisdictions no longer require first aid or CPR certification nor is it a national occupational standard for them.

National Occupational Standards for Security Guards

Competency	Skill, Knowledge & Abilities	Sub-Skill, Knowledge & Abilities
Ethical Accountability and Responsibility	Understand the role of security guards in dealing with members of the public	<ul style="list-style-type: none"> • Interact with the public sensitively and in accordance with relevant human rights legislation. • Understand the relevant provincial legislation that regulates security guards. • Understand the appropriate ethical standard for security guards. • Be knowledgeable about individual rights under the Charter of Rights and Freedoms and applicable provincial Human Rights legislation. • Understand the need for respect for the public, the client and co-workers. • Be knowledgeable about and sensitive to groups and persons with distinct or special needs. • Have knowledge about procedures for handling, storing, disseminating and destroying personal information as per Provincial Privacy legislation.
Oral Communication	Understand verbal communications and how this type of communication influences public/security guard interaction.	<ul style="list-style-type: none"> • Be able to verbally communicate in a clear manner to a wide range of people • Ability to use communication equipment. • Be able to adjust communication style to accommodate audience or situation. • Understand interpersonal skills and how to apply these skills to influence people. • Understand how to diffuse/avoid/manage interpersonal conflict • Understand how to be assertive when necessary. • Understand how to maintain a professional composure when acting under stress.
Risk Management	Understand principal duties & responsibilities of a security guard.	<ul style="list-style-type: none"> • Understand basic security procedures. • Understand how to control access and egress points • Understand how to conduct foot and vehicle patrols. • Understand how to respond to an alarm. • Apply appropriate tactics for remote and in-person surveillance of a premise. • Accurately identify emergency situation risk factors at a work site. • Understand roles of security guards in emergency situations. • Understand how to manage crowds. • Recognize and implement duty of care. • Understand authorities and limitations to use force. • Understand the National Use of Force Framework.

		<ul style="list-style-type: none"> • Be knowledgeable about limitations on use of force by security guards without specialized use of force training. • Understand and apply personal safety strategies when dealing with members of the public.
Written Skills	Communicates in writing to ensure that information is understood	<ul style="list-style-type: none"> • Write clear reports to ensure information is conveyed accurately and without bias. • Understand the requirement for documentation of actions. • Be knowledgeable of different types and purpose of reports. • Understand legal implications of reports. • Write legibly and clearly with minimal spelling or grammatical errors. • Effectively communicate main ideas in written format.
Decision Making	Appropriately respond to Emergency situations.	<ul style="list-style-type: none"> • Recognize when a potential emergency exists and respond appropriately to it. • Understand and apply first responder procedures to emergency situations. • Use judgement in determining need for alarm response and follow-up.
Application of relevant Legislation, Laws, Policies & Procedures	Understand and apply relevant federal and provincial legislation, common law and relevant procedures.	<ul style="list-style-type: none"> • Understand the Canadian Legal System. • Have knowledge about commonly accepted approaches to the collection, preservation and presentation of evidence including the handling of audio/visual materials. • Recognize, understand and apply security guard authority under relevant provincial forcible eviction legislation. • Understand search and seizure requirements as per the Criminal Code, Charter of Rights and Freedoms, common law and relevant provincial legislation. • Recognize and apply security guard authority under relevant federal and provincial legislation to arrest and detain. • Maintain knowledge about common law security guard authority to arrest and detain. • Be knowledgeable about relevant civil court decisions in the application of security procedures.

National Occupational Standards Framework for Private Investigators

Provinces use differing definitions of what a private investigator is. For the sake of the NOS a more inclusive definition is provided to capture the broad range of activities and investigations that they conduct. Therefore a private investigator is a person, who for consideration, seeks or obtains information about:

- crimes, offences, contraventions or misconduct, or allegations of crimes, offences contraventions or misconduct
- the activities, character or repute of a person or organization
- the whereabouts of a person
- the location, disposition or recovery of lost, stolen or missing property
- the cause of or the responsibility of any fire, accident or incident in which damage to property or injury to any person has occurred

Currently provinces have guidelines on the licencing of private investigators which focus on previous investigative experience as opposed to objective occupational standards. Ontario has conducted a job task analysis of private investigators and their work, along with the work of the Canadian Association of Private Investigators form the foundation for this analysis of national occupational standards.

National Occupational Standards Framework for Private Investigators

Competency	Skill, Knowledge & Abilities	Sub-Skill, Knowledge & Abilities
Ethical Accountability and Responsibility	Understand the role of private investigators in dealing with members of the public and understand the ethical foundation that is required.	<ul style="list-style-type: none"> • Conduct investigations in accordance with relevant human rights legislation. • Understand the relevant provincial legislation that regulates private investigators. • Understand the appropriate ethical standard for private investigators. • Understand individual rights under the Charter of Rights and Freedoms and applicable provincial Human Rights legislation. • Demonstrate respect for the public, the client and co-workers. • Be knowledgeable about and sensitive to groups and persons with distinct or special needs. • Understand the role of private investigators within the security industry. • Understand what constitutes entrapment and intimidation under the Criminal Code of Canada. • Be knowledgeable about procedures for handling, storing, disseminating and destroying personal information as per Provincial Privacy legislation.
Investigative Techniques	Understand how to conduct defensible investigations using a variety of techniques.	<ul style="list-style-type: none"> • Understand the Canadian Criminal Court system. • Understand applicable legislation and common law surrounding rules of evidence. • Understand appropriate investigative procedures. • Understand how to access applicable open sources of information and how to conduct basic research. • Understand basic techniques used to gather information on people, places or things. • Understand basic principles of surveillance. • Understand basic covert investigative techniques. • Understand appropriate interview techniques. • Be knowledgeable about industry related equipment.
Risk Management	Understand how to manage professional risk.	<ul style="list-style-type: none"> • Recognize and implement duty of care. • Understand authorities and limitations to use force. • Understand the National Use of Force Framework. • Be knowledgeable about limitations on use of force by private investigators without specialized use of force training.
Organizational Skills	Have the ability to properly organize investigative data and materials.	<ul style="list-style-type: none"> • Understand the need and demonstrate appropriate organizational skills in building an investigative file.

Computer/Tech nology Skills	Understand how technology assists in investigations.	<ul style="list-style-type: none"> • Understand appropriate investigative technological aids.
Written Skills	Communicates in writing to ensure that information is understood	<ul style="list-style-type: none"> • Write clear reports to ensure information is conveyed accurately and objectively. • Understand legal implications of reports. • Understand basic report writing protocols.
Decision making	Ability to use good judgement when making decisions.	<ul style="list-style-type: none"> • Understand what are relevant and irrelevant facts or details. • Make fact/research based decisions. • Make decisions based upon appropriate legislation and case law.
Verbal Communication	Be able to verbally communicate effectively to ensure understanding.	<ul style="list-style-type: none"> • Recognize and apply appropriate oral communication skills to a wide range of people. • Understand and apply tactical communications skills. • Demonstrate appropriate interpersonal skills.
Application of relevant Legislation, Law, & Procedures	Understand and apply relevant federal and provincial legislation, common law and relevant procedures.	<ul style="list-style-type: none"> • Understand the Canadian Legal System. • Understand the Criminal Code of Canada criminal offences provisions surrounding indictable, summary and dual offences. • Understand and apply commonly accepted approaches to the collection, preservation and presentation of evidence including the handling of audio/visual materials. • Understand and apply criteria for Criminal Code of Canada interception of communication provisions. • Understand search and seizure requirements as per the Criminal Code, Charter of Rights and Freedoms, common law and relevant provincial legislation. • Recognize and apply private investigator authority under relevant federal and provincial legislation and common law to arrest and detain. • Understand the relevant tort/case law surrounding private investigators lawful authority.

National Occupational Standard Summary

These standards are focussed on foundational skills for the three occupations. Provinces may decide to add other requirements based upon their regulatory philosophy. However, the standard, once accepted, should be the minimum required for the occupations. In addition, provinces may wish to have different levels of certifications or endorsements to allow more specialized skills to be recognized and adopted.

Common through all these occupations is the need for an ethical foundation in the work that they do. Due to the sensitive nature of the work that the private security industry is involved in and the necessary interaction with all segments of Canadian society this ethical foundation runs through all three standards. As well, the industry has an expressed desire to become more professional and to be viewed as such by the Canadian public. The ethical foundation within the NOS will assist in this desire.

The differing roles and responsibilities, that each have, is captured in other competencies and sub-skills, knowledge and abilities. The type of knowledge expected is different due to the relative sophistication and the nature of the work of the particular occupation.

These NOS's are the first step towards harmonizing training and certification nationally thereby meeting the anticipated outcome of more inter-provincial labour mobility of the occupations. Once approved provincial regulators will have the opportunity to discuss next steps in providing a more seamless training and licencing regulatory environment.

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