



The Risk Mitigation through Innovative Tools and Human Adaptability to Change

Resilience is based on trust. Fundamentally, the level of trust is tested in hard times when individuals and teams have to prove their strength and ability to react.

These attributes become critical when we are talking about risk mitigation.





Over the past years we encountered pre-pandemic challenges, at that time considered manageable variables. During sanitary crisis or any other unexpected crisis with steep evolution, the availability of human resources and continuous adaptability to rapid changes can determine the **effectiveness of security incident management**.

The service providers in security industry and **specifically** the ones who are covering monitoring business should meet and adapt continuously to external and internal challenges during peace or critical times. Flexibility, scalability and adaptability should be mandatory attributes of modern management strategy.

Cost optimization is part of ruling model to support adaptability applied on the whole supply chain. Over last 2 years, security incidents were growing and the top answer was supply chain issues (at nearly 39%) followed by reduced business hours.

At the end of 2021 market surveys found that businesses are experiencing a rise in physical security incidents, with 28% of respondents reporting an increase, **up** from 20% of respondents in last year's survey. Many respondents don't see this changing for the better in 2022, with nearly 27% stating they expect incidents to continue to grow this year. And yet, even in the face of steadily escalating security concerns, the majority (nearly 57%) said their security strategies haven't changed at all.

Examples from real life highlighted the threat of having dedicated personnel for specific security installations, people dependent procedures, difficult to replace a person from a security monitoring procedure due to his/her experience and being too familiar with local so-called habits and/or unwritten rules or procedures.

Technological evolution to digital processes in security industry has its own adoption curve depending on how agile, lean or profitable are the security operations.

The strength of a team through its team members and their ability to react in mitigating or addressing the risks using modern and innovative tools defines my today topic

When Do Crisis Appear?

According to International Monetary Fund, labor shortages have pushed up wage growth, benefitting low-wage workers but adding to inflation risks. Bringing more workers back into the labor force would ease these pressures while making the recovery more inclusive.



The Eurofound research agency's overview of minimum wage increases in 2021 during COVID-19 pandemics **finds** lower increases than in 2020 but still with six countries in Central and Eastern Europe – Latvia, Slovenia, Poland, Slovakia, Bulgaria and Lithuania – increasing rates by over 5%. Increases of 1%-5% were recorded in 11 Member States while rates were frozen in Belgium, Spain, Greece and Estonia. However, the cross-sector negotiations in Belgium

recently included a commitment to increase the minimum in stages over the next six years. The median increases in 2021 across Europe at 3% is well below the 8.4% figure for 2020. By late 2021, there were 50 percent to 80 percent more unfilled jobs in Australia, Canada, the United Kingdom and the United States than there were prior to the pandemic. Open vacancies were at **or above** their 2019 levels in other advanced economies too and have risen steadily across all sectors, including those that are more contact-intensive, such as hospitality and transportation. Increases in vacancies have been largest for low-skilled jobs.

Matching unemployed workers to job openings is more difficult now than in the early phase of the recovery due to the exhaustion of worker recalls, increasing skill gaps in particular occupations and a closing employment gap. Wage increases in 2021 thus far are concentrated in low-wage service jobs which experienced the highest COVID-related losses. But labor shortages constantly appear, even without a crisis, it's a matter how we address it.

Published last year in US by a leading company from our industry, a recent survey about smart security trends in 2021 highlighted the introduction of staffing challenges. This is likely a combination of several factors, including COVID-related staffing issues and the need to facilitate remote security operations for staffers. To ease these challenges, security and facility management professionals should consider solutions that enable them to monitor and respond to security alerts from anywhere.

It's important to understand that in the background of personnel fluctuation, ascending and descending curves in evolution of wages and economic downturns **innovation** is



always happening. Before the health crisis or the current geo-political conflicts, there were always problems and there are always solutions to them. No matter what situation our industry is facing, we must continue to grow and strengthen our business model using our workforce, our tools, and our organizational culture.

For our industry it is very important to consider the workforce needed to manage and operate the security systems and to be able to adapt to critical situations. The strength of a chain is given by the weakest link. Ideally, we should rely on equally trained, highest level of skills of security workers. Ideally! This is not an achievable target in normal conditions, not to mention during various types of crises.

Industry Skills Gap

Enterprise Security is a distinct and sophisticated profession requiring a unique set of competencies and skills for success. Roles in this industry are not a subset or “spin-off” of the criminal justice system. Nonetheless, not all academic and training programs with “security” in their title offer an education with consistent, current, industry-aligned competencies and employability skills. This complication in education contributes to the growing security industry skills gap.

The workforce is also aging, which leads to further shortages of qualified workers, and creates the need to strengthen the industry’s talent pipeline. These dynamics and the absence of industry-endorsed solutions, contribute to large talent deficits that may weaken the security infrastructure of organizations, enterprises and the larger global economy.

How Important is Skillfulness in your Workforce?

Induction of the workforce is a time-consuming process. It must be thoroughly followed the learning process in order to fill all the white spots of the employee. That because any small misinterpretation or misunderstanding could lead to an incident that affect the business continuity and operator liability. It is very important in critical situations to focus on the time which an employee needs to

positive manner? Are you able to try new things and handle different workflows? If so, you show adaptability, one of the most highly sought-after skills.

Adaptability is important because as new technology evolves, companies established in the “old ways” may have difficulty competing with major players in their industry.

Adaptability as a skill refers to the ability of a person to change his

“Companies in our field need well-trained staff, able to correctly interpret the information provided by the system and ready to take the necessary measures according to the established protocols. The appearance of the pandemic crisis forced us to adapt to the legal provisions and to the new reality, especially from the perspective of human resources. The process of replacing staff has become more complicated and has brought us new challenges in finding qualified and experienced resources.”

Silvian Pena, CEO Guard One

start the job, to maintain a clear level of proficiency in your workforce and to preserve the business continuity of the operation of the security systems.

Human Adaptability to Change, Skill or Ability?

What is Adaptability?

Adaptability is a person’s ability to adjust to changes in their environment. When thinking about your career aspirations, changes have a direct effect on how flexible you can be. Practicing adaptability may include how you are able to respond quickly to changes, for example Work processes that increase efficiency, and improve or maintain excellent customer service mean a changed way of operating.

Are you flexible and willing to learn?
Do you accept change at work in a

actions, course or approach to doing things in order to suit a new situation.

So here we are in front of the question: Can innovation compensate for the shortage in workforce and human adaptability to change? Definitely yes, but we must understand that the right term is “compensate”, not “replace”.

Acknowledge – Validate – Solve or Escalate to Closure

These are the most common steps of a physical security standard operating procedure in incident management. Early adoption of new tools, sharing data and ensuring full knowledge of all aspects of a situation as it evolves should be considered key elements of security monitoring process performance. Should these elements



be dependent or independent on human knowledge and skills? Are only abilities enough to perform it?

To execute on operational efficiency, the team needs to follow standard procedures and actions when it comes to security incident management. Managers should evaluate and review on regular basis the entire chain of the security management system, its procedures and vitality. Also, should be reviewed reports of incidents, the results from security events and trainings, audit database, as well as other relevant documents and data. Not the least, best practices from the industry should be considered in the continuous effort to elevate the security system.

"The implementation of specific software tools in security systems operations and alarm incidents management has a major impact. The use of technology leads to a high level of independence of security systems dispatcher jobs, with an impact on the daily activity effectiveness. These software tools accelerate the process of induction of new employees and allow the shift of a human resource in a shorter time. In this way, companies avoid facing longer periods of reduced quality of response for their customers."

Rene Pasculescu, CPP – CEO Civitas

How Can We Lead Resilience in Crisis Situations?

The risk mitigation through innovative tools and human adaptability to change

Innovation is the only way to evolve and address new challenges. Today we can address risks through innovative tools which help human adaptability to change.

The risks we can prevent and mitigate are related to human resource challenges presented earlier and its adaptability to new procedures, way of operations and new systems.

During pandemic crisis, an US research report showed that the top physical security technology goal for 2021 was better integration between security and other systems. Over 60% agreed that integration was the most important goal for them in 2021. This result highlights the fact that security operations need to be more centralized and efficient to manage.

From an operational perspective, we need a standardized process. The operator does not have to remember all the necessary steps, but the tools must help him, must guide him and keep him on the right track. This will avoid the routine mistakes and help the operator to focus on critical decisions.

Based on services providers experience and recent developments to centralize more systems, we have identified three major processes which can be easily addressed with latest software tools:

- ▶ Easy navigation on video resources
- ▶ Process automation to eliminate routine and to increase accuracy
- ▶ Workflow process for incident management

First one is related to impressive amount of data generated by video monitoring, incident validation and operational monitoring. An easy

navigation and access to information in a native way, a human friendly user interface, can offer to the operator an access to "heavy" information without great effort.

InFieldOfViewControl tool can be the most powerful feature you can have to track a suspect on camera or simply move from one camera to another.

"The challenge": operators don't know by heart where the name of the nearest camera is or its exact position.

With video overlay, you have the possibility to click on a control inside your video stream that shows the

nearest camera, Either with a camera icon or a video thumbnail. No interruptions, seamless and fast tracking!

Would it be nice to have these things connected? In large and complex video systems, a new operator does not know the positioning of the

cameras, the navigation mode and Video Overlay can be a help for the operator in the process of assessing an incident, without having the knowledge of the topology or geography of the place.

A second one is about process automation through scenarios to eliminate routine, manual processing and increase operations accuracy.

What if the management system innovative tool is able to implement scenarios for these operations? Then the system will apply the programmed scenario and the operator will only be notified in case of deviation. A good example can be an automated check on intrusion arming



status at a specific time. Or to introduce a vigilance sequence or virtual video guard tour to operators during the night shift?

A scenario should be triggered automatically from whatever action you want: card swiping, door open too long, fire detector triggered or manually from the user interface by an operator

Simple and easy set up with basic boxes:

- ▶ Loop
- ▶ Condition
- ▶ Action
- ▶ Exit scenario

It's a real helper for recurring events, time saved on operations and creates independence on human based decision or actions.

A third one is standard operating procedures through workflows. The need is to eliminate arbitrary decisions from operators, create false hierarchy on event processing, generating chaos on reaction, lack of knowledge about incident evaluation, misleading reaction and create a human dependent process.

A workflow gives the operators the steps to follow when an alarm / incident occurs regardless the origin of it, can be physical security as well as a cyber incident or facility infrastructure related.

It should help operators to react and act according to predefined and specific procedures and processes, to create a report, add attachment for later review or escalate the alarm.

Workflows should be triggered only when an alarm is acknowledged by the operator.

This method of alarm management is very useful for critical response time (ex: intruder alert, cyber incident or flooding the data room)

Conclusion

When we are considering the human factor and the impact it has over security incident management there are a lot of elements to consider. Variables are the sole constant in the equation involving workforce. Personnel fluctuation, temporary lack of resources due to various motives, lack in their training, shortage of skills, lack of adaptability. These are only a few points in the long list

This is one of the reasons why innovative tools should be implemented in order to compensate the disruptions generated by human factor.

Automated solutions and scenarios, standard execution procedures comprised in workflows, as well as intuitive and easy-to-understand navigation systems based on Video must be evaluated and approached.

Business continuity it is not just a desire, it is a critical factor for every organization. Every small security breach has a massive potential impact in data loss and operational freeze which is equal to business,

"As in any other business areas, the issue of employment in the field of physical security became acute even before the pandemic. The recruitment process takes an average of about 10 weeks, and the induction and training process takes about 12 weeks. Any tentative decision to reduce time in the selection and training of new employees has future negative impact over effectiveness of the team. The emergence of a crisis, such as the one caused by the COVID-19 pandemic, induces an additional coefficient of difficulty in recruiting new members and maintaining a team of security systems professionals."

Beatrice Barbu, HR specialist

of issues the companies are confronting with. We had a look over the impact on the effectiveness of security incident management and how the software tools can compensate for the shortage in workforce and in the same time to enhance and elevate the security incident management systems.

Nowadays, in the security services sector companies cannot afford to train an employee for a month long. Time pressure is huge, just like in any other business area. The trainee should be capable to execute security tasks after a brief training session, condensed in hours or a couple of days tops.

clients and money loss. Certain solutions must be implemented in order to maintain the business continuity and to reduce the company's costs related to training, human error and other threats.

Summarizing, the two important elements of a security system – workforce & technology – are tied together and each one brings limitations in covering all the tasks required.

That is why there is a continuous need of improvement on both sides. But where should we put our focus? On a system with independent features or functionality dependent on a skillful workforce?



UltraVision. Open Architecture for Top Technologies

We provide innovative technical solutions in the field of Central and Eastern Europe covering electronic security, safety and automation systems, being a team with a vision of success.

Our solutions generate added value for distributors, installers and integrators by completing their level of technical expertise and pre- and post-sales support in addressing customer needs.

The services we provide in the field of security contribute to the strategic decisions of an organization, public or private, critical or commercial infrastructure, in order to align internal procedures with legislative regulations. All of them take into account each company's own security strategy and business plan in order to optimize operations and streamline resources.

We are the only distributor in Romania and in Central and Eastern Europe of the AppVision PSIM software suite, the open platform for unifying technologies and equipment from different brands in the market, which provides information to operators, supervision, command and control of processes in a unitary way. In a complex market, with hundreds of often incompatible system manufacturers, UltraVision brings together the most competitive brands through AppVision through a unique control and management system.

We implement solutions that meet today's priorities and talk about the world of tomorrow. We rely on communication, cutting-edge technologies and excellent partnerships.

37-39th Intrarea Glucozei Street, District 2, Bucharest, Romania
Medicarom Building, 4th Section, 2nd Floor, 023828
contact@ultravisionconsult.com | www.ultravisionconsult.com

