Proprietary, Contract, and Hybrid: Benchmark Study of Museum Security Staffing Approaches

"Every museum establishes metrics or goals regarding acceptable levels of risk depending on the type of risk and exposure that it presents – whether monetary or reputational."

Office of Policy and Analysis

Smithsonian Institution

February 2014

Section 1

EXECUTIVE SUMMARY

Methodology

Literature review

12 interviews with museum security professionals and contractors

Online survey of 59 museums and security professionals (all staffing models represented)

Review of the OPS FY14 budget and projected staffing costs

Key Findings and Lessons Learned

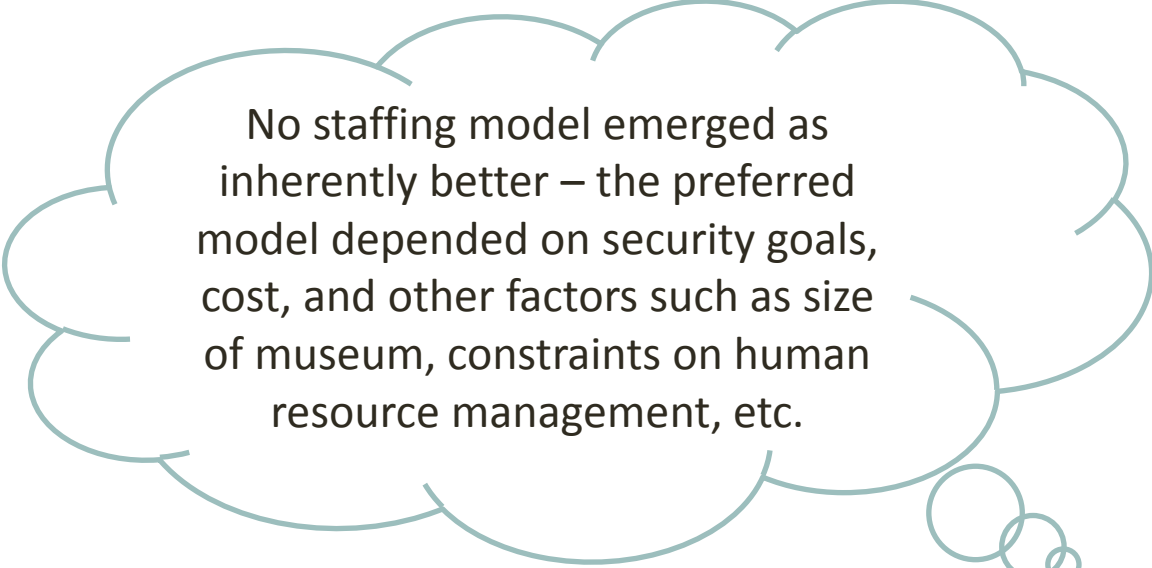Many study participants noted:

An increase in all types of security incidents in last few years

Few major, but recurring small, security losses

Expectation of more security problems with visitors in the next few years

(40% thought security threats from visitors had already increased; and 8% said risks were fewer)
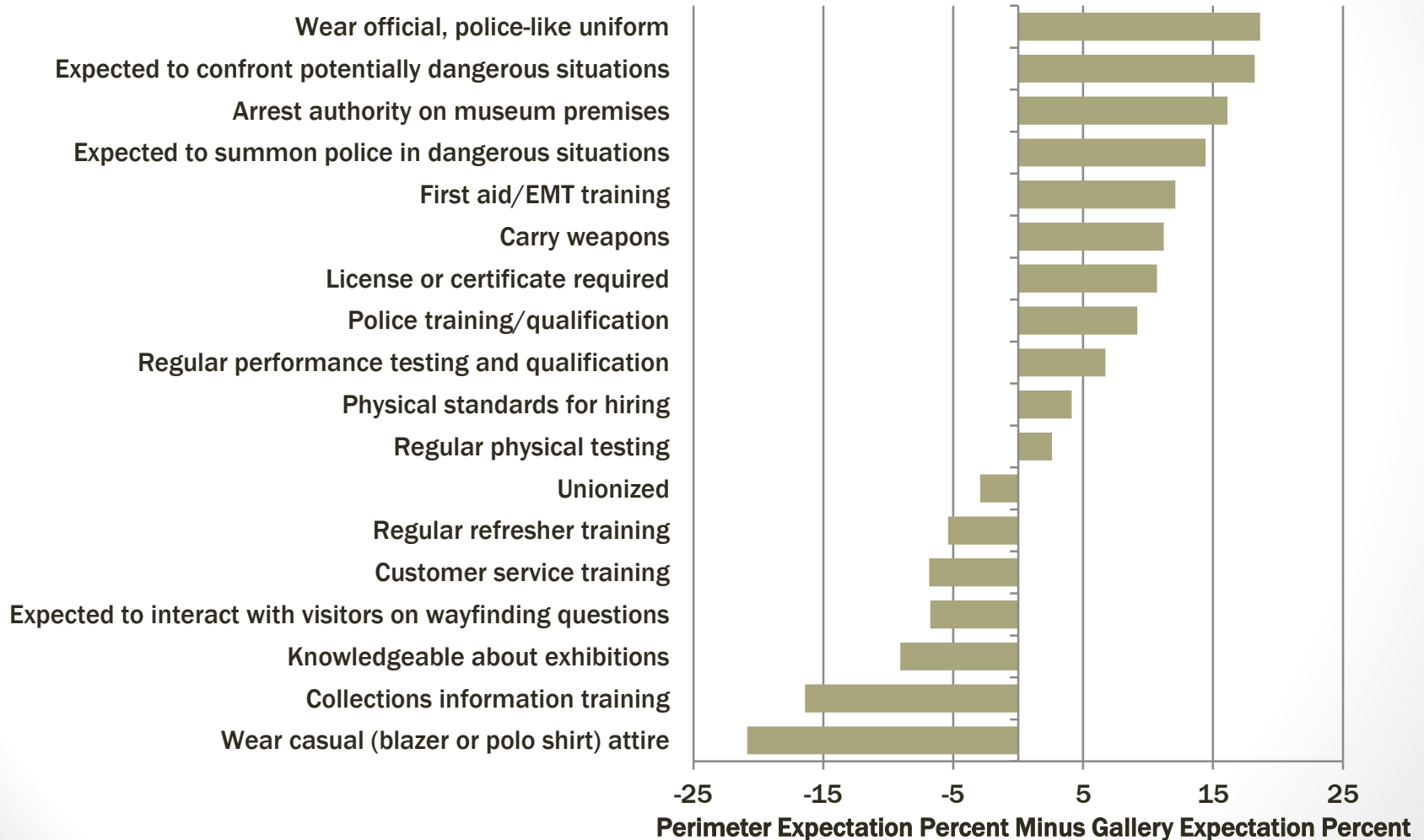
4

Key Findings and Lessons Learned (continued)

No staffing model emerged as inherently better – the preferred model depended on security goals, cost, and other factors such as size of museum, constraints on human resource management, etc.

Study participants were satisfied with the security staffing model they currently use.

Key Findings and Lessons Learned (continued)

Different Expectations for Perimeter and Gallery Post Officers

Categories (top to bottom):
- Wear official, police-like uniform
- Expected to confront potentially dangerous situations
- Arrest authority on museum premises
- Expected to summon police in dangerous situations
- First aid/EMT training
- Carry weapons
- License or certificate required
- Police training/qualification
- Regular performance testing and qualification
- Physical standards for hiring
- Regular physical testing
- Unionized
- Regular refresher training
- Customer service training
- Expected to interact with visitors on wayfinding questions
- Knowledgeable about exhibitions
- Collections information training
- Wear casual (blazer or polo shirt) attire

X-axis: -25, -15, -5, 5, 15, 25

Perimeter Expectation Percent Minus Gallery Expectation Percent

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Use of Contract Staff

Contract staff cover both perimeter and gallery posts

Protection is more important at perimeter posts, visitor service at gallery posts

Contract officers in gallery posts usually wear distinctive civilian-type uniforms

Staffing Costs

Reported base mean hourly labor rates for entry-level proprietary (reported as unloaded) and contract (reported with benefits included) staff are within a couple of dollars of each other (but only four museums reported their rates)

Benefits, pensions, training can raise the proprietary hourly rate by more than 40%

Profit margin for the contractor can be as low as 1%

All factors taken into account, the hourly loaded rate for a contract security officer covering a gallery post is less than that for a proprietary security officer

Staffing Costs (cont.)

According to the Bureau of Labor Statistics (May 2012)….

The mean hourly wage for a security guard 2 was $13.10

The annual rate of increase in this mean hourly wage since 2002 has been 2.5%

Based on the survey responses, the annual rate of increase in the mean hourly for contract security staff has also been 2.5% since 2003

Staffing Costs (cont.)

Looking to the future….

Contract and proprietary costs should
continue to increase at around
2.5% per year

The technology available today and
expected in the near future is not seen as
a viable alternative to officers in perimeter
and gallery posts

Reported Advantages and Disadvantages

Number of hires to cover one gallery post:
Proprietary 1.47, Contract 1.0

Absenteeism:
Proprietary 3.8%, Contract 0.4%

Presenteeism (ill officer working):
Proprietary and Contract: 0.8%

Supervisors having to cover vacant posts,
days per month:
Proprietary 3.5, Contract 1.0

Reduced public access, days per month:
Proprietary 0.9, Contract 0.8

Reported Advantages and Disadvantages – Proprietary

Advantages

Maximum control over security management

Loyalty to the organization

In-depth knowledge of the museum and its operations

Disadvantages

Higher cost – requires slightly more staff per post, and they typically receive more benefits

Harder to cover vacant posts

Entire management and administrative burden falls to the museum

Reported Advantages and Disadvantages – Contract/Hybrid

Advantages

Disadvantages

Less expensive

Easy for museum to cover vacant posts

Reduced management and administrative burden

Easier hiring and removal

Less control over security management

Requires a lot of contract management

Potential for confused roles, responsibilities

Less loyalty to museum

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Primary Factors in a Successful Security Staff Contract

A well-written contract that details……

Costs, including annual increases

Roles and responsibilities, including management and supervision

Communications with museum

Desired characteristics of contract staff

Required training, base and ongoing

Performance standards

Primary Factors in a Successful Security Staff Contract (cont.)

Continuous, hands-on management by museum

Regular presence of contract manager(s) onsite
(daily with large contracts)

Good teamwork between proprietary and
contract staff, e.g., include both at daily roll call,
conduct joint training

Recognition of contract security officers'
contribution to the museum, inclusion as part of
the museum community

Section 2

BACKGROUND AND METHODOLOGY

Methodology

Phase 1: 12 interviews with museum security professionals and security contractors

Phase 2: Online survey of museum security professionals

86 professionals were recruited by telephone to participate

59 answered the survey

13 only opened the survey

14 contacts could not be reached or refused to participate

Methodology (continued)

The interviews ran about one hour

The average respondent spent about one hour answering the survey questions; study participants were very gracious in providing thoughtful and incisive answers

Most responding museums use an all-proprietary security personnel system

All proprietary – 62%

All contract – 9%

Hybrid – 30%

The survey was targeted toward larger museums and art museums – the latter because the interaction between visitors and collections is different from that of other disciplines

One art museum interviewee said, "We want visitors to get within a nose of a work. That is a challenge to avoid touching, which some visitors are doing more often."

Two notes on the study…..

Opinions of users of contract security may be under-represented in this study; however, respondents using proprietary or contract security staff usually expressed statistically similar views
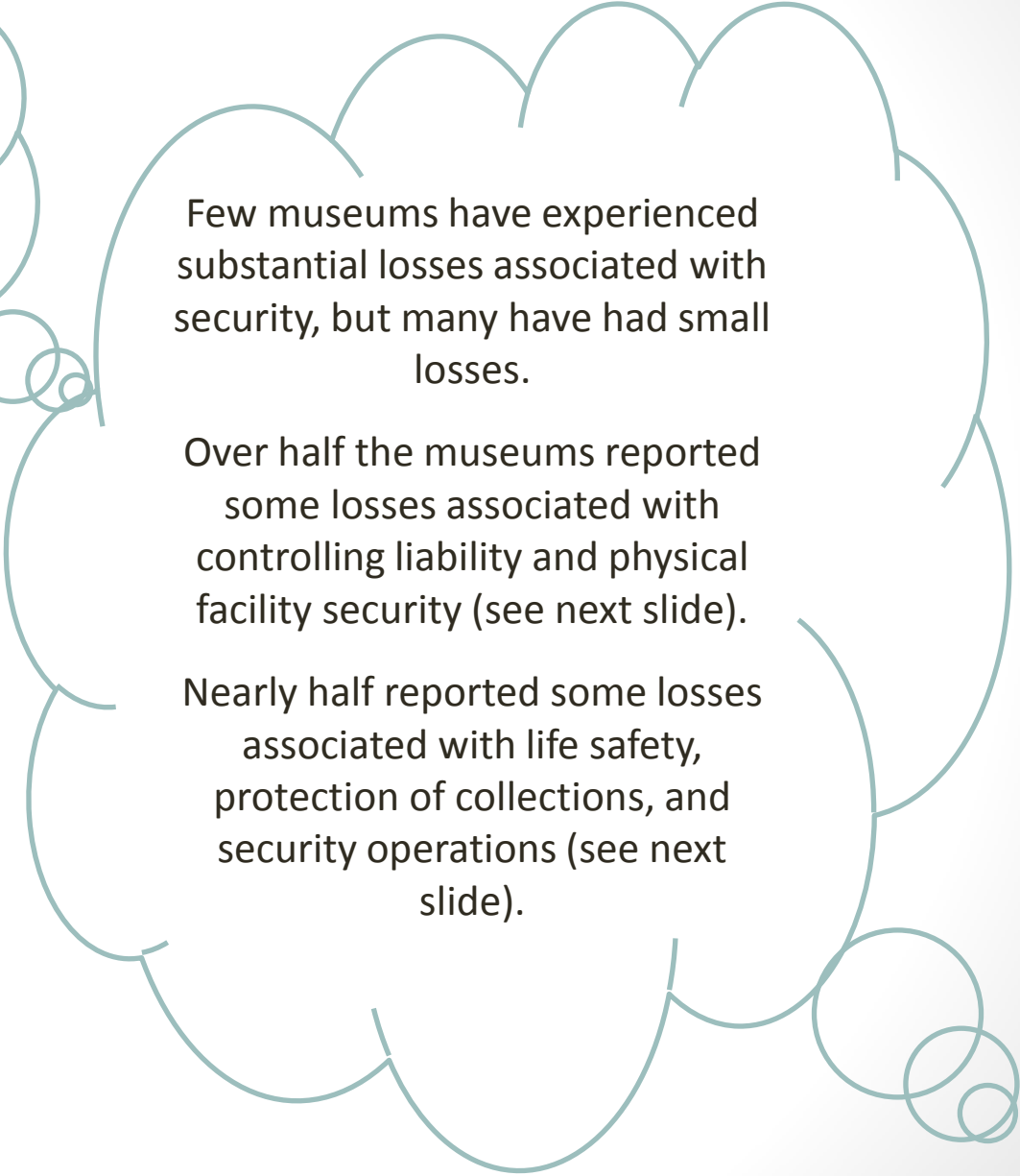
The current study did not address what Smithsonian visitors, museum management, or security personnel think about the hybrid model

Section 3

SECURITY GOALS, CHALLENGES

21

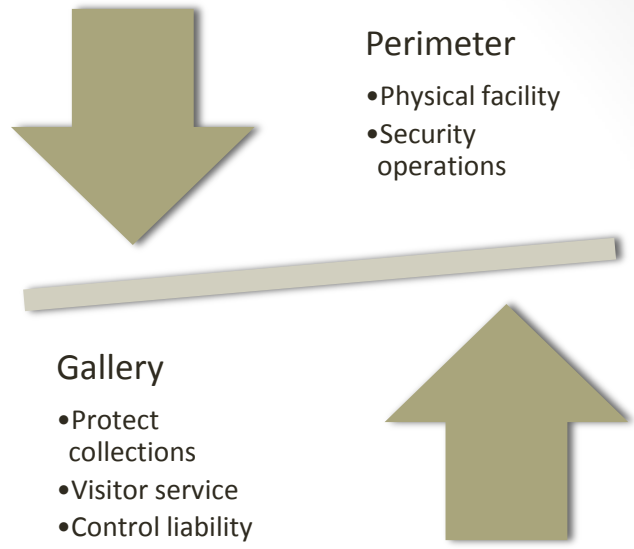Respondents noted that all types of security incidents have increased in the last few years.

Few museums have experienced substantial losses associated with security, but many have had small losses.

Over half the museums reported some losses associated with controlling liability and physical facility security (see next slide).

Nearly half reported some losses associated with life safety, protection of collections, and security operations (see next slide).

Control Liability (legal suits, etc.)	75% some loss	67% reported an increase
Physical Facility Security	54% some loss	79% reported an increase
Life Safety (health and safety of persons, etc.)	47% some loss	74% reported an increase
Protect Collections	43% some loss	76% reported an increase
Security Operations (organization and operations of security)	40% some loss	82% reported an increase
Customer Service (interaction with visitors, etc.)	36% some loss	74% reported an increase

Protection is the #1 goal

It is more important than visitor service at both perimeter and gallery posts

Perimeter
•Physical facility
•Security operations

Gallery
•Protect collections
•Visitor service
•Control liability

Security Goal

(% of respondents)

Protect collections
Visitor service
Life safety
Physical facility…
Control liability
Security…
Other security…

0   50   100

Visitors are perceived as posing more security risks in recent years … 40% of respondents said more, while 8% said fewer
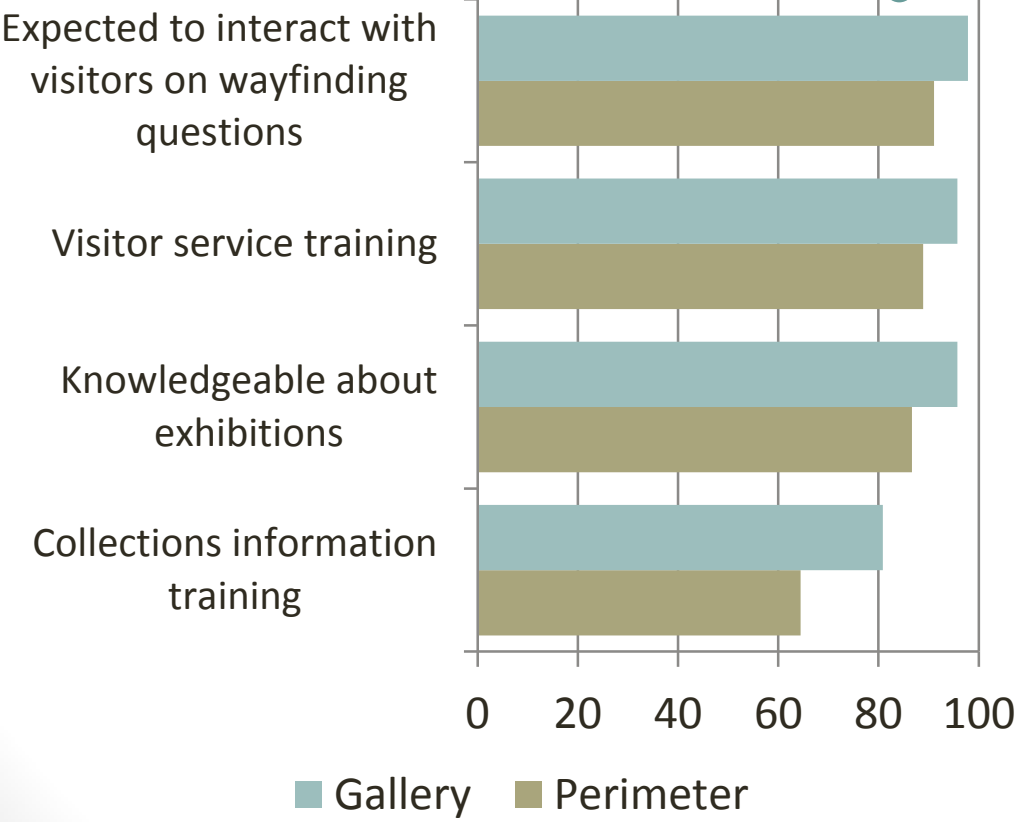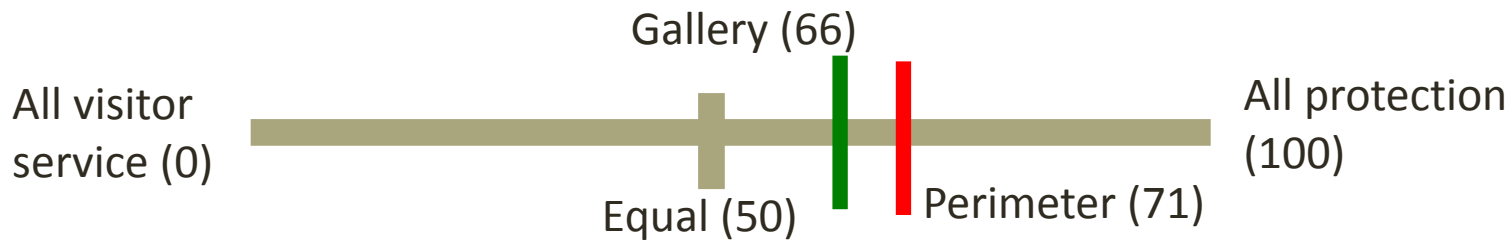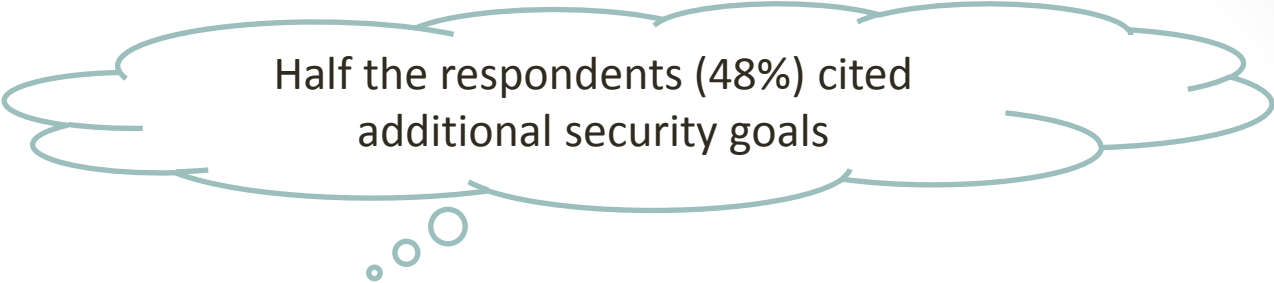
Relative importance of protection and visitor service

Half the respondents (48%) cited
additional security goals

Increase staff awareness of everyday security

"Educate ALL staff so that they know security is everyone's job, e.g., be observant, report suspicious persons, acts or vehicles."

Build management skills and accountability of security supervisors

"We have recently started a program of accountability specifically for our supervisory staff. We now require them to write a leadership philosophy, post it for all to see, and then live it each day."

Reduce security employee turnover

"Ten years ago it was easier to hire dedicated [security] people who were interested in long-term employment. I am in the process of testing provisional incentives such as personal and professional growth to see how it affects retention."

Overall emergency management

"Provide for safety in general (workplace violence, active shooter situations, angry guests, vehicle burglaries, etc.)."

"Natural disaster preparedness. We have a plan in place for this, and there is a Gulf Coast group formed in imitation of the New York response to Hurricane Sandy."

"As the campus grows, so does the dynamics of emergency management and the requirement for continually reviewing and updating our procedures and planning."

"We are the fire department too! We don't want the city fire department to come in."
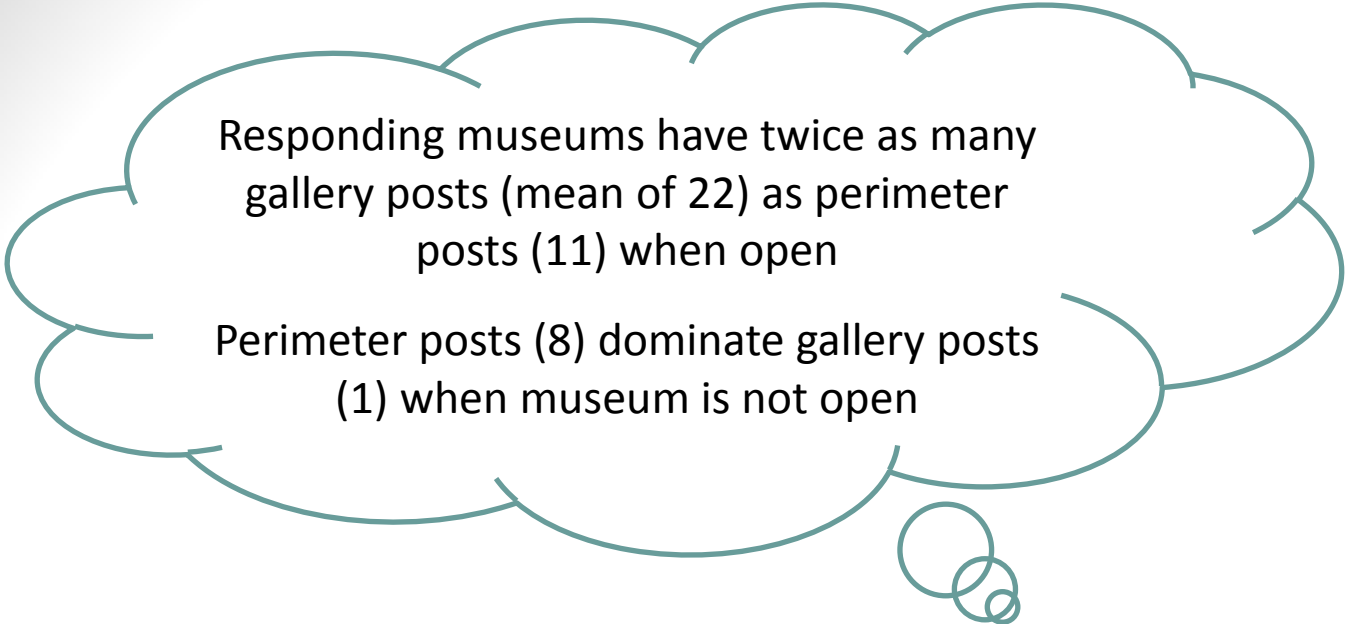
Section 4

MUSEUM SECURITY STAFFING STRUCTURE

A large majority of responding museums use proprietary security personnel for both the perimeter and galleries

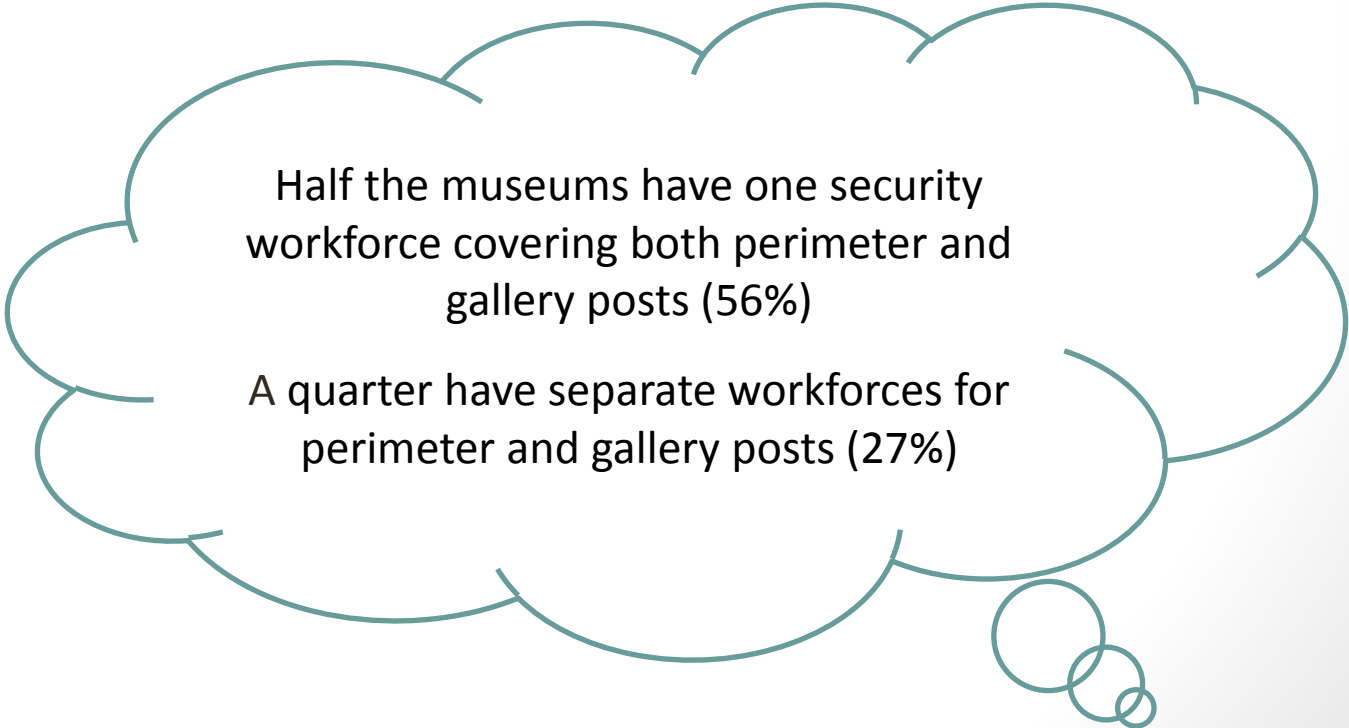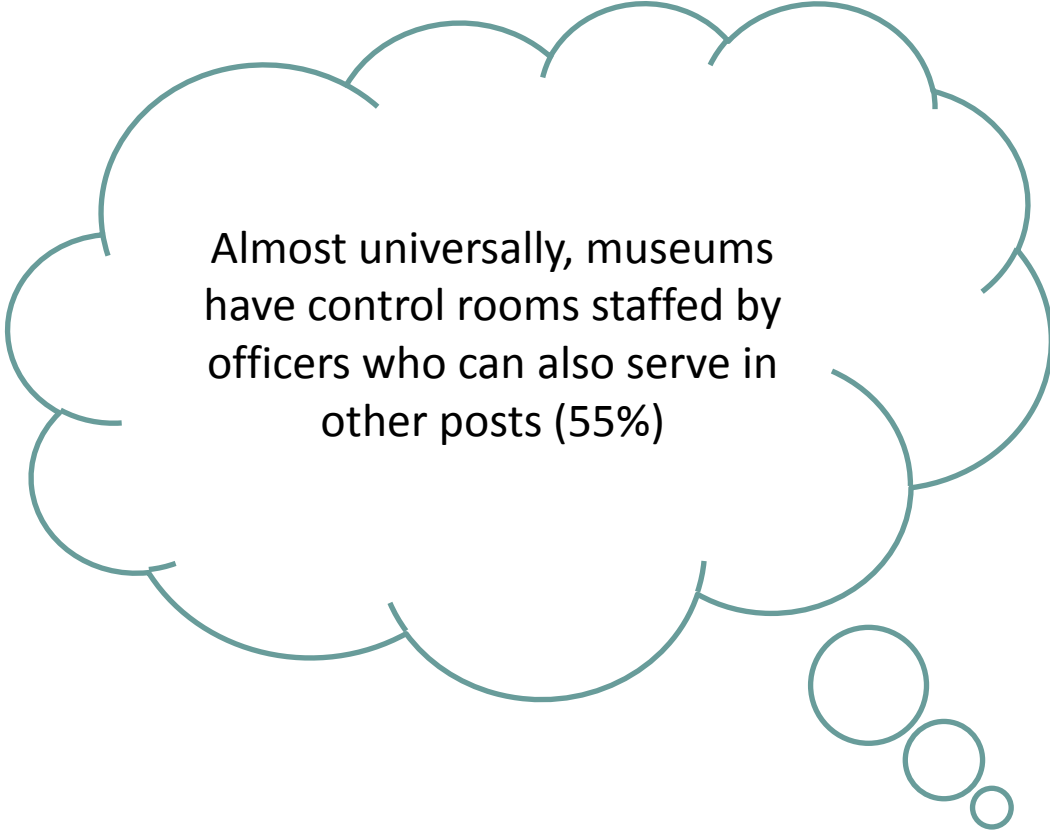One-quarter use a "hybrid" system, with both proprietary and contract officers

Proprietary only
Contractor only
Proprietary-contractor…
Proprietary and others
Other
None

0   20   40   60   80
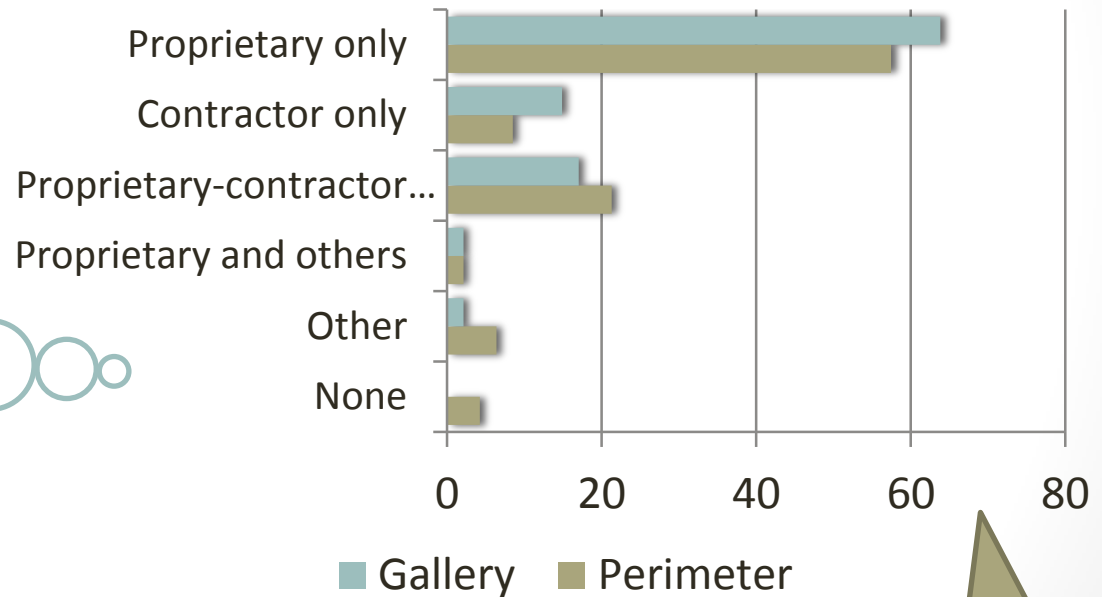
■ Gallery   ■ Perimeter

% of valid responses

Responding museums have twice as many gallery posts (mean of 22) as perimeter posts (11) when open

Perimeter posts (8) dominate gallery posts (1) when museum is not open

Half the museums have one security workforce covering both perimeter and gallery posts (56%)

A quarter have separate workforces for perimeter and gallery posts (27%)

30

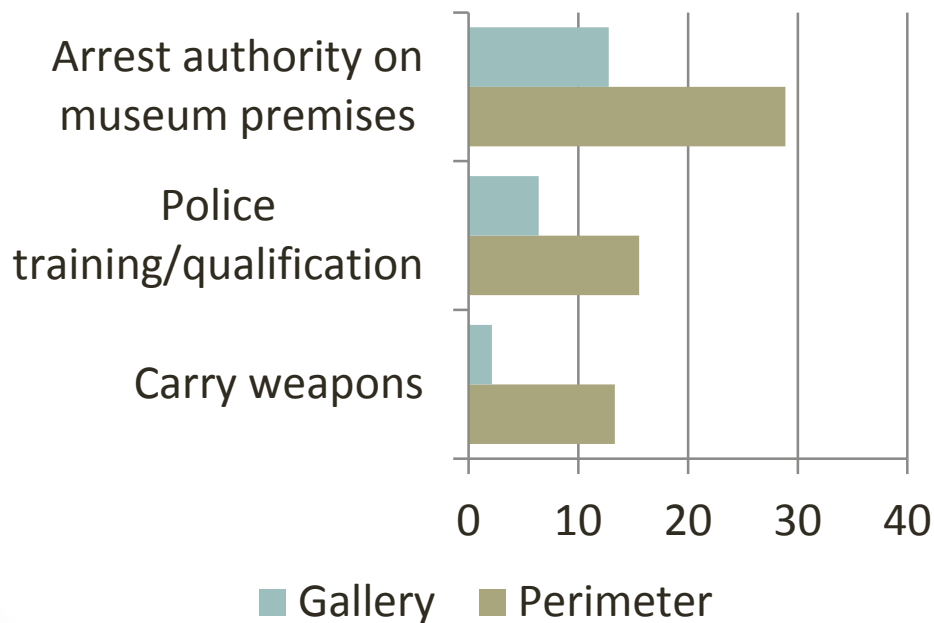Almost universally, museums have control rooms staffed by officers who can also serve in other posts (55%)

Three-quarters of museum security staff are described as "guards," as distinguished from "police," since the standards and qualifications differ
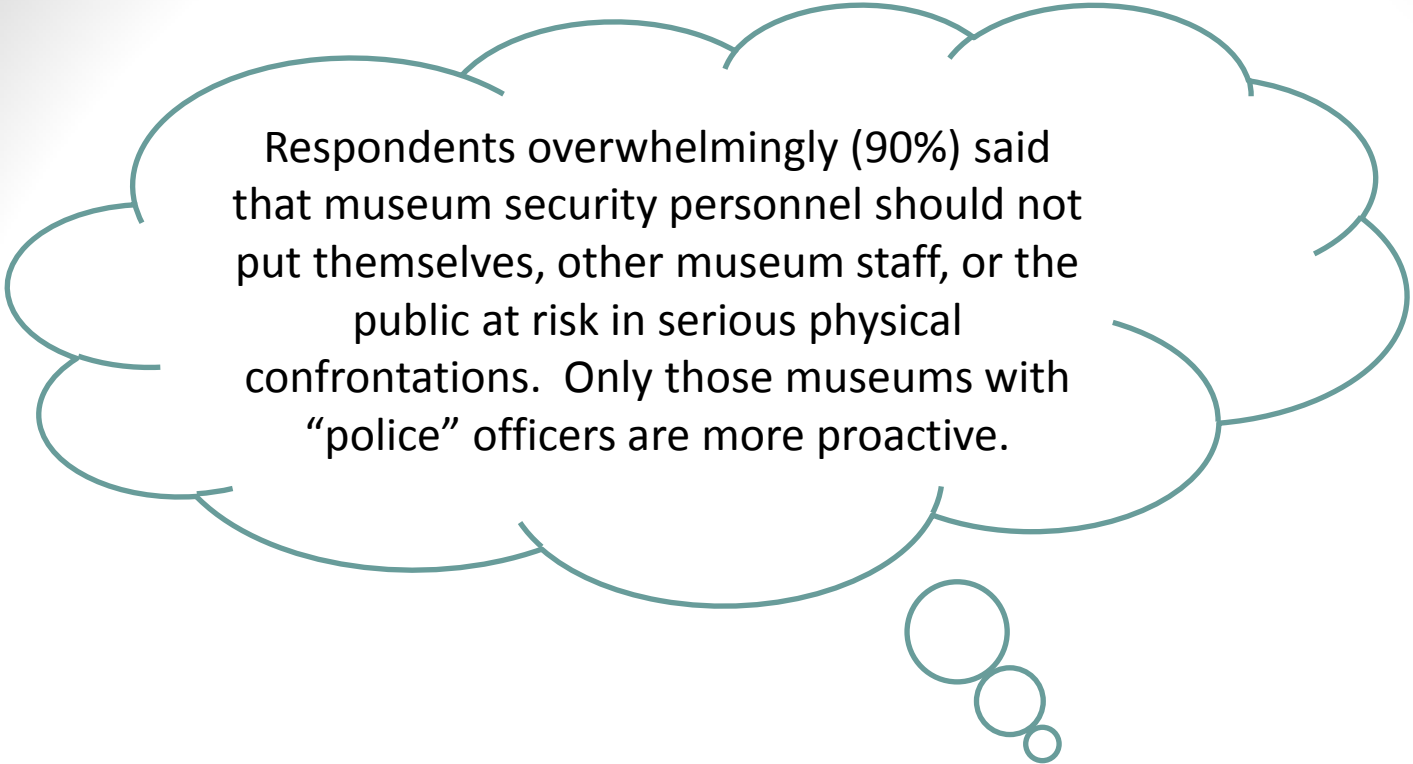
Percent of responding museums

32
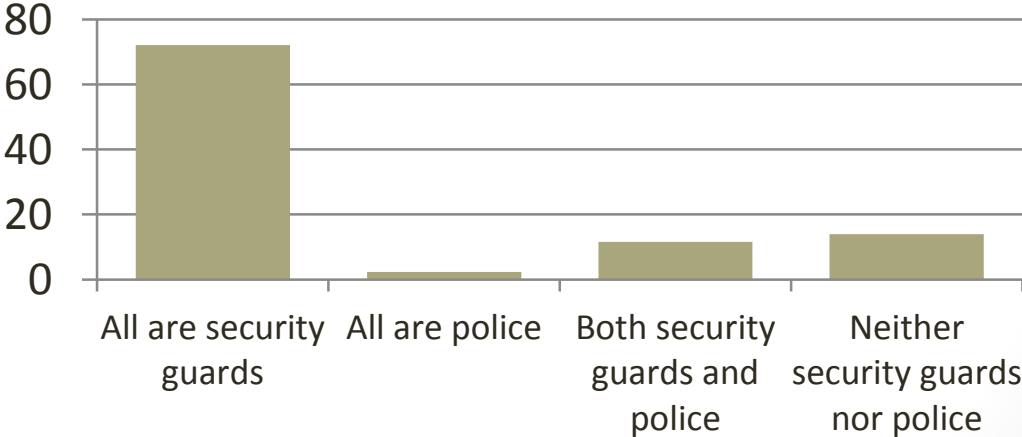
Officers are expected to confront difficult or potentially dangerous situations (78% for perimeter posts and 60% for gallery posts)

But they are also expected to summon local police when such situations arise (89% for perimeter posts and 74% for gallery posts)

Arrest authority on museum premises

Police training/qualification

Carry weapons

0   10   20   30   40

■ Gallery   ■ Perimeter

% of valid responses

33

Respondents overwhelmingly (90%) said that museum security personnel should not put themselves, other museum staff, or the public at risk in serious physical confrontations. Only those museums with "police" officers are more proactive.

Comments from study participants

"We regularly promote the MOAB – Management of Aggressive Behavior – program."

"Any physical confrontation brings with it liability. Also, [there is] the potential injury to your staff member or the person causing the issue. You should always call for back-up because there is safety in numbers."

"First and foremost would be the safety of our staff."

"Intervention through communication. Physical defense to protect themselves or others as a last resort."

To arm or not to arm: Comments from the survey

More survey respondents said their officers are not armed

"[Reasons are] cost, training, liability, and availability of local police."

"The carrying of weapons creates unnecessary risk to the staff and requires an inordinate amount of training and qualification to maintain."

"Senior management believes in having visitors enjoy their experience without a threatening environment."

"Armed officers were discontinued many years ago, most likely since armed staff posed liability issues and a clear need was not justified. A very limited arming of security managers retired from police departments is currently under discussion in light of world conditions and potential for active shooters."

Some museums arm officers due to perception of risk

"Our museum is located in a public park in an urban environment. We have a very porous perimeter and deal with many potentially violent people, especially at night. We arm at least 2 officers per shift, and they are posted in areas that are less visible to the public but easily accessible in a time of need. We also arm our officers who do art escorts in transit."

"Our officers are armed because we respond to intrusion alarms in over 200 buildings; the officers transport cash and escort cashiers carrying cash in public places; and they respond to hold up and panic alarms. Our officers are sworn conservators of the peace and have full police powers."

"Due to all of the current dangers that facilities have faced in this country since the 9/11 terrorist attacks, our Director wanted to ensure that we were absolutely prepared to immediately respond to any life-threatening incident on our campus."

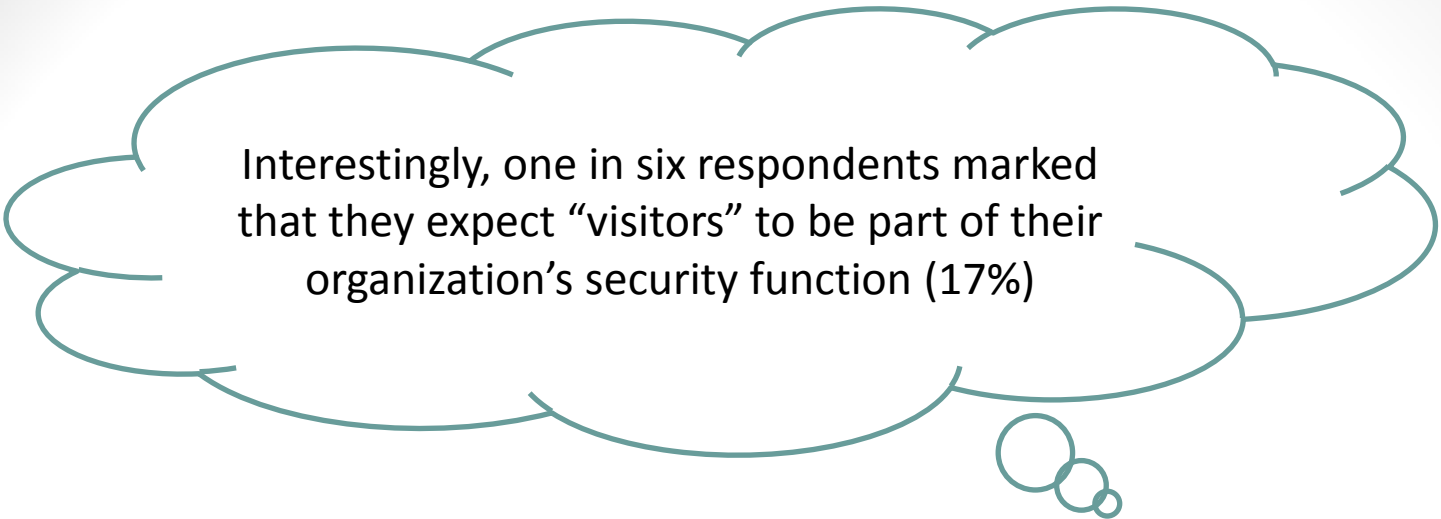Most museums have a security role for a wide range of staff *other* than security staff …

Staff function	Security role expectation	Part of performance evaluation	Formal training	No training
Management	83%	7%	28%	9%
Curatorial	76%	12%	23%	10%
Visitor services	71%	29%	41%	11%
Education	68%	13%	26%	7%
Maintenance	66%	9%	19%	15%
Docents	61%	14%	38%	21%
Exhibitions	56%	11%	18%	14%
Other staff	Less than 40%	8% to 27%	21% to 50%	7% to 17%

But ….

Less than 1/3 get formal training

It is typically not part of performance evaluations except for visitor services staff

2/3 of museum respondents want "well-trained security staff" (67%) vs. visitor services staff with a few hours of training (17%)

Interestingly, one in six respondents marked that they expect "visitors" to be part of their organization's security function (17%)

Why and how? Comments from survey respondents

"Because visitors have a responsibility to abide by the rules. Their understanding of our collections also helps when they report suspicious and unusual activity."

"Fully expect a percentage of visitors to actively mitigate an intentional act of vandalism in progress. I can see visitors assisting those in need during an evacuation."

"Observation."

"Visitors often provide the staff with notice of unusual events occurring in the museum. Sometimes they tell us before the staff notices."

Nearly one-fifth of responding museums cover both perimeter and gallery posts with a single workforce, but use different uniforms for gallery and perimeter posts (18%)

Officers on perimeter posts are more likely to wear "official, police-like uniforms" – 38% vs. 19% for gallery posts

Both gallery and perimeter officers are more likely to wear "casual attire" than police-like uniforms – 60% for perimeter and 81% for gallery posts

Why wear police-like uniforms? Comments from survey respondents

Visibility

"Perimeter security wear them for easy identification and added deterrent effect."

Professionalism

"More professional & authoritative appearance."

Authority and deterrence

"With large numbers of visitors, many international, military-style uniforms are far more visible in crowded halls than soft clothes. In addition, it has been my experience that when dealing with certain types of visitors, uniforms command more respect and tend to discourage bad behavior or challenge when enforcing museum rules. The guards themselves report they feel more professional when wearing a smart and stylish military style uniform, compared to a blazer."

Why wear "soft" uniforms or casual uniforms? Comments from survey respondents

Approachable and friendly appearance to enhance customer service

"We want our guests to feel comfortable approaching our guards. We feel that if there was too much of a uniform that it would repel our guests rather than attract them."

"We want our guards to be approachable by our customers and not be afraid of them. We are really the front line to our customers. We recently started having greeters at our *venues, but security is first to talk to our visitors."*

Museum brand

"The uniform presents a warm welcoming, professional image, while identifying the person as a representative of the museum."

"We wanted a specific identity for our staff. We name them Gallery Attendants so they do have a look that is non-standard for security."

"The administration has been more comfortable with the soft blazer look rather than the paramilitary uniform."

Standards, unionization, training, and performance testing are similar for perimeter and gallery post officers

Few museums with non-unionized officers have discussed unionizing – 13% said yes and 72% no
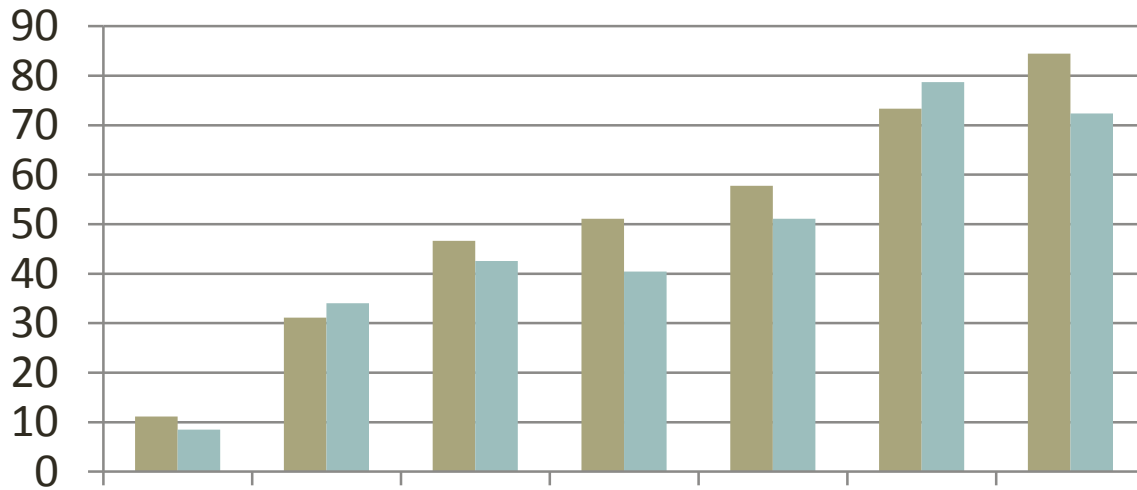
% of valid responses

Chart legend:
- Perimeter
- Gallery

Categories:
- Regular physical testing
- Unionized
- Physical standards for hiring
- License or certificate required
- Regular performance testing and qualification
- Regular refresher training
- First aid/EMT training
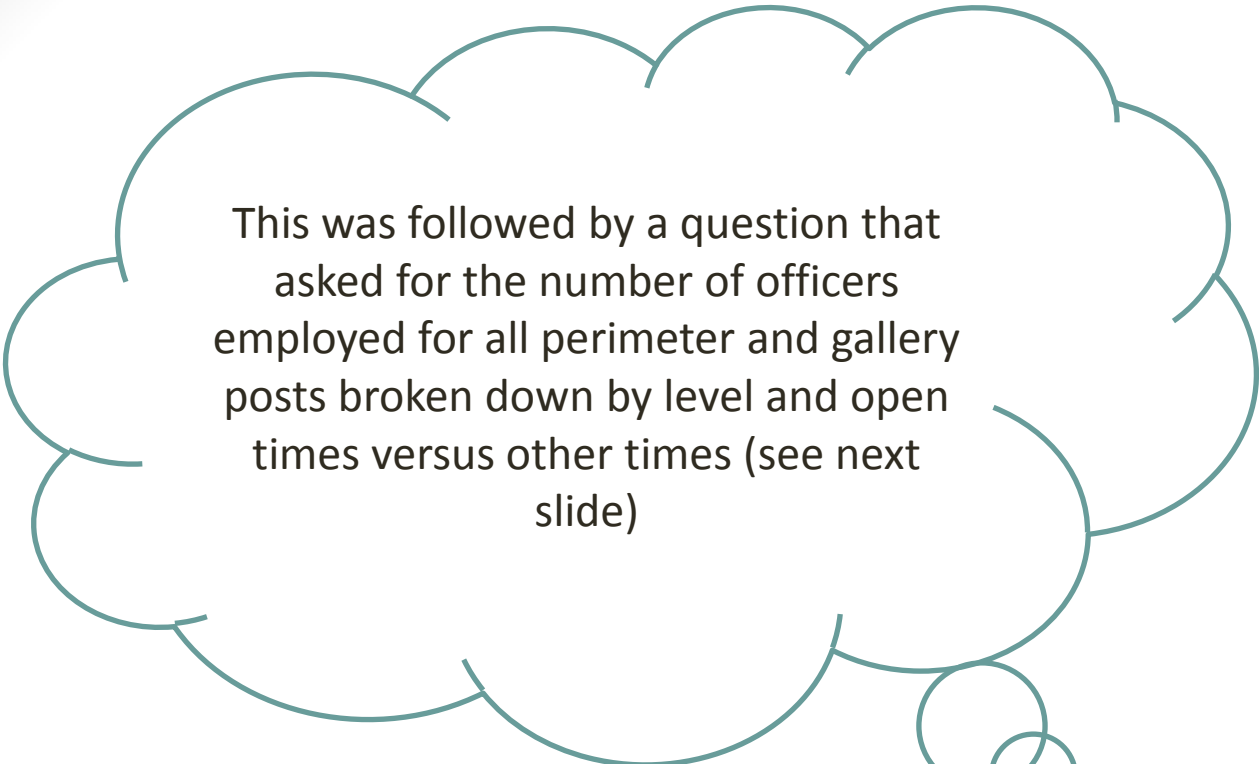
OP&A used two methodologies to cross-validate the mean number of security officers assigned per post

In the first methodology, an early survey question asked for the number of perimeter and gallery posts
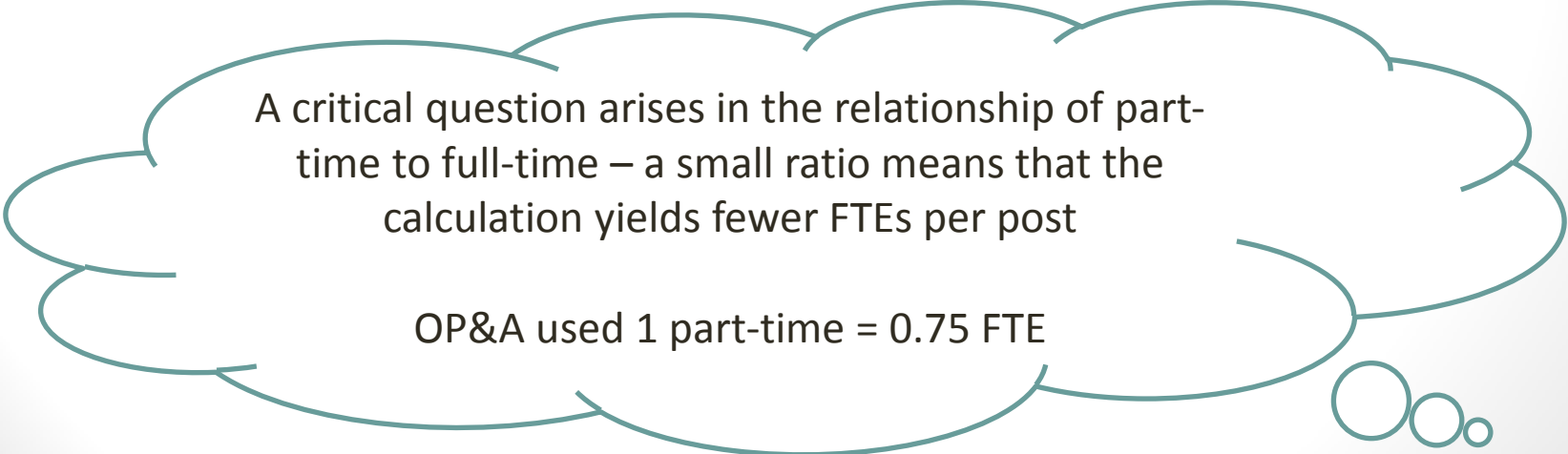
How many PERIMETER security posts do you have?

A security post is a position with specific responsibilities that must be filled. One post equals one person manning the post for an 8 hour day. For example, a magnetometer at an entrance may require two persons to operate. That should be counted as TWO posts. If two part time persons man one post over the day, that still counts as ONE post.

	When open	At other times
Perimeter Posts	0	0
Gallery Posts	0	0
Total	0	0

This was followed by a question that asked for the number of officers employed for all perimeter and gallery posts broken down by level and open times versus other times (see next slide)

A critical question arises in the relationship of part-time to full-time – a small ratio means that the calculation yields fewer FTEs per post

OP&A used 1 part-time = 0.75 FTE

How many individual personnel, by level and proprietary or contract, are assigned to various posts?

These are actual body counts of the number of staff used to provide coverage around the clock, although the number may be "0" in some cases. The number of personnel across a row is the total number of that type of personnel, that is, Entry Level, Full-time Proprietary Staff, etc., used by your organization across all posts. You may use fractional numbers, i.e., "1.5 Entry Level, Full-time Proprietary."

The rows will automatically total to the number staff reported.

	Perimeter Posts When Open	Perimeter Posts At Other Times	Gallery Posts When Open	Gallery Posts At Other Times	Total
Entry Level, Full-time Proprietary	0	0	0	0	0
Advanced, Full-time Proprietary	0	0	0	0	0
Supervisory (Sergeants and above) Proprietary	0	0	0	0	0
Entry Level, Full-time Contract	0	0	0	0	0
Advanced Level, Full-time Contract	0	0	0	0	0
Supervisory (Sergeants and above) Contract	0	0	0	0	0
Entry Level, Part-time Proprietary	0	0	0	0	0
Advanced, Part-time Proprietary	0	0	0	0	0
Entry Level, Part-time Contract	0	0	0	0	0
Advanced Level, Part-time Contract	0	0	0	0	0
Other	0	0	0	0	0

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Using this methodology, museums with only entrance and advanced level proprietary guards and excluding supervisors employ 1.47 FTEs per post for open hours

Proprietary staffing ratios for galleries are lower than perimeter ratios, probably reflecting more flexibility to close galleries or temporarily merge gallery posts than is possible with perimeter posts

Posts

Mean FTE per Post

Proprietary FTE

Perimeter Posts
- 1.47 FTE when open
- 1.20 FTE other times

Gallery Posts
- 1.33 FTE when open
- 0.65 FTE other times
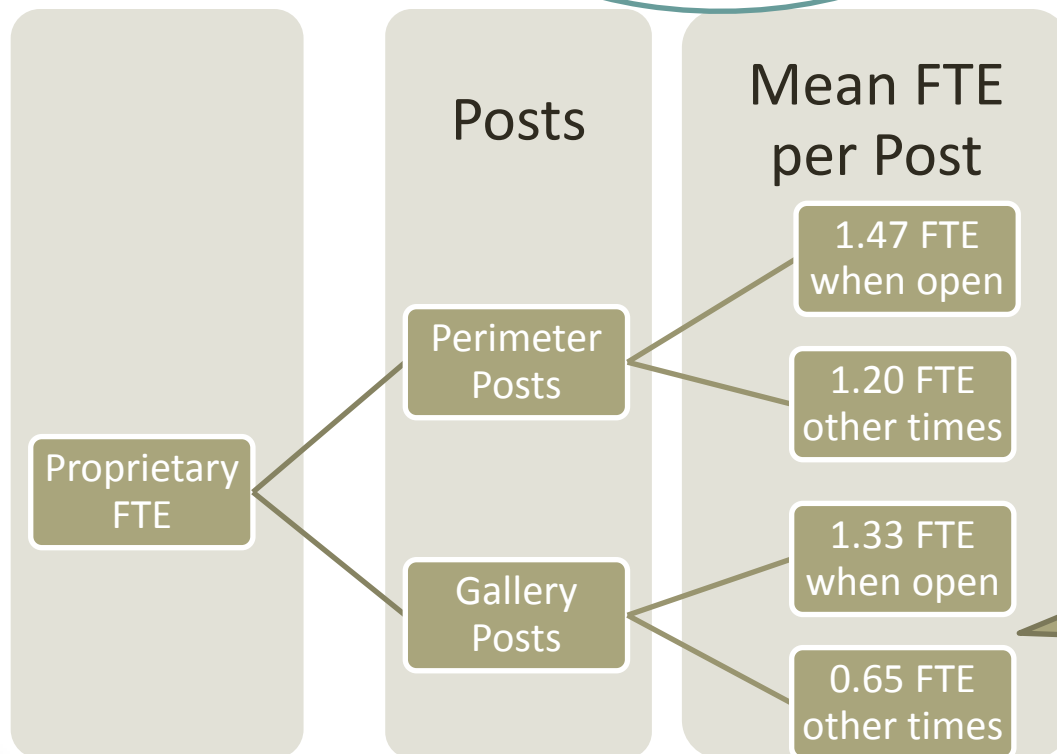
When open is based on 25 survey respondents, Other times on only 7

In the second methodology, the survey asked respondents what factors they applied in hiring an appropriate number of officers to allow for (1) relief and regular time-off and (2) absenteeism. This methodology did not yield usable data, and they are not reported here.

Thinking only of employees, security managers often employ more staff than posts to allow relief time, to provide coverage for unscheduled leave (absenteeism), and to provide coverage for scheduled training and leave, etc. They often use a simple formula to determine staffing requirements. For example, the Smithsonian Office of Protection Services (OPS) figures that 1.67 FTE are required to maintain one post given breaks, training, etc. In addition, OPS figures that 1.25 FTE per post are required to account for absenteeism. Combined, OPS needs to plan for approximately 2 FTE per post.

These calculations are only for staff stationed at posts, not supervisors or managers.

What factors do you use:

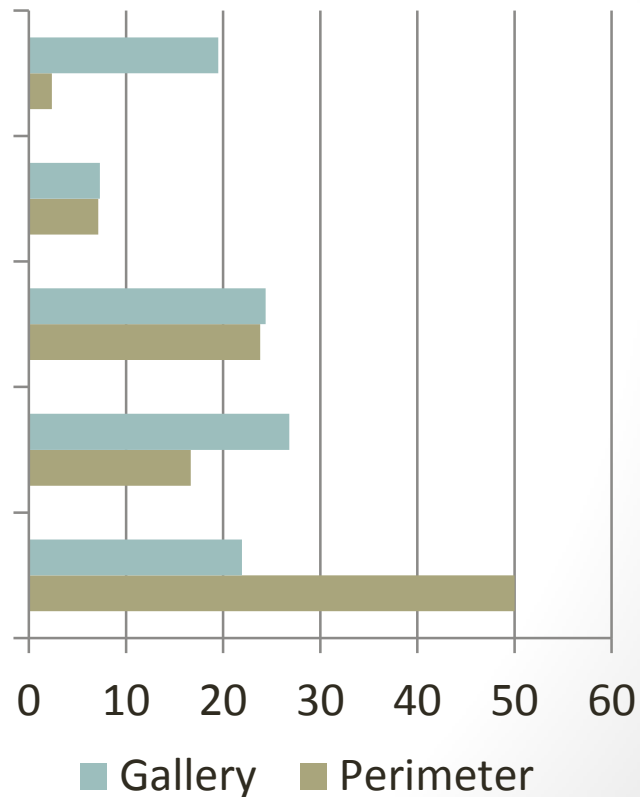To allow for relief and regular time-off [   ]
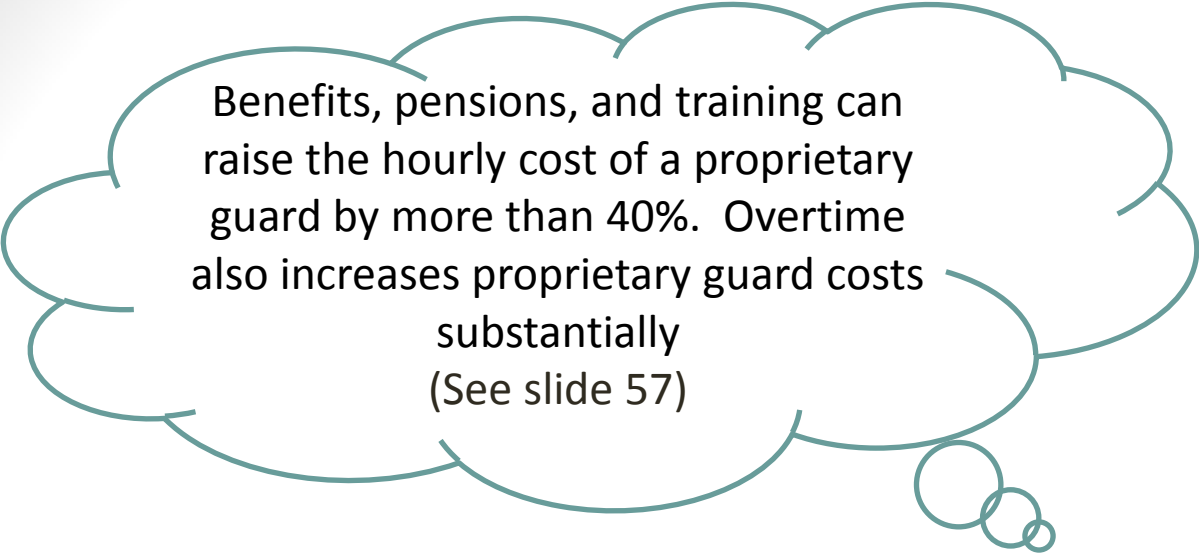
To cover absenteeism [   ]

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Section 5

SECURITY COSTS

Base mean hourly labor rates for entry-level proprietary (unloaded) and contract staff (loaded) are within a couple of dollars of each other (contract rate based on only four museums)
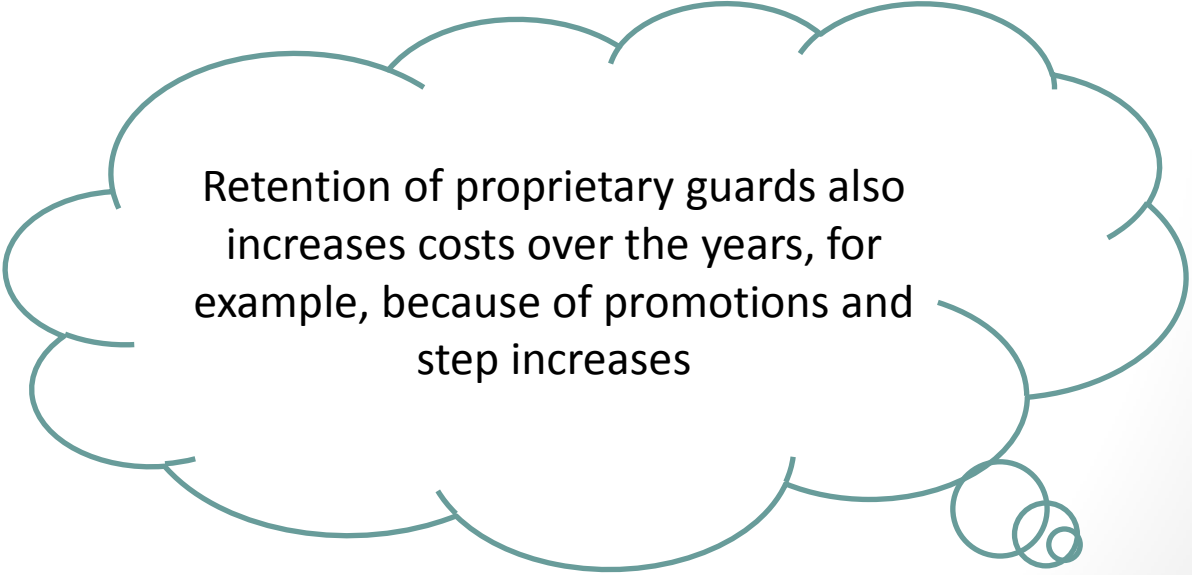
The mean hourly wage for a security guard 2 in May 2012 was $13.10 (Bureau of Labor Statistics). Since 2002, the mean has increased by 2.5% annually.

* Statistic not computed due to small number of respondents.

	Mean	Median	Valid N
Proprietary Guards-Base hourly labor rate-Entry Level (2013)	$13.10	$14	19
Contract Guards-Base hourly labor rate-Entry Level (2013)	$15.80	$12	4
Proprietary Guards-Base hourly labor rate-Advanced Level (2013)	$14.60	$16	12
Contract Guards-Base hourly labor rate-Advanced Level (2013)	*	*	1
Proprietary Guards-Base hourly labor rate-Sergeant or equivalent (2013)	$17.30	$19	15
Contract Guards-Base hourly labor rate-Sergeant or equivalent (2013)	*	*	2

Benefits, pensions, and training can raise the hourly cost of a proprietary guard by more than 40%. Overtime also increases proprietary guard costs substantially
(See slide 57)

Retention of proprietary guards also increases costs over the years, for example, because of promotions and step increases

2013 * Statistic not computed due to small number of respondents.	Percent of Base Hourly Labor Rate (mean)	Valid N
Training - Entry Level	2.2	5
Training - Advanced Level	4.7	3
Training - Sergeant or equivalent	5.0	4
Proprietary Guards-Benefits excluding pensions (%)-Entry Level	23.6	9
Benefits excluding pensions (%)-Advanced Level	22.3	4
Benefits - Sergeant or equivalent	26.5	7
Pensions - Entry Level	4.3	3
Pensions - Advanced Level	*	1
Pensions - Sergeant or equivalent	6.5	2
Overtime rate - Entry Level	169.0	12
Overtime rate - Advanced Level	41.5	5
Overtime rate - Sergeant or equivalent	42.6	7

There was no clear pattern for how contractors calculated their profit margin or management fee, as too few respondents provided details. The figures given were essentially constant over time.
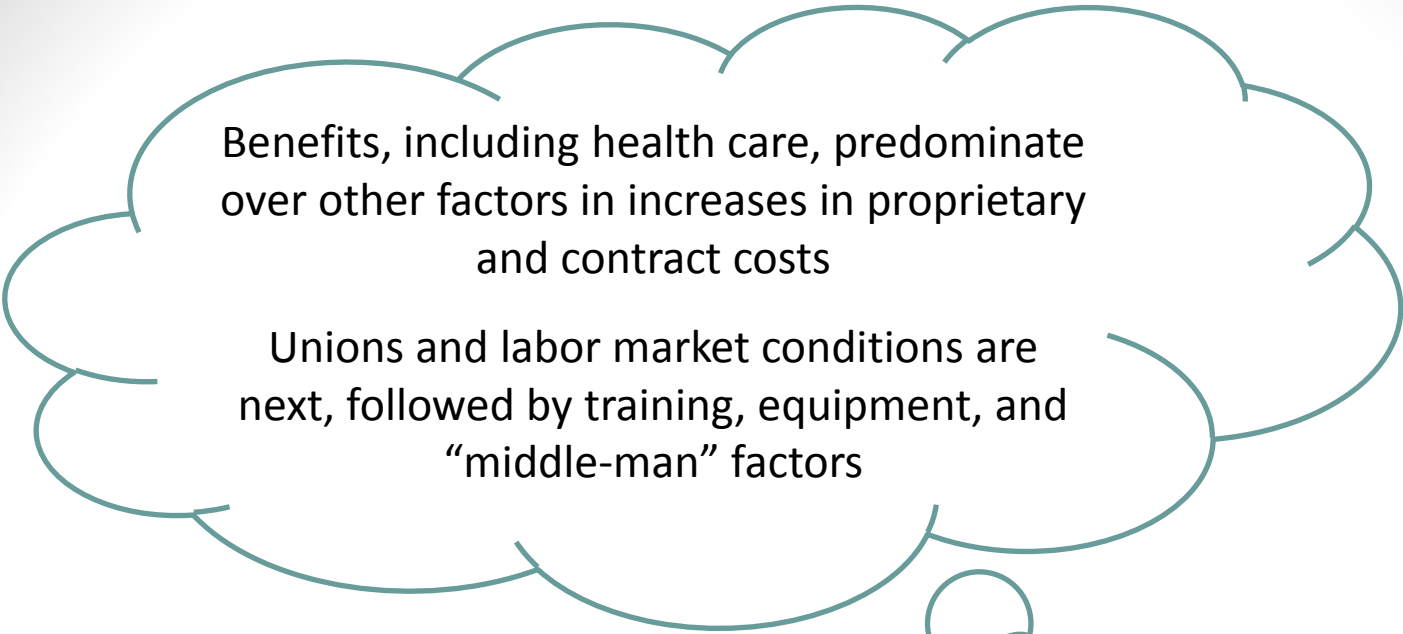
	Valid N %
Fee is calculated on the total contract	10
Fee is calculated on the basic labor rate	30
Fee is based on some other factor	30
Contractor management fee or profit margin is not broken out	30

One federal interviewee described "the security contracting industry as very competitive and with very low profit margins near one percent."

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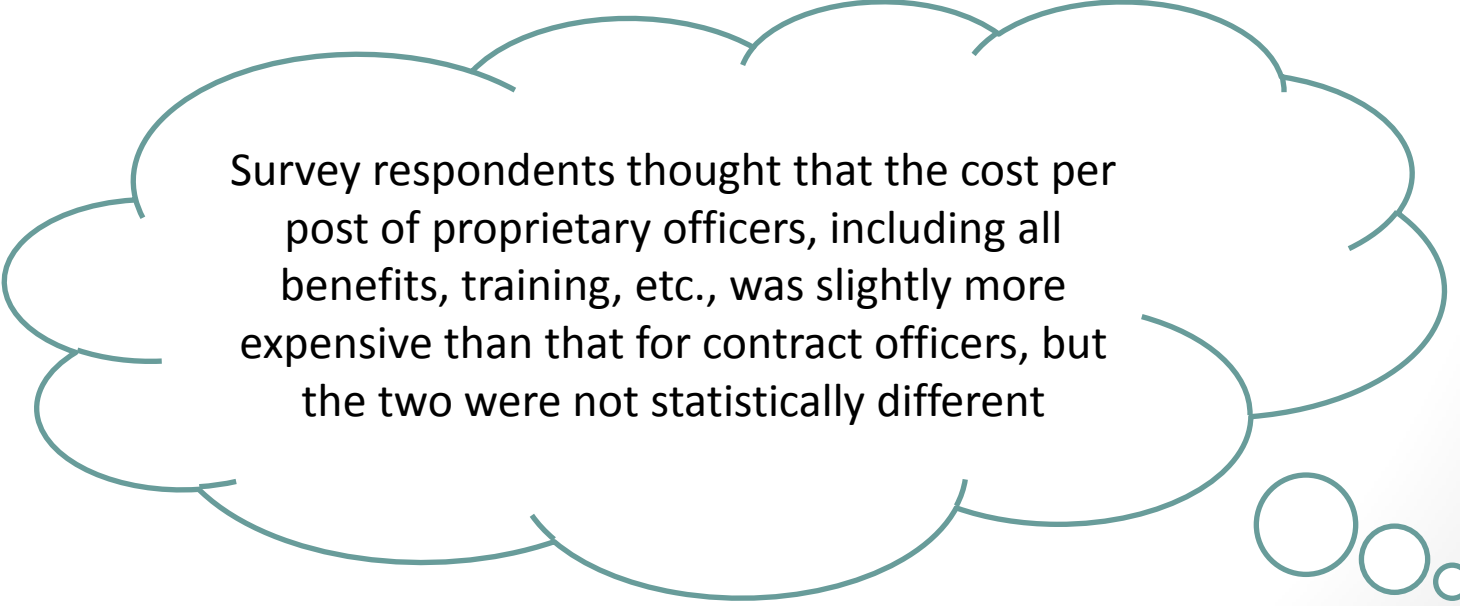Proprietary and contract costs have been increasing similarly … and are expected to follow the same pattern

One-third of museums have defined schedules for pay increases based on time in grade

| Changes in proprietary and contract costs	Past Five Years	Next Five Years
Proprietary and contract staff costs both increased, but contract costs increased more than proprietary costs	25	26
Proprietary and contract staff costs both increased, but proprietary costs increased more than contract costs	22	23
Proprietary and contract staff costs both increased at about the same rate	36	43
Proprietary and contract staff costs both remained about constant	17	6
Proprietary and contract staff costs both decreased, but contract costs decreased more than proprietary costs	0	3

Benefits, including health care, predominate over other factors in increases in proprietary and contract costs

Unions and labor market conditions are next, followed by training, equipment, and "middle-man" factors

Survey respondents thought that the cost per post of proprietary officers, including all benefits, training, etc., was slightly more expensive than that for contract officers, but the two were not statistically different

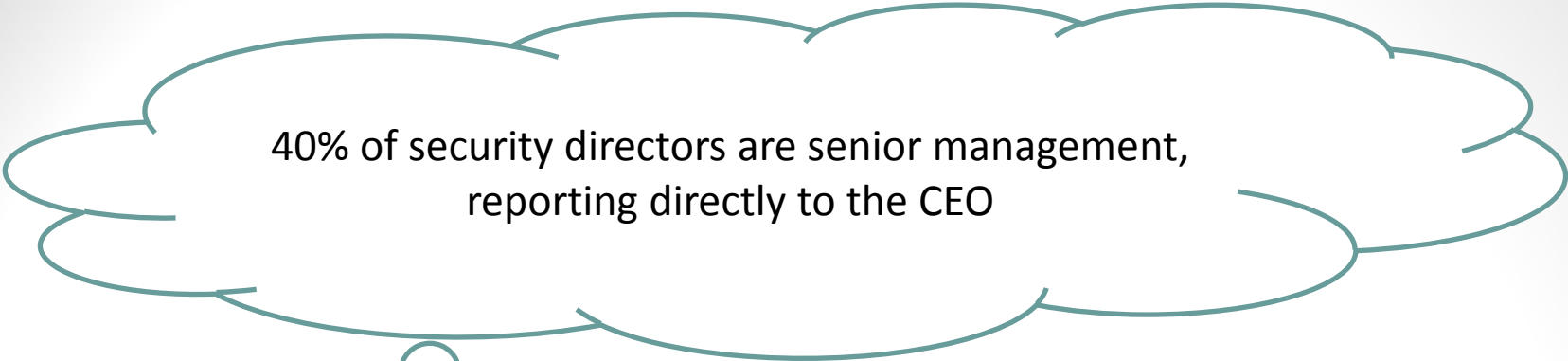Importance of factors in choice of security system (Mean rank)
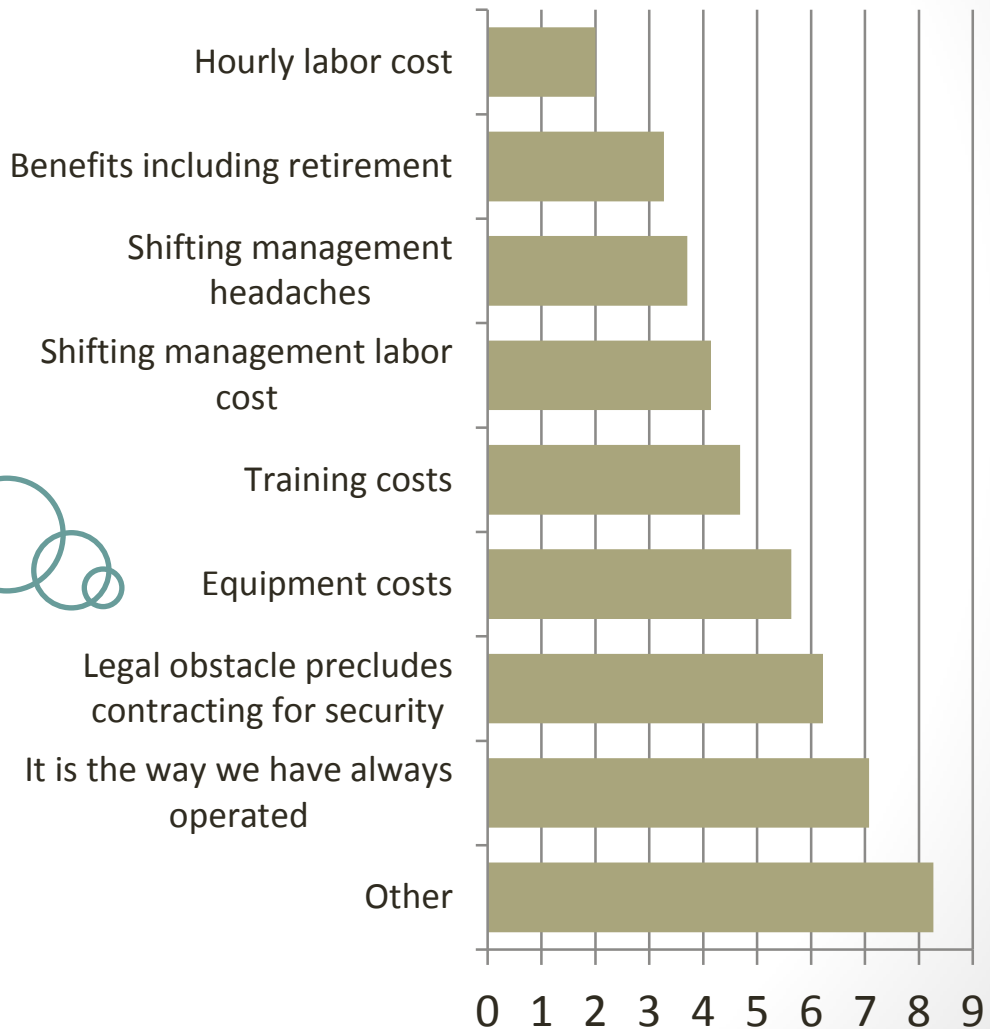
The hourly labor cost is the most important factor in deciding whether to contract for security services
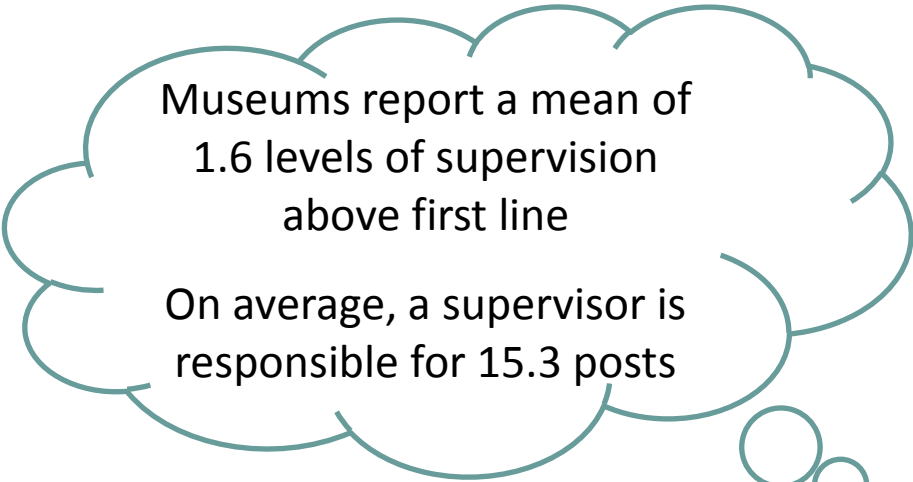
Benefits, and shifting management costs and headaches, are the next most important
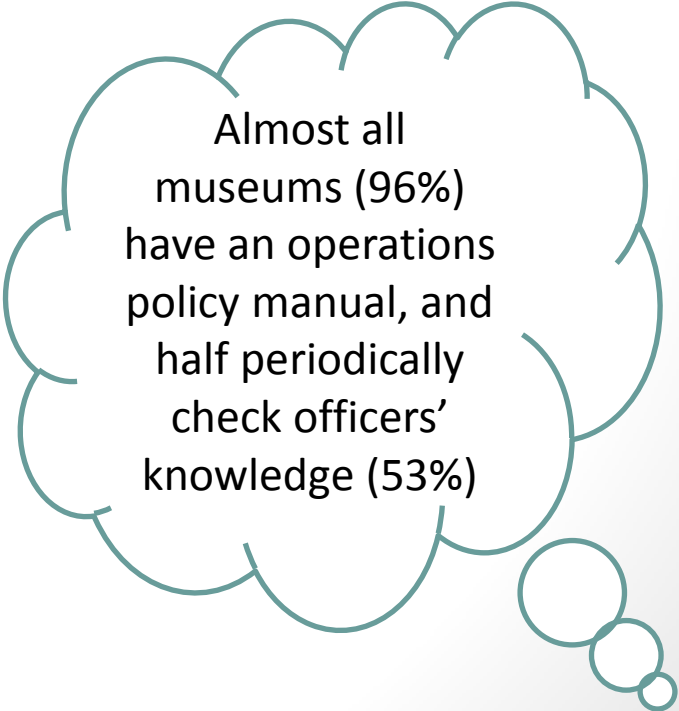
Section 6

MANAGING PROPRIETARY SECURITY

40% of security directors are senior management, reporting directly to the CEO

Museums report a mean of 1.6 levels of supervision above first line

On average, a supervisor is responsible for 15.3 posts

Almost all museums (96%) have an operations policy manual, and half periodically check officers' knowledge (53%)

On average, proprietary workforces experience:
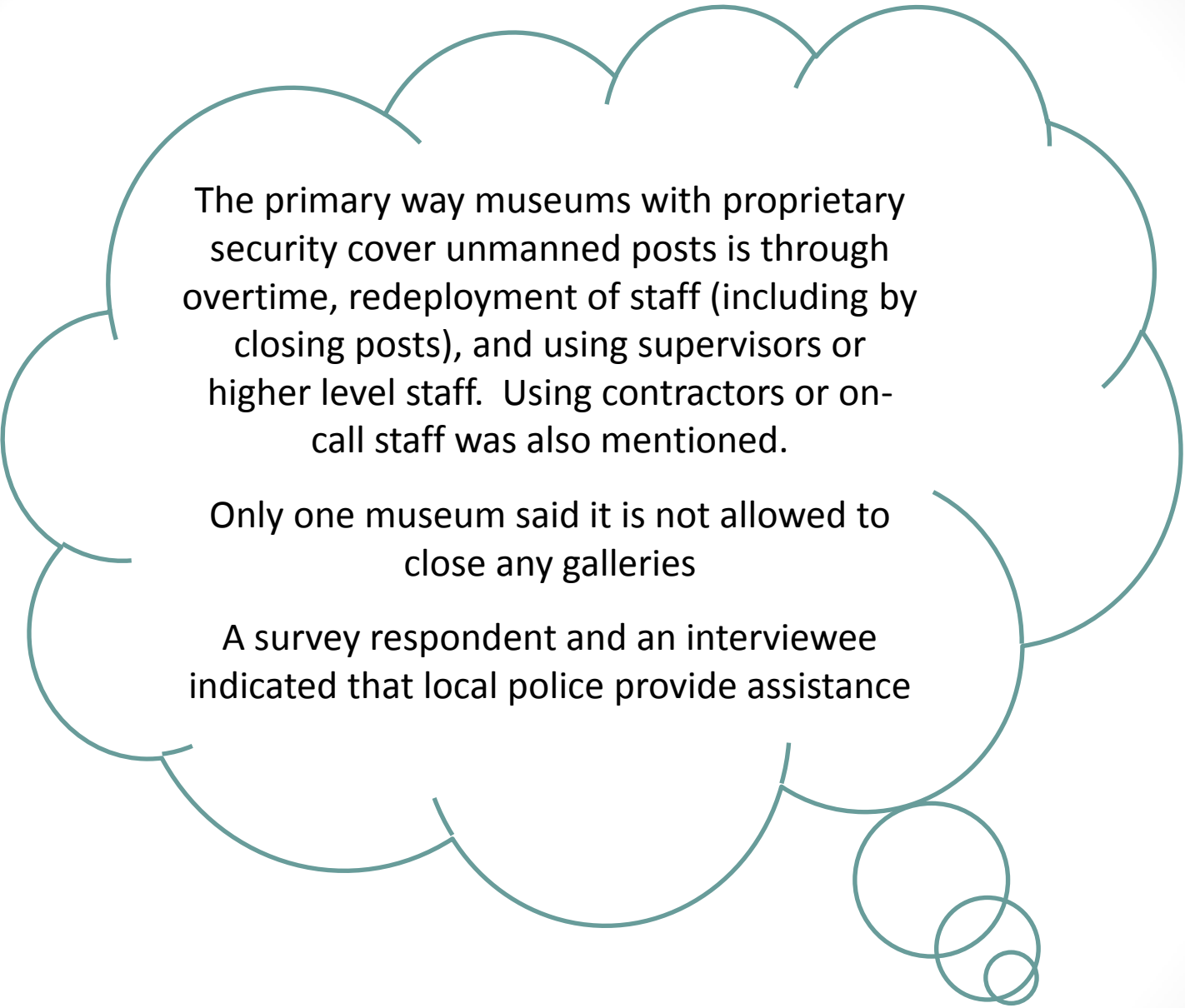
3.8% absenteeism (vs. 0.4% for contract)

0.8% presenteeism, or ill officer working (identical for contract)

3.5 days per month where supervisory staff have to be used to fill posts (vs. 1.0 with contract)

0.9 days per month when public access is reduced (vs. 0.8 with contract).
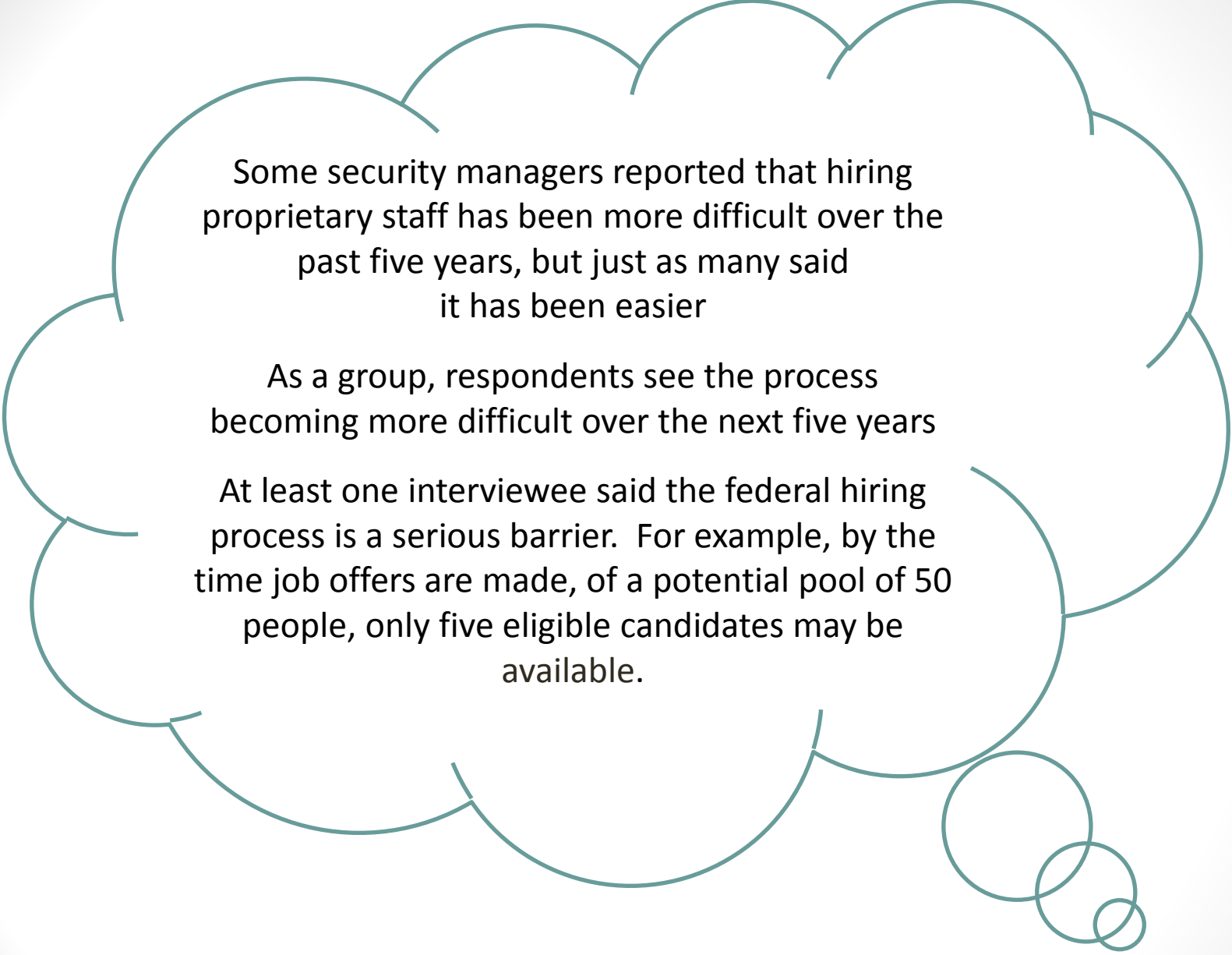
Absenteeism has changed little over the past five years for either proprietary or contract staff – 2/3 of museums report no change, and most others report a decrease

The primary way museums with proprietary security cover unmanned posts is through overtime, redeployment of staff (including by closing posts), and using supervisors or higher level staff. Using contractors or on-call staff was also mentioned.

Only one museum said it is not allowed to close any galleries

A survey respondent and an interviewee indicated that local police provide assistance

Some security managers reported that hiring proprietary staff has been more difficult over the past five years, but just as many said it has been easier

As a group, respondents see the process becoming more difficult over the next five years

At least one interviewee said the federal hiring process is a serious barrier. For example, by the time job offers are made, of a potential pool of 50 people, only five eligible candidates may be available.

Very few museums LIMIT hires to veterans – the Federal requirement limiting security guard (Series 85) to veterans appears unique

Fewer than half of museums using proprietary staff report a "veterans preference" for hiring

One-fifth report a "veterans preference" for contract hires

A majority of museums report being able to hire security applicants with disabilities

Restrictions on hiring proprietary security	Valid N %
No exclusions	48
Visual disabilities	36
Mobility disabilities	32
Mental disabilities	32
Other disabilities	16

More than one-fifth of proprietary staff separate annually:

9.9% leave for another organization

5.6% are terminated for cause

2.8% leave for non-security positions in the same organization

1.6% retire

1.5% are promoted to security supervisor or management

1.1% go on long-term disability

A majority of museums (2/3) report no change in retention of proprietary staff; one-quarter said retention had become easier

63

Reasons for leaving security positions (% of valid responses)

Promotion prospects, pay, work schedules, benefits, and job performance are major reasons for losing security staff

Where proprietary security staff go (% of valid responses)
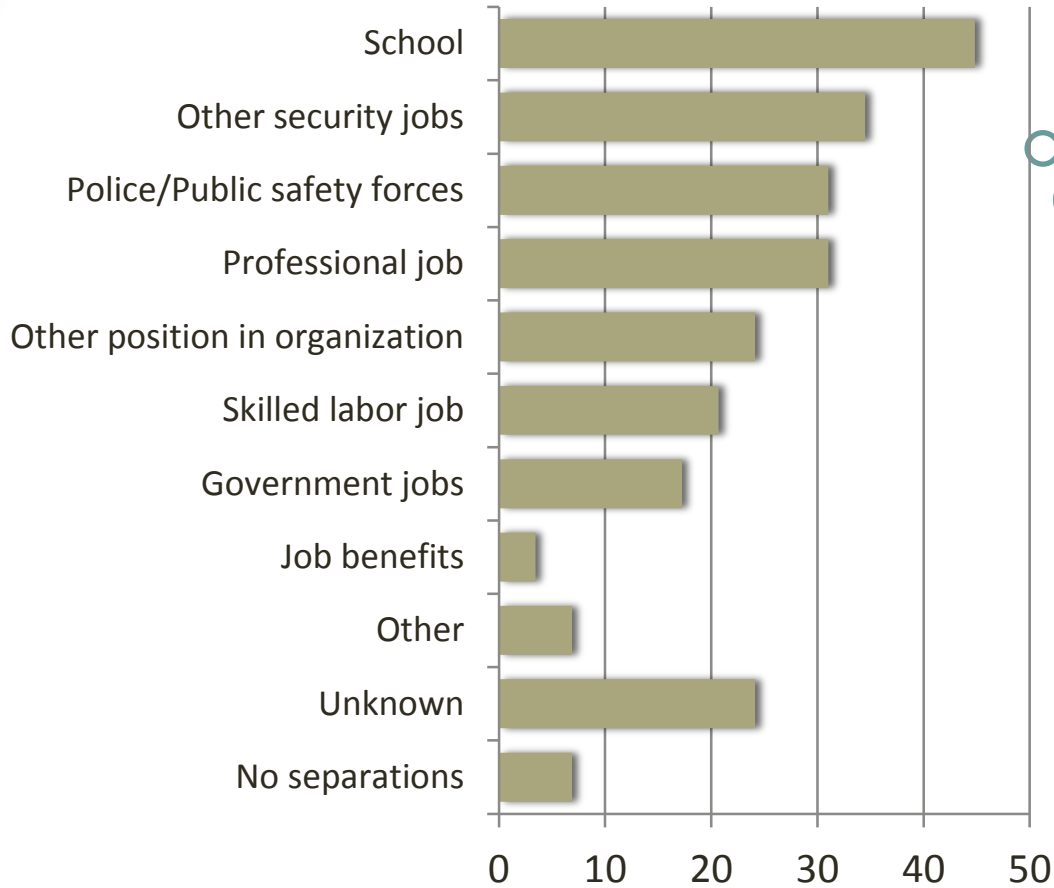
School and other security or police jobs are the most common destinations of departing proprietary security staff

65

Museums have undertaken a variety of innovative ways
to improve retention of proprietary security personnel

Approaches used to increase retention—Comments by study participants…

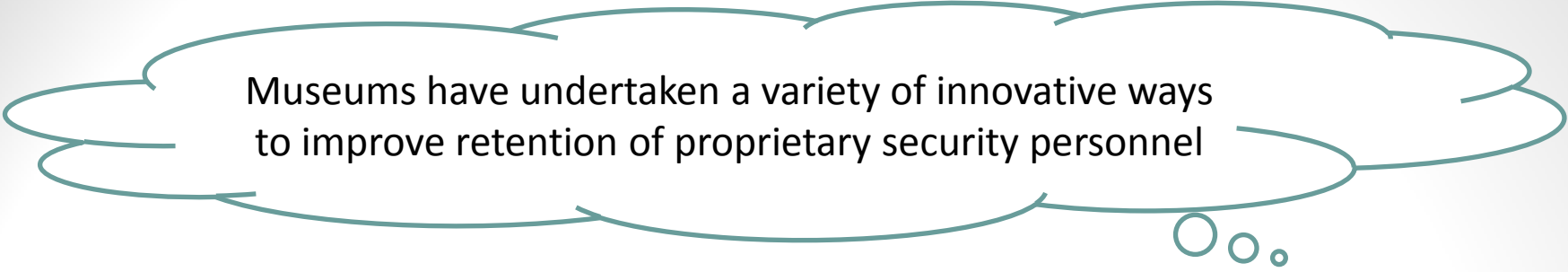"We have campaigned to raise the profile of the department within the museum, highlighting the status of our officers as long-serving professionals who are committed to the museum. We have also increased social activities – holiday breakfast, welcome breakfast for new officers – to show appreciation for the team."

"We provide a collegial environment where people like to work, provide training and uniforms, involve staff in determining best practices, treat people fairly, and recognize staff for their hard work."

"Engaging the staff in customer service training as well as art history training specific to many of the objects within the collections."

"Attempted to make the duties more interesting through educational opportunities, improved recognition, improved recognition programs, schedule flexibility, pay increases."

Approaches used to increase retention (continued):

"Create a welcoming, professional, healthy work environment."

"Communicate...............get employees involved."

"We treat our staff as we would be treated. I want them to look forward to coming to work every day, as much as I or the managers do."

"We [the contracting organization] actually get down to the shift level and talk to the officers. With that, I think they feel very much part of the operation."

"Show respect to the guards, and we motivate them."

"Implemented career development opportunities."

"Improve training, improve management/labor relations."

"Increased and enhanced training by bringing in outside experts (NYPD, FDNY, NYC OEM, EMS, and Secret Service) to give presentations. Worked on creating rapport with and among all staff."

"Provide as much training and their input as possible   seeking their input on issues; employee empowerment."

Approaches used to increase retention (continued):

"Flexibility in scheduling." / "Try to improve schedule and hours."
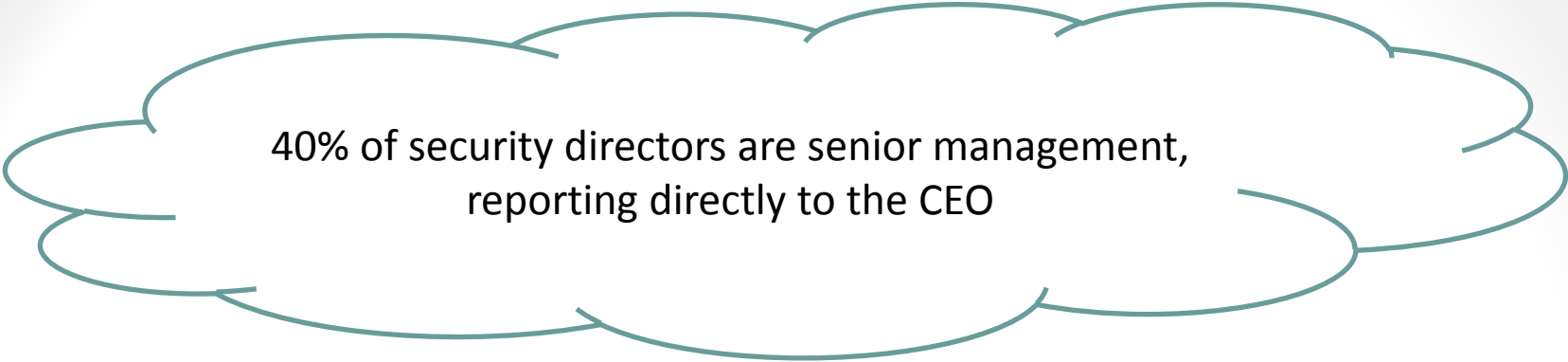
"Encourage movement within the organization."

"Creating a culture within the department for a fun but professional workplace. This has improved the working relationship with the rest of the organization, which improves the respect for the security department. If you have fun at work and feel valued, you are less likely to leave."

"Ensure rotation of assignments to relieve boredom. Conduct routine 'all staff' meetings to keep staff updated on information and to recognize superior performance."
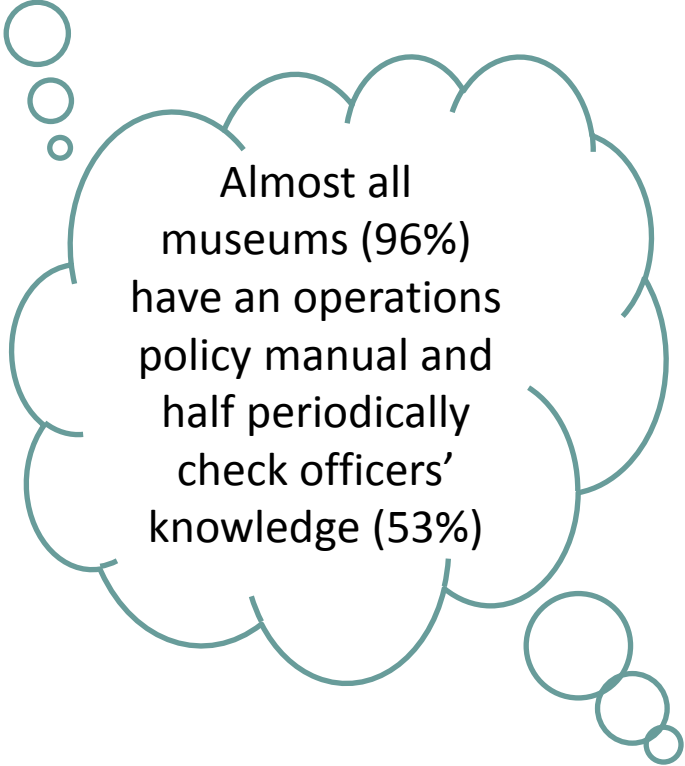
"Try to give everyone access to overtime for after-hour events so everyone gets equivalent to more than 40 hours if they want it. This can be problematic if the employee is close to qualifying for being vested in the pension program. Rotate guards on post to make it less boring. Daily contact on post by supervisor, who engages them."

Section 7

MANAGING CONTRACT STAFF

69

40% of security directors are senior management, reporting directly to the CEO

Almost all museums (96%) have an operations policy manual and half periodically check officers' knowledge (53%)

70

Every interviewee whose organization is currently using contract security was satisfied with their contractor's performance – although each had tried one or more contractors before settling on their current one

Importance of factors in a successful security contract (mean rank)
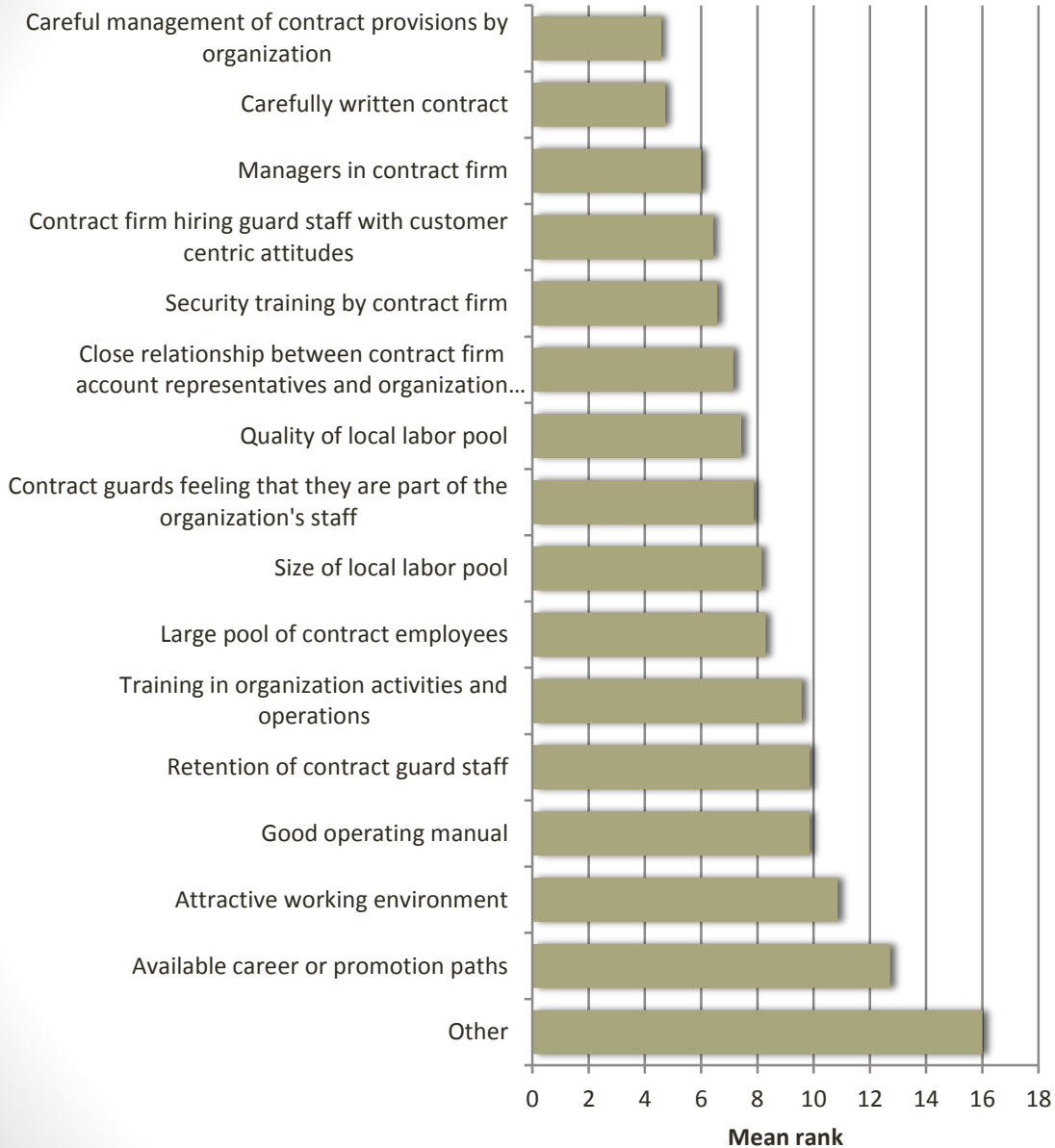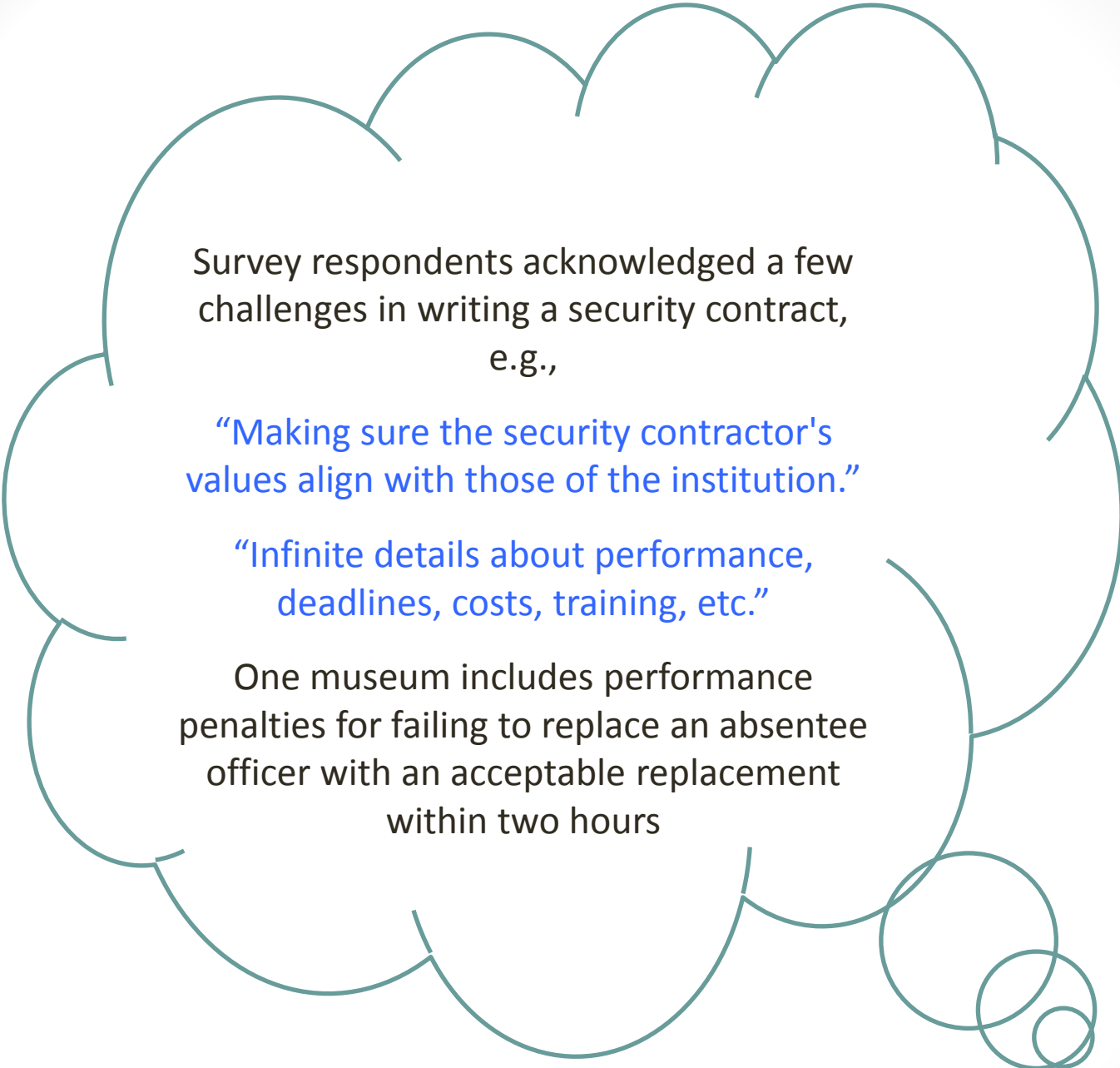
The most important factors in a successful security contract:

A carefully written contract

and

Hands-on management of contract by museum

Survey respondents acknowledged a few challenges in writing a security contract, e.g.,

"Making sure the security contractor's values align with those of the institution."

"Infinite details about performance, deadlines, costs, training, etc."

One museum includes performance penalties for failing to replace an absentee officer with an acceptable replacement within two hours

In the context of the importance of security contracts, it appears that not all museums include key conditions in their contracts

A bare majority of museums with security contractors have an on-site manager (56%)

One-third reported that the security contract states the contractor's profit margin

Four-fifths do not require managers of contract security services to be certified by the IFPO

General specifications found in excellent contracts—Comments from study participants…

"We tailor the specifications to the needs of the institution. The contract closely follows the specifications. The contractor accepts them, in every aspect, or we find another contractor. The employer here has all the rights and all the power. While the contractor should have a site supervisor present, the institution MUST supervise the entire contract operation, daily."

"A polished, informed, intelligent officer capable of taking instructions and thinking on his/her feet."

"The contract should give the institution the right to affect every aspect of the job, including daily reports, post orders, hourly pay, benefits, training, performance evaluations."

"Training requirements, background checks, customer service skills, uniforms."

"The rates are also spelled out."

"What is the reporting format? How do you know that the contractor is doing what you want and getting the training they need?"

General specifications found in excellent contracts (continued)…

"Really clearly defined roles between the two different teams…clearly defined post orders with expectations and deliverables and having them measured on both ends, making sure everyone knows they are going to be held accountable."

"Who are the supervisors, and how much training have they had as a supervisor? …they should have been through some kind of program…[but] I don't even think that there is a supervisor training program."
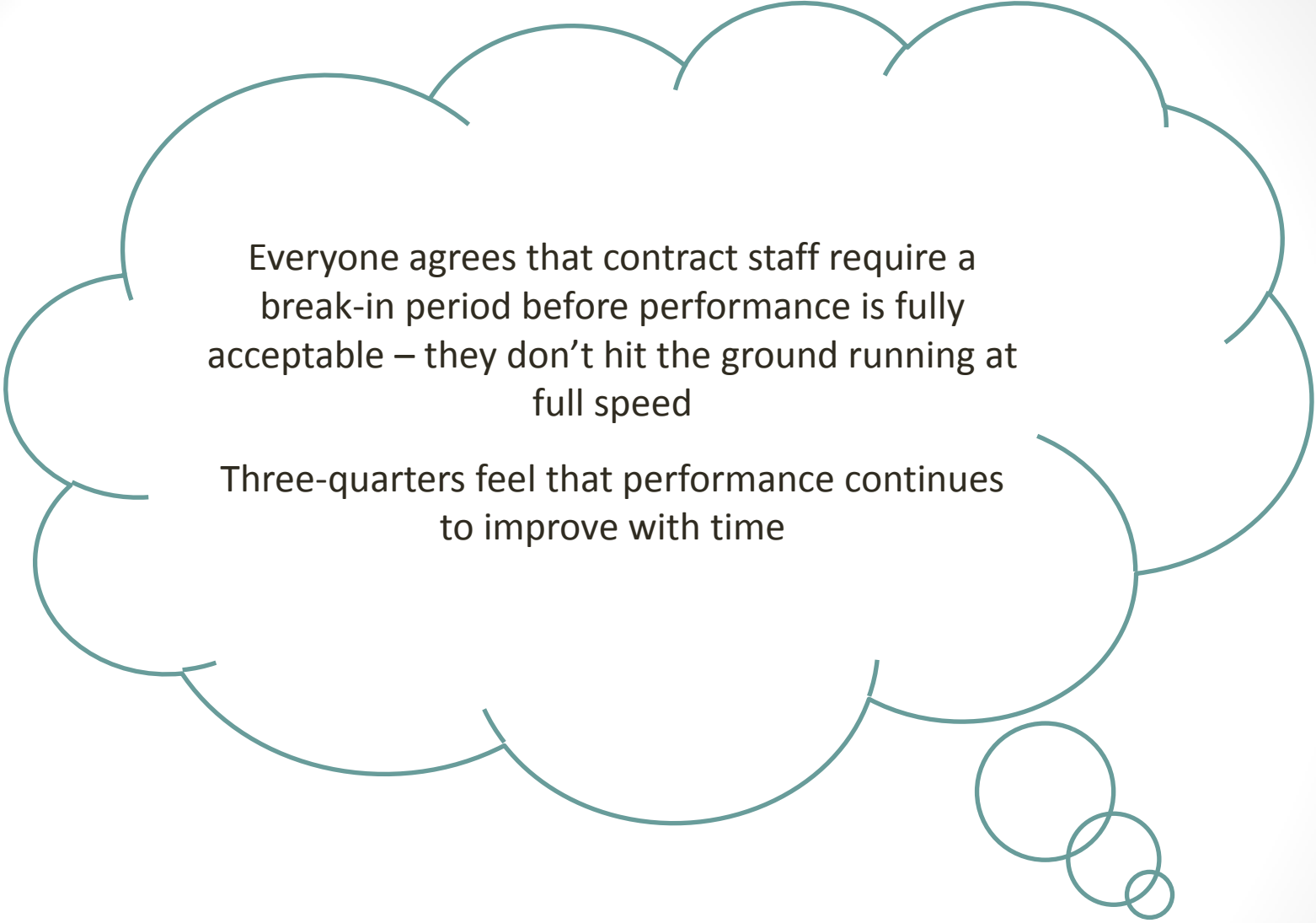
"There's all that stuff that's built into the contract, and it took time to build … once you get over the hurdle (everything's in place), things run pretty smooth."

"Because it [100% coverage of posts] impacts our operation, we made it contract critical, and then we reinforced that by having … contract adjustments in the invoicing. If they give me more than 8 hours of an open post in one day, I can penalize them the labor rate plus 10%, so it starts to get to a point where they're losing their profit margin if they can't keep the post full."

Most museums claim adequate control over contract security except for benefits and performance appraisals

Aspects of contract security museums say they control
(% of valid responses)

77
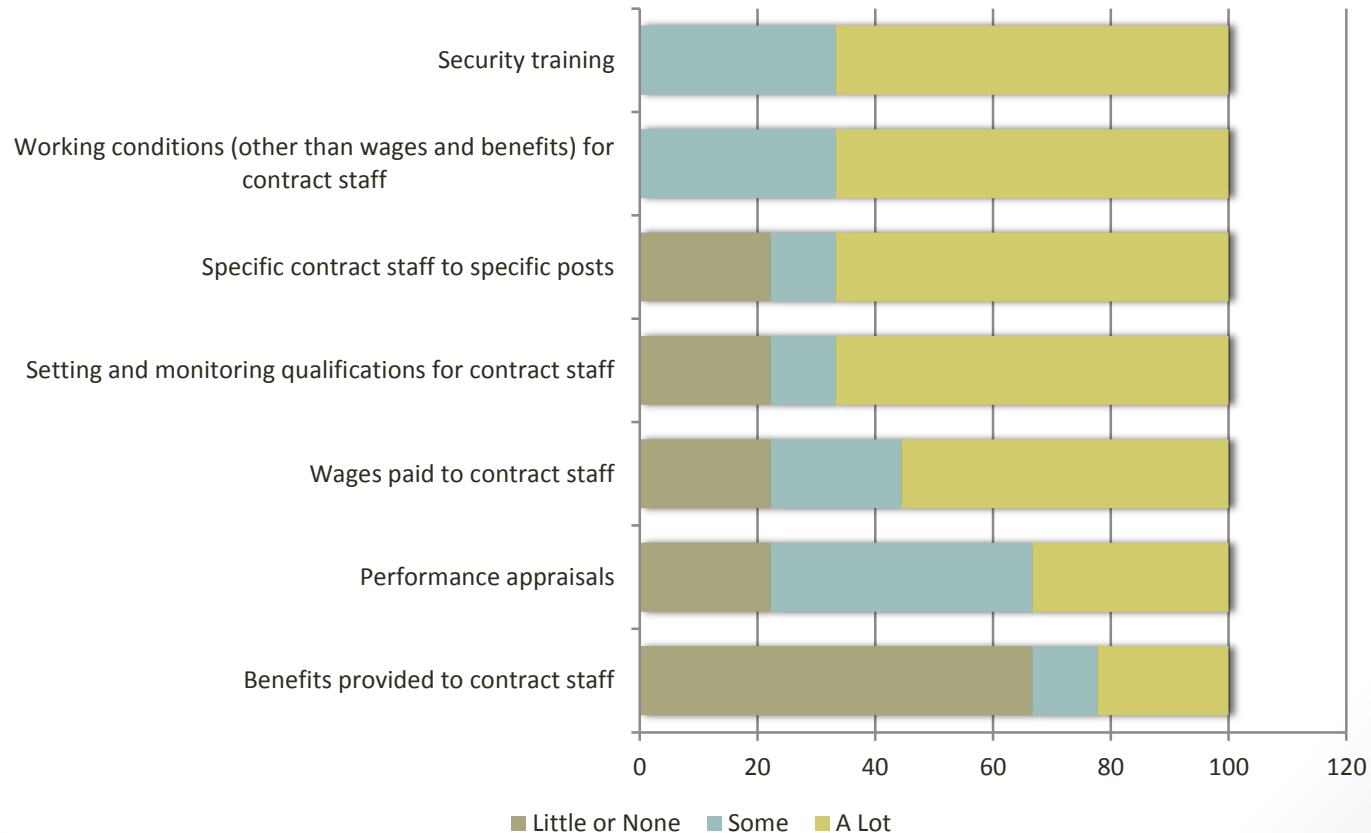
Everyone agrees that contract staff require a break-in period before performance is fully acceptable – they don't hit the ground running at full speed

Three-quarters feel that performance continues to improve with time

Onsite managers are the most common daily point of contact

All three levels of management are equally involved when an incident occurs

How frequently does a representative of the museum meet with on-site and corporate contract managers? (% of valid responses)

Chart legend: Corporate contract managers, Regional contract managers, On-site contract managers

Categories: Daily, Weekly, Monthly, Annually, Irregularly, When an incident occurs
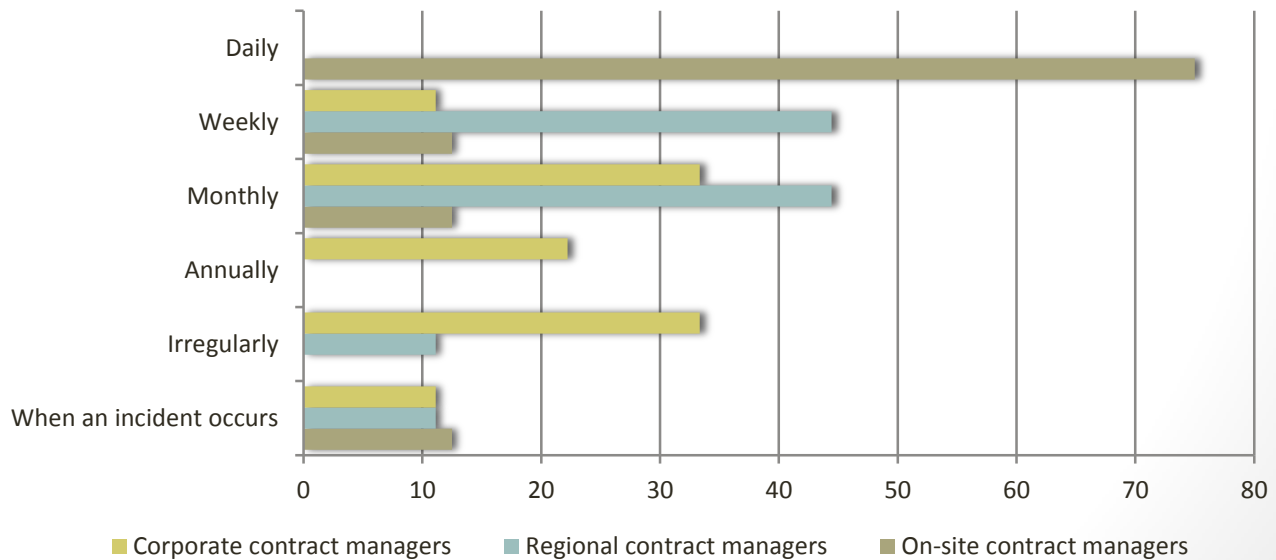
Contractors most frequently provide performance information (including incident reports)….

Daily – 30%

Only when there is an incident – 30%

Weekly – 10%

Less frequently – 20%

Never – 10%

Fewer than half of responding museums have their own representatives perform random checks of contractors "a lot"

One-third never do

Good management practices noted by interviewees when contracting security…

"We tell the [contractor] upfront… 'We're going to really, really be into your operation. I know you have a project manager and you have supervisors, but when we see a person needs a haircut, or a shoe shine, or they didn't respond properly or didn't prepare a report properly, we're not going to write it up and send it back to the contractor and then six weeks later you're going to respond to it. We're going to tell that officer and the supervisor today."
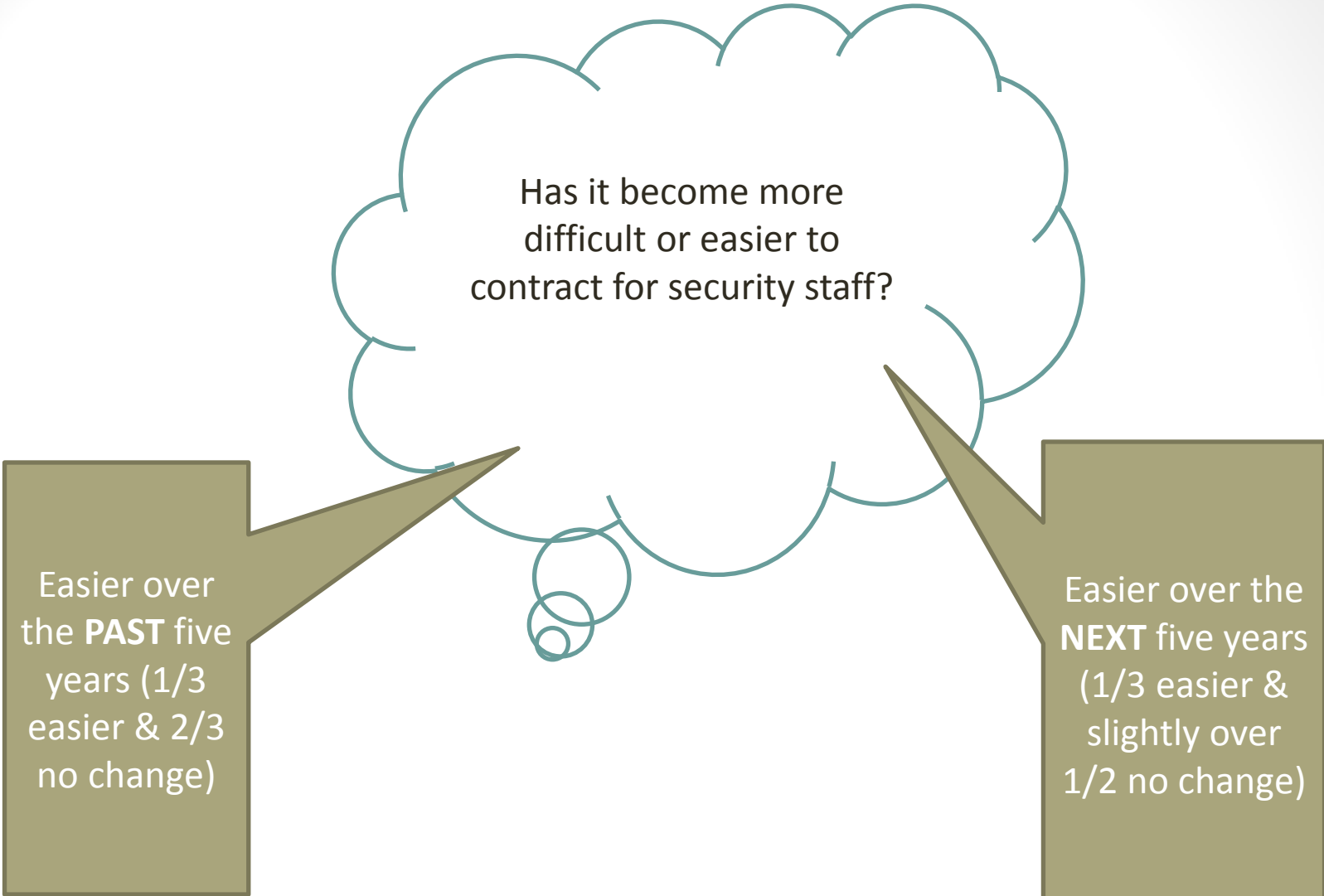
"The three people [you need] are: 1. The person at the [organization] who's the liaison and the contact person with the contract security…who's in charge at the Institute. 2. Your [hand-picked Contractor] Site Manager… 3. The [Contractor's] Branch Manager, who is someone in the local area who is managing the account...who's not on-site all the time but yet knows your account and can make decisions without having to go to the top. …Our Branch Manager knows every post, so even though he's not on-site, he's been given the task to learn all the employees who are here and to know all my posts."

"[The client] must have a site manager from the contract agency who is first class, who is fully experienced, knowledgeable and used to working 12 hour days…[and] you need to have an area manager who is astute and understands the value of your contract and pays attention to your guard force."

81

Good management practices noted by interviewees when contracting security (continued)...

"Every day [we] go around and spot check on-post. If you're on a post, an Account Manager could come up to you and just ask you, 'OK, we have an evacuation or fire drill is going off, what do you do?' So they're trained constantly."

"I [the contractor] tell my managers that if they spend more than 10% of their time behind their desks, they're not doing their jobs...having the managers go out and be in front of the client and ask them, even on a scale of 1 to 10 sometimes. We need to make sure we're communicating about the right things."

Has it become more difficult or easier to contract for security staff?

Easier over the **PAST** five years (1/3 easier & 2/3 no change)

Easier over the **NEXT** five years (1/3 easier & slightly over 1/2 no change)

7 of 8 museums said that security contractors provide adequate advance information on cost increases

Over half (58%) reported that they have been able to negotiate the overall cost of contracted security without reducing services

A majority of museums with a hybrid security system – 63% – reported no challenges managing the contract

Reported management challenges include…

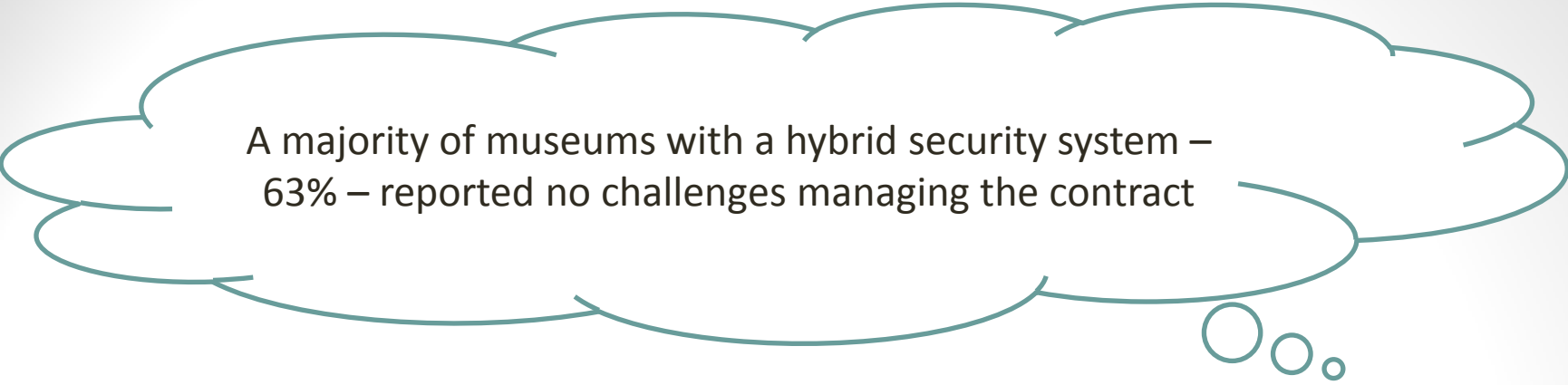"Regular officers feel 'their jobs' are threatened by the contract officers."
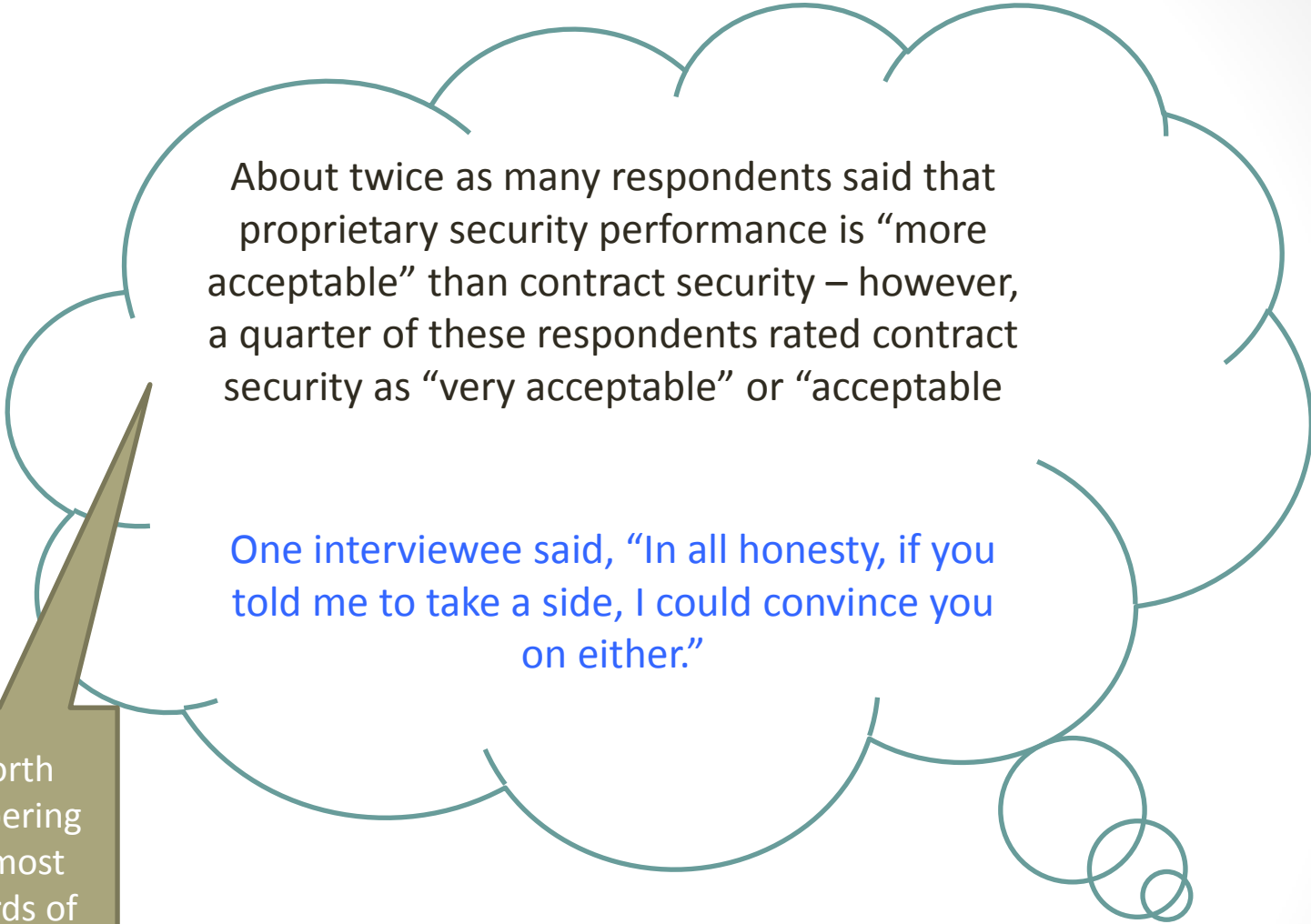
"Limited # of positions in security department that are not contract affects retention."

"There is always some resentment as to who has the better or more attractive assignments. It helps to do some rotation of posts, and to integrate the workforce so that contract and proprietary work together. In most institutions with hybrid guard forces, the proprietary force has supervisory authority over contract officers."

"To get your money's worth out of the contract you've got to be really proactive in your quality assurance. In other words, you have to make sure that they're doing what they're supposed to be doing….[I and] my security specialist, we kind of function as the chief, the HR, the review board, internal affairs...we do all that as if my contract force was proprietary."
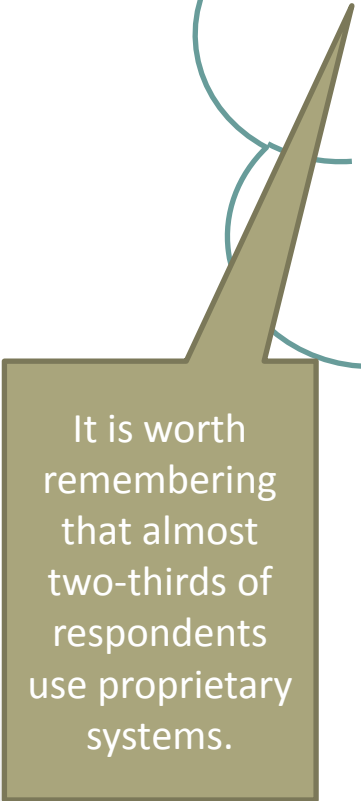
Section 8

PROPRIETARY, CONTRACT, OR HYBRID?

86

About twice as many respondents said that proprietary security performance is "more acceptable" than contract security – however, a quarter of these respondents rated contract security as "very acceptable" or "acceptable

One interviewee said, "In all honesty, if you told me to take a side, I could convince you on either."

It is worth remembering that almost two-thirds of respondents use proprietary systems.

How acceptable is contract versus proprietary security performance?
(% of valid responses)
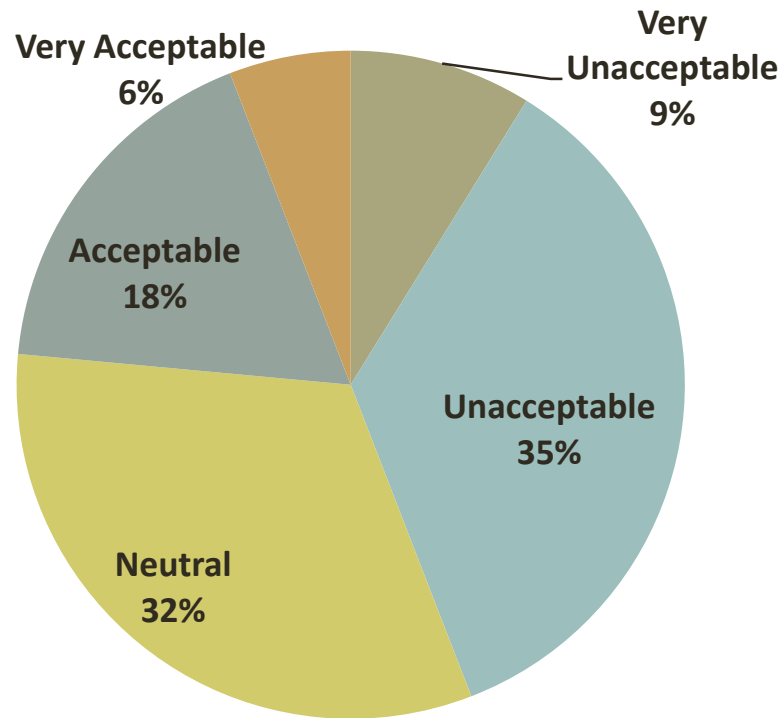
Half the respondents reported that reducing costs is a major reason for contracting (54%)

What is given up in adopting contract security to reduce costs?

Basically nothing!
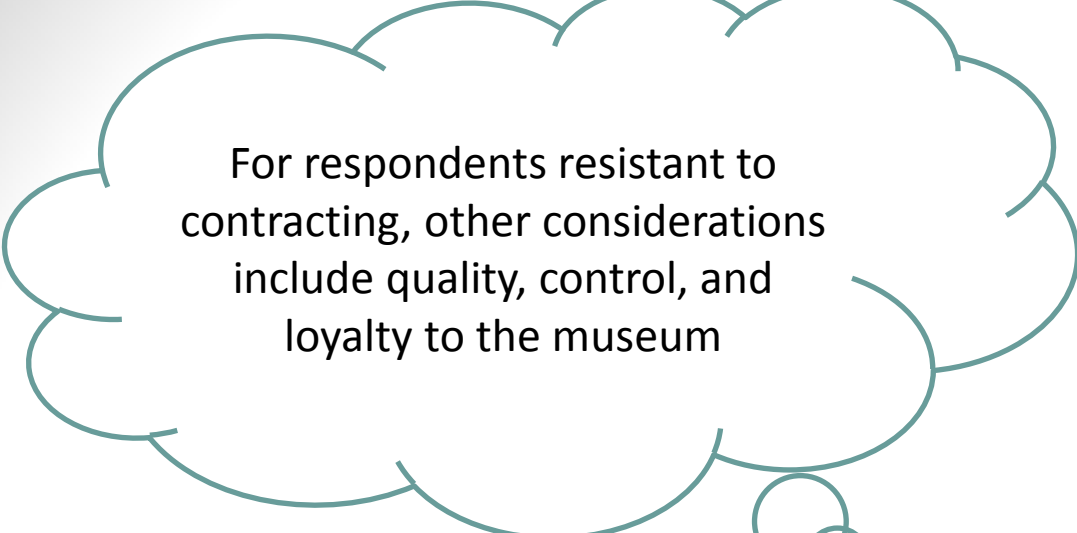
According to an interviewee, the security contract industry is very competitive, with profit margins well under 10 percent

When reducing costs is not the major reason, what is?
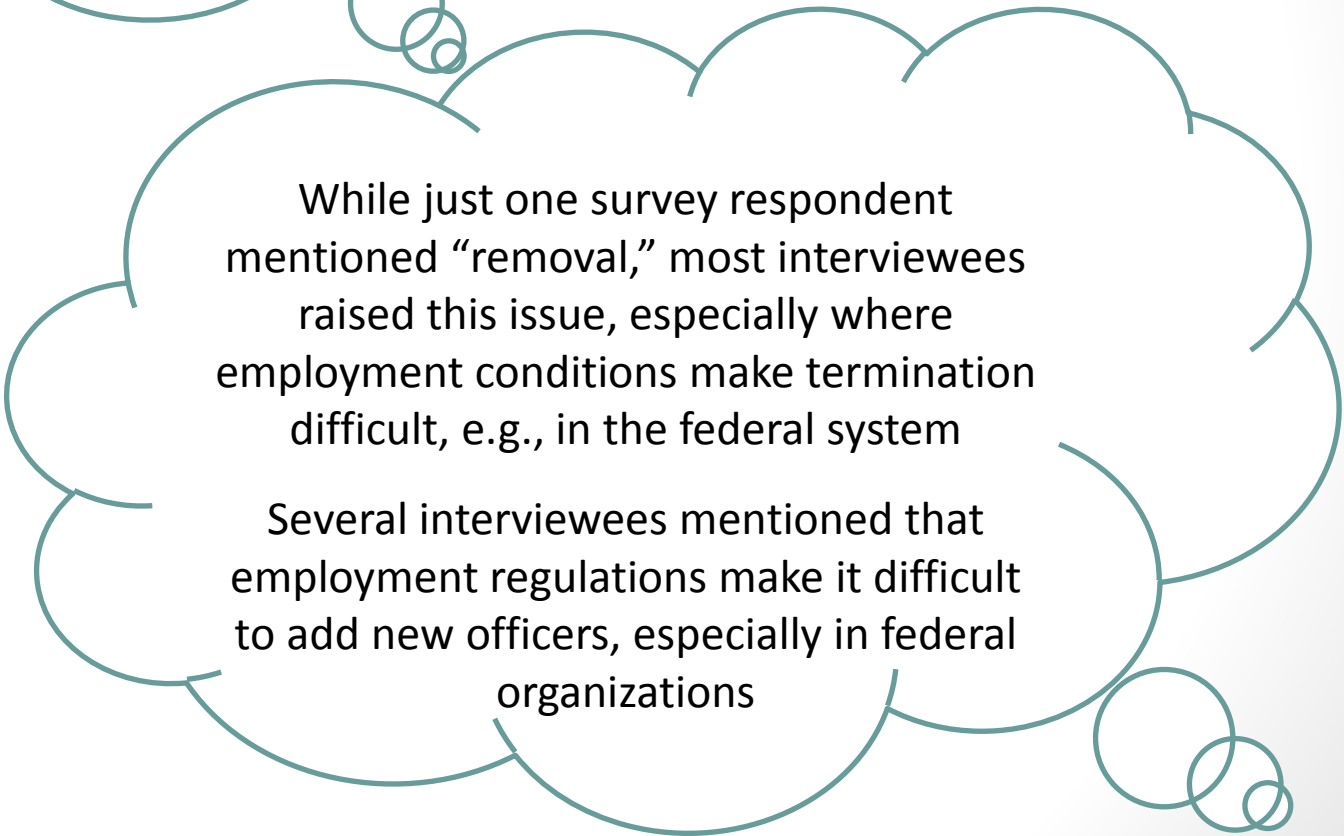
"To provide a consistent presence at posts, have officers who are at least trained at a basic level, and the ability to provide reasonable specifications for the officers' quality."

"Ease of removal; HR issues."

"To cover specialized security needs."

For respondents resistant to contracting, other considerations include quality, control, and loyalty to the museum

While just one survey respondent mentioned "removal," most interviewees raised this issue, especially where employment conditions make termination difficult, e.g., in the federal system

Several interviewees mentioned that employment regulations make it difficult to add new officers, especially in federal organizations

Respondents thought that proprietary security staff are very significantly more loyal to the museum than contract security – median scores were biased toward proprietary

But for interviewees using contract staff, loyalty was not an issue

Proprietary more loyal to …
(Mean score: 50=No difference between proprietary and contract)

Category	Score
Other institutional employees	~81
Institutional brand	~80
Institutional procedures	~77
Visitors/customers	~75

50   60   70   80   90   100

91
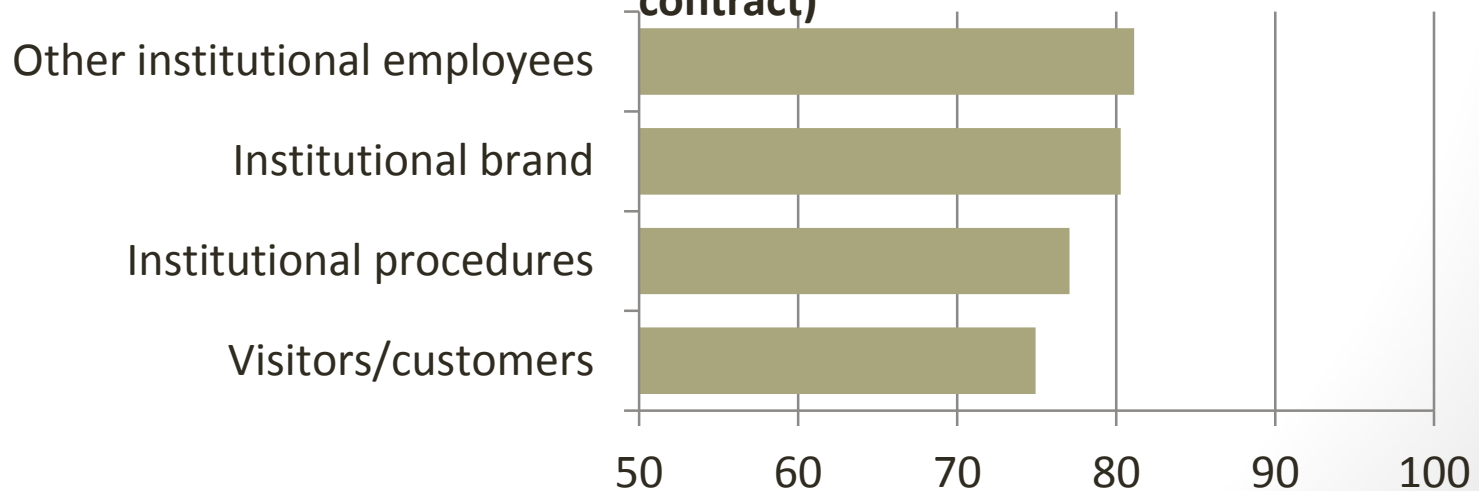
Other advantages and disadvantages of contract security …

Advantages:

- Scale – Small size and cannot afford overhead of a proprietary system

- Flexibility – All posts can be filled as needed (including seasonally)

- Management – Ease in hiring and firing

Disadvantages:

- Institutional loyalty

- Institutional quality control

Reported advantages of contracting for security

Scale – Small size and cannot afford proprietary overhead

"In smaller institutions like ours, we don't have sufficient critical mass to use officers efficiently. A contract staff would give us the opportunity to have consistent attendance, a basic level of training, and the ability to move bad employees out."

Flexibility – All posts can be filled as needed (including seasonally)

"The advantage is staffing. Contract companies can provide staff to fill voids easier than proprietary."

"…a temporary labor pool when presented with an unforeseen need."

"…[use] contracted security during large exhibitions and/or special events so we are able to provide additional coverage during these temporary visitor/security escalations."

Management – Ease in hiring and firing

"The major advantage of contract staff is that replacing unfit employees is easier – no union grievance procedure."

"Contract security can provide an ease of management and ready replacement of troubled employees."

Reported advantages of contracting for security (continued)…

Management – Ease in hiring and firing (continued)

"Contract staff save me the significant burden of recruitment, uniforms, training, discipline, scheduling, payroll, supervision, etc. Being free of those administrative tasks provides my staff and me with the time to address more important functions."

"By using contract staff it is easier to change staff out if the guard is not working out. With a proprietary staff, it takes longer for someone to be terminated. It would be difficult if not impossible to use both groups, particularly if one group is union."

"Contract force easier to manage. When issues come up in performance contract, officer can be immediately removed."

"[A government agency] can't expand and lessen the amount of staff without going through the headache of paper-pushing and red tape…You can require of a contractor that they come to you already trained in certain aspects… the level of education qualifications, physical, entry level, you can do that all with contract, but you're somewhat restricted with doing that with a government employee. The disadvantage is that unless you fully supervise on a daily basis, you're not sure what you're getting what's in the contract."

Reported advantages of proprietary security…

Institutional loyalty

"No matter how well trained in security matters, contract security would need to be immersed in and trained in museum culture and policy. Even permanently assigned contract employees would not be on equal footing with proprietary employees of the organization. The security department builds bridges with the larger museum community; these bridges would be difficult to erect and maintain utilizing contracted staff."

"The major disadvantage is that contract staff do not work for your organization, so there is no loyalty, and they might not be in line with your institution's goals. Another disadvantage of contract employees is that they might not see room to grow within your institution because they are not 'homegrown' talent. As someone who worked his way up the promotional ladder, I am all for nurturing in-house talent."

Reported advantages of proprietary security (continued)…

Institutional quality control

"In my experience, there is no comparison between proprietary and contract security. Contract security comes with all kinds of issues, many of which you have no control over due to the ways the contract is managed."

"…experience, training, professional standards."

"Our officers examine every piece of art every day, and the curators depend on them to find damage...other issues....temporary people coming and going wouldn't work; it takes time to learn how to work here and dealing with art....

Principal concerns in hiring proprietary security…

Finding the right person for the job

"Professionalism."

"Hiring reliable people who are willing to be trained. We tend to deliberately hire folks who do not have much security experience. Identifying those who will be available and reliable is the biggest challenge."

"Do their job skills actually translate to good performance in the museum environment?"

"Strong community relations/service excellence skills."

"Professionalism, customer service, knowledgeable."

"Identification of the right person, ideally, with a long-term commitment."

"Quality of person, their abilities to observe and distinguish their role in both helping visitors as well as in any difficult situations – how to work within the organization to resolve."

"That they will be a good fit with the institution. That their values will reflect the values of my institution."

Principal concerns in hiring proprietary security (continued)…

Bureaucracy

"The time it takes to complete all of the process from interviews and background/credit checks, etc., train, and then move them out to the floor only to have them work for six months and leave for 50 cents more an hour."

"The inability to replace or separate a staff member if it does not turn out to be a good fit."

"Following policy and procedure."

"Assuming total responsibility for training, conduct, policies, and supervision of staff."

Section 9

FUTURE CHALLENGES

If your budget were cut by 20 percent, how would you reorganize your security function?

Most survey respondents would reduce the number of posts, especially in galleries, reduce staff, close areas

A few would reduce posts and use extra video surveillance

A few others would use supplemental, part-time or Visitor Services staff

100

A few suggested reengineering the security function with technology, or...

"We would look at utilizing the supervisors in a different manner and also look at the design of the incoming exhibitions to help in maintaining safety of the works of art with reduced load."
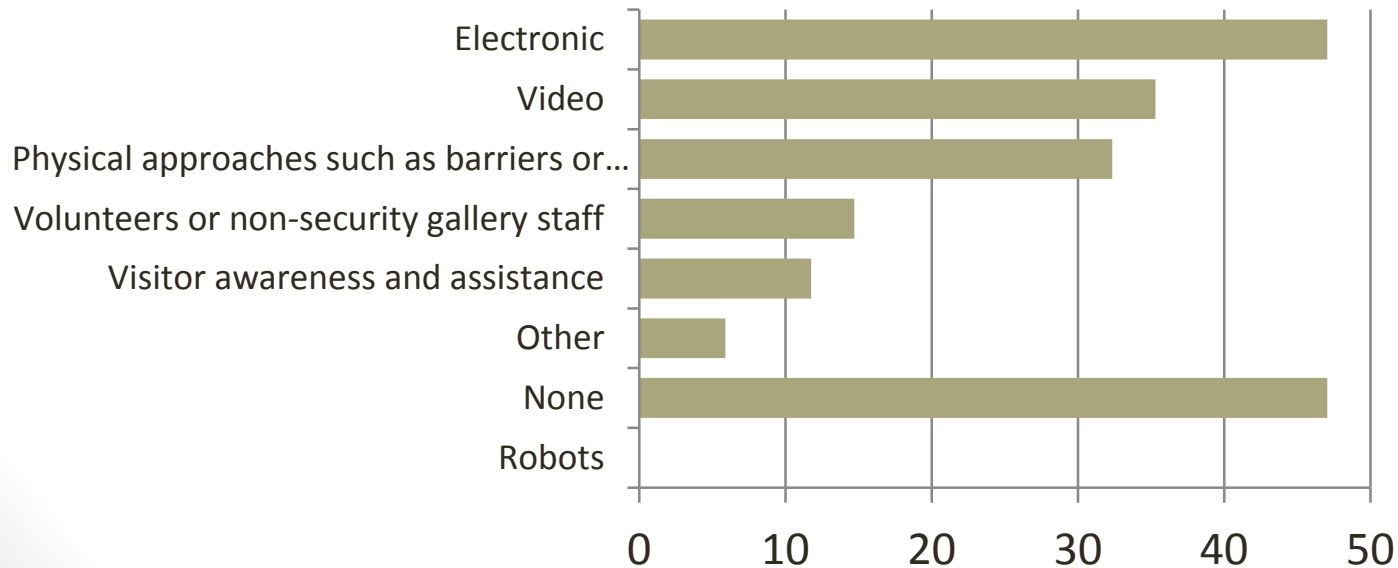
"Get away from 'line of sight' philosophy."

One person expressed a common view that a 20% cut is impossible...

"Been there, done that, and it doesn't work. We have in the past relied on curatorial and other staff to assume greater security responsibilities. This is a short-term fix that fails because of competing priorities."

Are electronic, video, and physical design approaches frequently used or being considered to permit reducing the number of posts?

Nearly half of respondents (47%) have not considered this alternative to posts

Security approaches considered to reduce posts
(% of valid responses)

Chart categories (top to bottom): Electronic (~47), Video (~35), Physical approaches such as barriers or… (~32), Volunteers or non-security gallery staff (~15), Visitor awareness and assistance (~12), Other (~6), None (~47), Robots (0)

X-axis: 0, 10, 20, 30, 40, 50

Museum security professionals are NOT of one mind regarding the relative effectiveness of more posts versus fewer posts with environmental design aspects

What is likely to have a significant impact on future security management?

Number of visitors, technology innovations, and immersive exhibits are most likely to increase costs

Security budgets and technology innovations have potential to decrease costs, but professionals see only a small likelihood of decreases
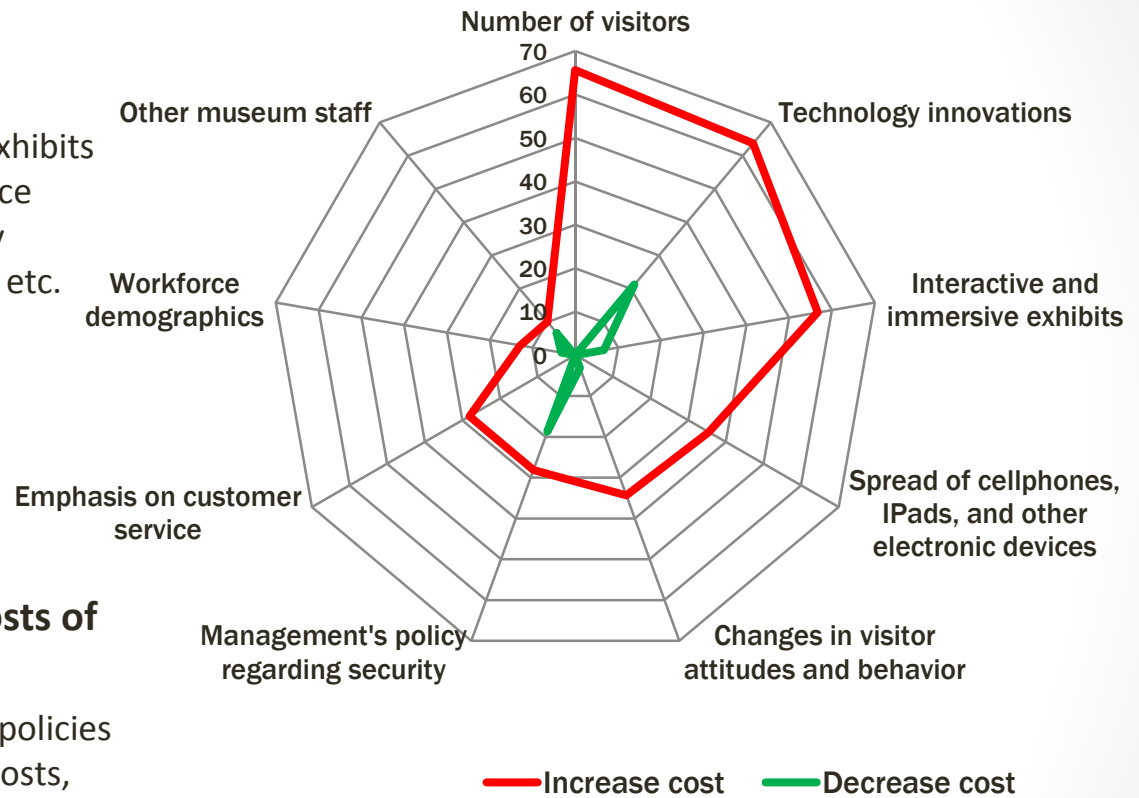
Factors that are expected to have a significant impact – in general, increasing costs – on museum security operations in the near future…
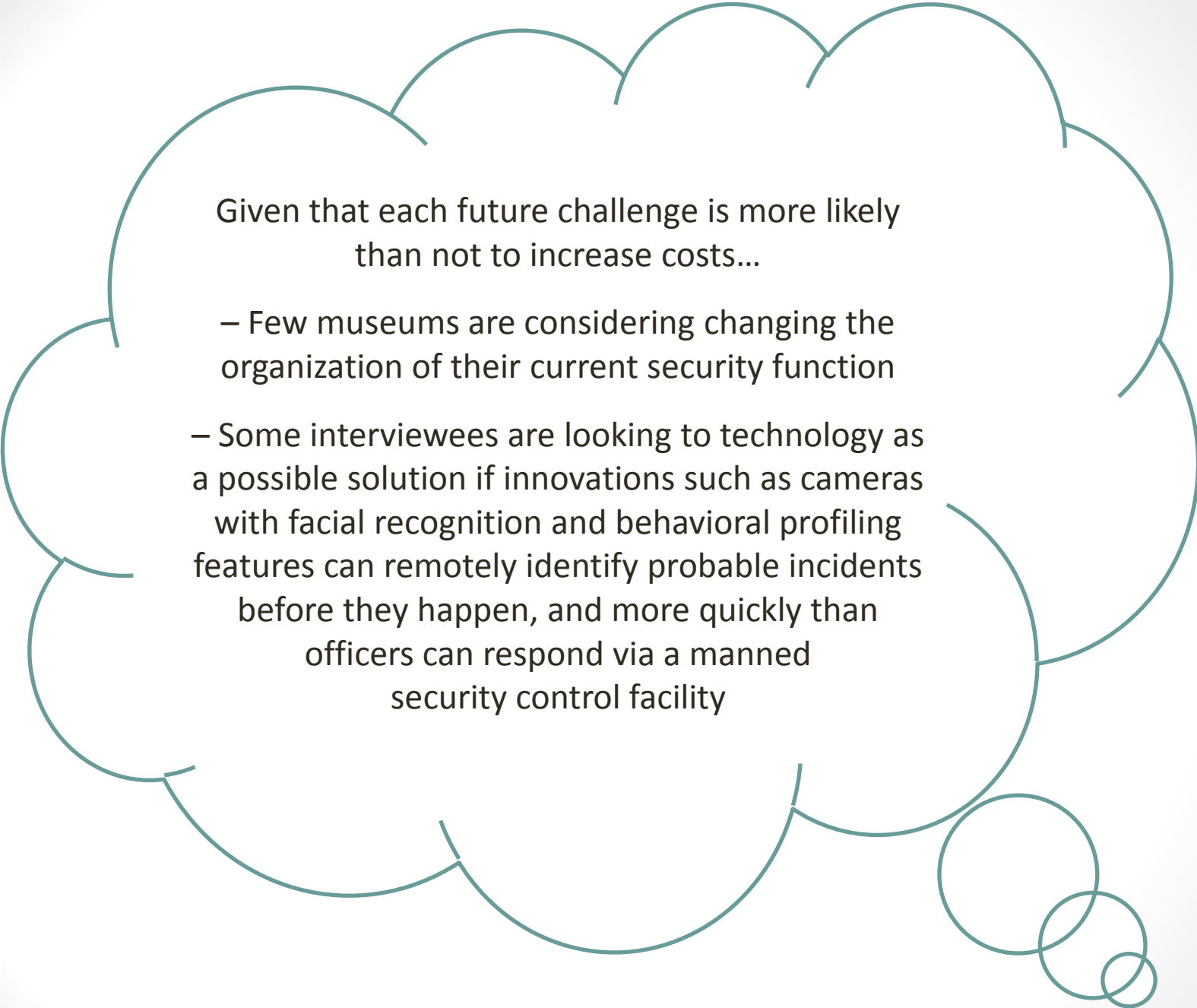
- ✓ 56% Number of visitors
- ✓ 56% Technological innovations
- ✓ 53% Interactive and immersive exhibits
- ✓ 53% Emphasis on customer service
- ✓ 42% Management security policy
- ✓ 32% Spread of cellphones, iPads, etc.
- ✓ 15% Workforce demographics
- ✓ 6%   Other museum staff

Factors that might reduce the costs of security…

- ✓ Only technology and management policies were seen as potentially reducing costs, mentioned by 20% of respondents

Scale is % of valid responses

Number of visitors
Technology innovations
Interactive and immersive exhibits
Spread of cellphones, IPads, and other electronic devices
Changes in visitor attitudes and behavior
Management's policy regarding security
Emphasis on customer service
Workforce demographics
Other museum staff

70 60 50 40 30 20 10 0

—— Increase cost   —— Decrease cost

105

Given that each future challenge is more likely than not to increase costs…

– Few museums are considering changing the organization of their current security function

– Some interviewees are looking to technology as a possible solution if innovations such as cameras with facial recognition and behavioral profiling features can remotely identify probable incidents before they happen, and more quickly than officers can respond via a manned security control facility

Interviewee comments about the future…

Technology

"We have automated tour systems where they [contract officers] have hand-held computers. They go around and check the heater and have to enter that information, that sort of thing… In bringing technology in, we're able to do more with less."

"Technology is also going to be a big player…when the algorithms and those new motion sensor-type of cameras start to improve, or the facial recognition starts to improve, that's going to be in the command center as opposed to actually out there on the floor…. it's going eventually to reduce your workforce."

"[W]hen you start talking and people say, "Can that [technology] take care of that officer?" [I say] "Yeah, it's going to cost you $125,000/year for that officer….but it's going cost you $350,000 to install that technology, and it's going to cost you this much to maintain it, and you're going to have to do this."…Are you going to talk about re-occurring cost at that point—re-occurring cost is 3-5 years, 5-7 years, and 7-10 years? You can never stay on top of the technology…The more technology you get, the more technically proficient personnel you need to monitor it [and they cost more]."

Interviewee comments about the future (continued)…

Technology (continued)…

"We could put a geofence in whatever building so you could see where the officer is, you could see if they step outside your facility. If they find water running, we have a reporting system that would notify your building engineer…You could set up levels of notifications so if it's a fire truck responding to your property, if it's someone needing emergency EMT, an alert goes to a couple of your people 24 hours a day…[The guard] can take a picture of it, put it on the internet and email it, he could use the phone, so it covers everything."

Costs

"The trend in pricing is going to be based on productivity, with the least number of human beings."

"The different components that affect pricing going forward are going to be the benefits you have to pay, the technologies that will bring it back down….there's going to be a balance between the humans and the technology side."

Some reasons

Contract security officers for gallery posts will probably cost less than proprietary ones, assuming current contract provisions remain the same

But some unknowns….

Cost of Affordable Health Care Act to contractor

Increases in federal, local minimum wages

Tighter labor market

Increased visitation, security risks

Available technology will not do much to reduce costs, and a substantial minority of professionals feel technological approaches may increase costs

Some reasons (continued)

Shift of some management and administrative burdens to the contractor, which yields cost savings...

Recruitment from labor pools more aligned with customer service

Ability to make better use of proprietary staff

OPS satisfaction with the quality of performance and realized benefits

Easier hiring and removal

Ease of dealing with vacant gallery posts

Training

Ease of adjusting staffing to different needs ...

Special events
Seasonal variations in visitation

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