

BAPSC

Self-Assessment Workbook

July 2007

Permission has been granted exclusively to BAPSC by the Security Industry Authority (SIA) to base this document primarily on the SIA Self-Assessment Workbook (SAW). Copyright of the ACS SAW is retained by SIA. Completion of this document is mandatory for applications for full membership of the BAPSC unless the SIA ACS workbook has previously been completed in which case a facsimile of the latter may be submitted to BAPSC. Completion of this document by BAPSC provisional members in no way demonstrates that the member is approved by the SIA, or that their activities are endorsed by the SIA, and the use of the workbook in no way implies any relationship between the applicant and the SIA.

1. BAPSC Membership

1.1. Overview

Membership of the BAPSC demonstrates a commitment to setting and maintaining the highest standards in the premium private security sector, where armed protective services outside of the UK in particular call for industry-wide agreement on best practice. The BAPSC currently supports these aims in two ways. Firstly, the association acts in consultation with its membership and other national and international bodies to define industry standards and best practice. Secondly, the Association ensures that full membership is open only to companies who are willing and able to demonstrate good practice and a commitment to maintaining standards. This second aspect is achieved through membership criteria and the membership process.

1.2. Who should consider applying?

BAPSC membership is open to any UK Private Security Company (PSC)¹ operating partially or wholly in the premium private security sector outside of the UK. This includes armed protective services, specialist consulting services and security training services. There is no limit on how large or small an applicant PSC must be. Subscription rates are differentiated on the basis of annual turnover, but the commitment to standards is the same for all PSCs and both the membership criteria and membership process are designed to accommodate all types and sizes of business.

1.3. Membership Criteria

BAPSC membership criteria are verified and assessed through a combination of Basic Checks, more detailed Due Diligence Documentation and the completion and revision by elected members of the BAPSC of a Self Assessment Workbook (SAW). Figure 1 below provides a summary of the main elements and how they are assessed:

¹ As defined in BAPSC Rules of Procedure, p.??

	Membership Criteria	Assessed using	Approved by
1	UK based (legal presence in the UK)	1. Basic Check (existing contacts within the industry, open-source research and Companies House records) 2. Application Form 3. Due Diligence Documentation	BAPSC Staff BAPSC Membership Committee
2	Operating as PSC providing premium private security services	1. Basic Check 2. Due Diligence Documentation	BAPSC Staff BAPSC Membership Committee
3	Adherence to BAPSC standards	1. Application Form 2. Due Diligence Documentation (adherence to Charter)	BAPSC Staff BAPSC Membership Committee
4	Assurance of directors' non-criminal history in industry	Due Diligence Documentation (Personal Declaration Form)	BAPSC Staff BAPSC Membership Committee
5	Demonstration of corporate best practice, the "BAPSC Corporate Standard"	BAPSC SAW	BAPSC Staff BAPSC Membership Committee

Figure 1 – BAPSC Membership Criteria

1.4. The BAPSC Membership Process

Membership of the BAPSC is essentially in three phases and is based on the criteria explained above. Firstly, during the Application phase, a PSC may register its interest in joining the association and, following some basic checks by BAPSC, may apply for Provisional Membership using the **Application Form**. Following receipt of the form and the appropriate subscription fee, the PSC will be listed as a Provisional Member and afforded all benefits of membership as the process of validating membership criteria is worked through. The PSC must then submit both the **Due Diligence Documentation** (including Personal Declaration Form(s)) and the **Self Assessment Workbook (SAW)** to BAPSC*. The application as a whole will finally be considered by the BAPSC Membership Committee, chaired by the Director General of the BAPSC and including executive members who are elected by the General Assembly. On approval, the PSC is granted Full Membership status. If there is reason to withhold full membership, dialogue with the PSC concerned will occur and an opportunity to resubmit applications or parts thereof will normally be offered. In circumstances whereby the Membership Committee has taken a final decision not to grant full membership, an appeal may be made by the PSC concerned (see **BAPSC Rules of Procedure**).

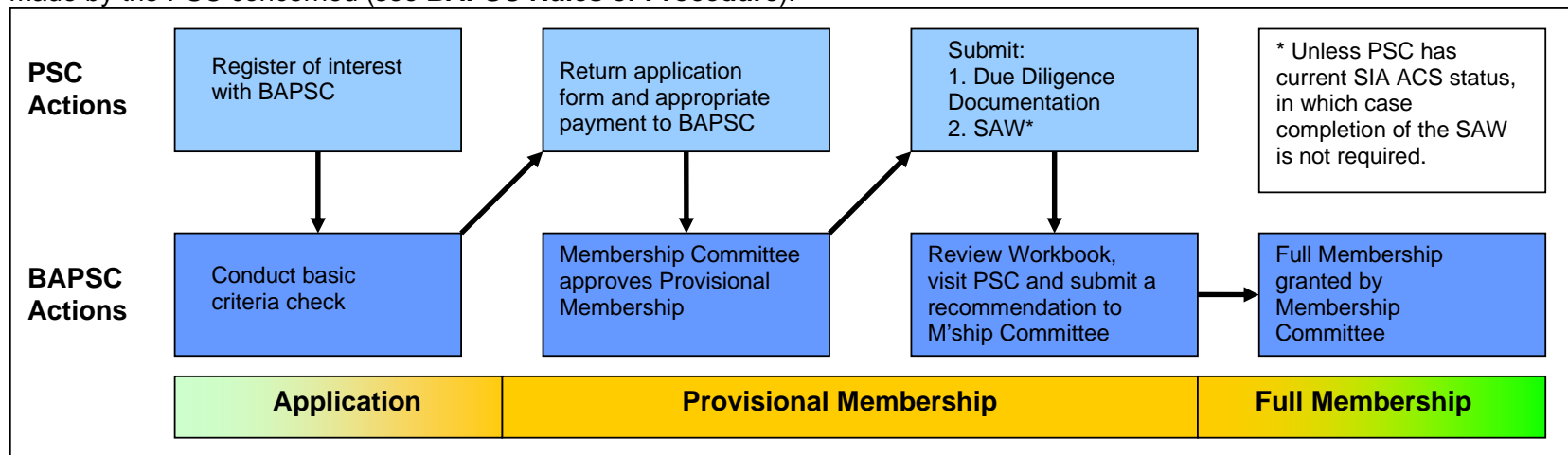


Figure 2 – BAPSC Membership Process

2 The BAPSC Self-Assessment Workbook (SAW)

2.1 Overview

The **SAW** is the tool used by the BAPSC to assess the demonstration of corporate best practise, the “**BAPSC Corporate Standard**”, as it applies to UK PSCs offering premium security services overseas. Together with other assessed criteria (See Fig.1) it enables PSCs to become approved Full Members of the BAPSC. The BAPSC has negotiated the use of the SIA Approved Contractor Scheme (ACS) Self Assessment Workbook as the basis for the BAPSC SAW. This enables PSCs who have already been through the ACS process to avoid having to repeat the process, since proof of current SIA ACS status may be submitted in the place of the BAPSC SAW. The achievement level within each criteria (set out in Figure 3 below) validates existing ‘good practice’; encourage the development of new practices and discourage ‘bad practice’ found in some organisations within the industry.

The BAPSC SAW is comprehensive and organisations do not require certification to additional standards, e.g. ISO9001:2000 or specific British Standards, in order to meet the requirements for Full Membership of the BAPSC although it is recognised that many PSCs will have achieved this. The Standard has been developed with a wide scope encompassing all aspects of a business. It provides a holistic view of how well an organisation meets the needs of all of its stakeholders including how it is:

- being managed and led;
- providing services to its customers;
- providing for and managing its employees;
- considering the society and environment in which it operates.

The requirements of the BAPSC Corporate Standard are generic and can be applied to all organisations regardless of size and sector.

In conjunction with other elements of the BAPSC membership process, the BAPSC Corporate Standard will reassure clients, publics and governments that PSCs operating overseas, especially in high-risk environments using deadly force, adhere to UK best practise as a minimum.

It consists of nine criteria, listed in Figure 3 – BAPSC SAW Standard. The nine criteria define how a BAPSC Full Member delivers excellent service delivery and sound business practice.

Each of the nine criteria is broken down into a number of sub-criteria that, when met, demonstrate how excellent service delivery and sound business management are achieved.

	Criterion Name	BAPSC Corporate Standard
1	Strategy	A Full Member of the BAPSC has clear strategic direction enabling it to deliver value to all stakeholders
2	Processes	A Full Member of the BAPSC has robust processes in place that ensure service delivery to its customers and stakeholders
3	Commercial Relationship Management	A Full Member of the BAPSC promotes robust and transparent commercial relationships with its customers, consumers and suppliers founded on mutual trust and respect
4	Financial Management	A Full Member of the BAPSC is financially viable with sufficient resources to meet its current and future obligations
5	Resources	A Full Member of the BAPSC has sufficient technical resources to sustain its business, meeting the relevant industry standards
6	People	A Full Member of the BAPSC develops and implements plans to ensure its people are suitably trained, developed and cared for
7	Leadership	A Full Member of the BAPSC has effective leadership
8	Corporate Social Responsibility	A Full Member of the BAPSC recognises and acts on its corporate social responsibility
9	Results	A Full Member of the BAPSC measures, understands and improves its achievements in relation to all stakeholders and adopts a continual improvement policy.

Figure 3 – BAPSC SAW Standards

2.2 The Self Assessment Workbook

The Self Assessment Workbook (SAW) is a tool for PSCs to use in the gathering of evidence submitted to BAPSC which will be considered in making a decision on the approval of Full Membership of the BAPSC.

The completed SAW will be reviewed by the BAPSC and a recommendation will be made to the Membership Committee before that body makes a final decision on Full Membership approval.

The workbook presents the nine criteria of the BAPSC Corporate Standard and the associated sub-criteria, (shaded yellow in both the Self Assessment Workbook and the Record of Achievement). The indicators (shaded blue in the Self Assessment Workbook) within each sub-criteria will allow an organisation to demonstrate:

- what they do;
- how they do it;
- the extent to which it is done within the organisation;
- how the organisation knows its actions are successful.

To help organisations understand where they are in relation to the requirements of the standard, five different achievement levels are defined for each indicator in a matrix as shown in Figure 4 – Example – ISO9001:2000 & British Standards Cross Referencing. The columns represent progressive improvement in performance from left to right. The required achievement level for each indicator under the criteria and sub-criteria of the BAPSC Corporate Standard is indicated by the column with the coloured (shaded) header.

The required achievement level is set and reviewed by the Membership Committee of the BAPSC and may be at any level depending on current industry performance and the potential for improvement.

Some of the columns at the extreme right hand side of the matrix have been intentionally left blank.

Some organisations already hold ISO9001:2000 certification and/or work to relevant British Standards for their sector. To help these organisations to understand where they may be in relation to the required achievement level for the BAPSC Corporate Standard, the workbook is cross-referenced against ISO 9001:2000 and the relevant British Standards. The appropriate reference is shown in blue italics underneath the relevant text.

An example is presented in Figure 4 – Example – ISO9001:2000 & British Standards Cross Referencing. This cross referencing applies to areas where the BAPSC Corporate Standard is met by ISO9001:2000 and/or one of the British Standards relevant to the

Private Security Industry (which may only be relevant for companies operating in the UK as well as overseas). In this case, the indicator is 2.4.3 (with blue background), with the Required Achievement Level shaded in green.

For areas within the BAPSC Corporate Standard that do not have an obvious match within either ISO9001:2000 or the relevant British Standard there is no reference number indicated.

2.4.3 Defined and implemented incident procedures exist.				
		Required Achievement Level		
There are no overall incident procedures developed by the organisation Procedures may have been developed at an individual site in response to incidents previously at that site.	Incident procedures have been developed by the organisation Employees working on a customer site/venue are advised of the procedures by colleagues when they arrive at a customer site for the first time.	There are procedures in place to deal with incidents at customer sites. Employees working at a customer site are continually made aware of the procedures. The procedures are followed on every occasion. <i>BS7960:2005; BS7958:2005; BS7499:2002; BS7984:2001</i> These have been agreed with the customer.	<p>←All aspects of the previous column plus:</p> <p>Where these relate to a customer site the procedures have been developed in conjunction with and agreed by the customer.</p> <p>All relevant employees are fully aware of the procedures.</p> <p>Procedures are in place to monitor employees' awareness</p> <p>The procedures are followed on every occasion.</p> <p><i>ISO9001:2000</i></p>	INTENTIONALLY LEFT BLANK

Figure 4 – Example – ISO9001:2000 & British Standards Cross Referencing

Cross referencing to ISO9001:2000 and the British Standards for the Security Industry is for information only. It does not prevent organisations that are not certified to these standards either from applying to become Full Members of the BAPSC. Every organisation is different due to its size and the nature of its business and it is the responsibility of the applicant organisation to identify and demonstrate how its approaches meet the BAPSC Corporate Standard.

For background information only

The standards used for cross-referencing are detailed in Figure 5 – Existing Security Industry Standards. Additional information about these standards can be found at www.bsi-global.com. Information about the EFQM Excellence Model® can be found at www.quality_foundation.co.uk. Some indicators in the workbook have corresponding statutory requirements. For organisations wishing to confirm they meet these requirements, information can be found from the website of the Department for Trade and Industry www.dti.gov.uk or at the Business Links web site, www.businesslinks.gov.uk. These websites provide links to other useful websites for UK companies. This list may not be comprehensive at the time of writing – other standards such as ISO17799 (information security) may for instance be relevant.

Standard Number	Name
ISO9001:2000	Quality Management Systems - Requirements
BS7858:2004	Security Screening of Individuals Employed in a Security Environment – Code of Practice
BS7958:2005	Closed-circuit Television (CCTV) – Management and Operation – Code of Practice
BS7499:2002	Static Site Guarding and Mobile Patrol Services – Code of Practice
BS7960:2005	Door Supervisors/Stewards – Code of Practice
BS7872:2002	Manned Security Services – Cash in Transit (Collection and Delivery) – Code of Practice
BS7984:2001	Key holding and Response Services- Code of Practice

Figure 5 – Existing Security Industry Standards

2.3 Who should complete the workbook and be involved in the assessment process?

The assessment workbook can be used in a number of ways. It can be completed by one or more of the following:

- the person within the organisation responsible for 'quality', ISO9001:2000, compliance to British Standards
- the senior management team
- a cross section of the management team
- a cross section of levels within the organisation

It is recommended that as many people as possible in the organisation participate in the assessment to ensure the assessment is a true reflection of the organisation. Multi-sited organisations may choose to use a copy of the workbook at each site, in order to satisfy themselves that they are consistently applying the Standard across the organisation. The results can usefully inform the completion of the single self assessment workbook required for BAPSC Full Membership.

2.4 How to use the workbook

The BAPSC Self Assessment Workbook has been designed to enable organisations to:

- work through the criteria in any order
- start, stop and start again as and when the time and resources are available

Work through each of the sub-criteria and indicator matrices selecting the column that best represents the performance of your organisation. You must meet, in a way **appropriate** to your business, all the requirements listed in the extreme left hand column before moving across to the next column. Work across the matrix until you reach your achievement level, i.e. the highest column you are completely achieving. The required achievement level for the ACS Standard is shaded in green as shown in Figure 1. Where a column begins with the phrase "**←All aspects of the previous column plus**" as shown in Figure 2 below, then every aspect of the previous column must be satisfied **plus** all those listed.

When thinking about your achievement level consider:

- what you do
- how you do it
- the extent to which you do it
- how you know your actions are successful

<ul style="list-style-type: none"> • 3.1.3 • A selection process for subcontractors exists and is used. 				
•	• Required Achievement Level	•	•	•
<ul style="list-style-type: none"> • Subcontractors are employed as and when required. • Subcontractors are required to hold a valid SIA licence, 	<ul style="list-style-type: none"> • ←All aspects of the previous column plus: • There are implemented procedures for the selection of subcontractors which ensure correct vetting and screening procedures. • All subcontractors sign a confidentiality agreement. • All subcontractors are given a contract • BS7858:2004; BS7958:2005 BS7499:2002; BS7984:2001 	<ul style="list-style-type: none"> • ←All aspects of the previous column plus: • Subcontractors are paid on an invoice only basis within agreed timeframes. 	<ul style="list-style-type: none"> • ←All aspects of the previous column plus: • Terms and conditions of engagement and the provision of equipment are agreed and documented in the contract. 	<ul style="list-style-type: none"> • ←All aspects of the previous column plus: • Subcontractors meet the same standards as ACS Approved Contractors.

Figure 6 – Example - “←All aspects of the previous column plus”

If a particular indicator is not appropriate to your organisation then record your position in the N/A (Not Applicable) column in the **BAPSC SAW Achievement Record**. However, if this is the case, you must be prepared to explain and prove to an Assessor why it is not appropriate. Care needs to be taken not to assume that because something is currently 'not done that way' within a sector that it is 'not applicable'.

For example:

Indicator 3.1.4 'A selection process for sub contractors exists and is used' would not be applicable if your organisation does not use sub-contractors in the delivery of any contracts.

If you are unsure or require clarification on any of the content of the workbook then please refer directly to the BAPSC.

2.5 Recording achievement against the BAPSC Corporate Standard

When you are ready to record your self assessment and submit this to the BAPSC, transfer your assessment into the BAPSC SAW Achievement Record. Include a brief summary of evidence where prompted but this should be no more than one or two key points for each indicator, e.g. 'This is achieved through assignment instructions at each site'.

All scores of '0' indicate achievement of the BAPSC Corporate Standard. All positive scores indicate that you are performing above the Standard in that area. Negative scores indicate where the Standard has not been met. If, for example, you fulfil all the criteria in one column to the right of the Required Achievement Level, you would score "1" for that indicator. Two columns to the right would result in a score of "2", and so on. Conversely, the same logic applies if you decide that you do not currently fulfil all the elements of the Required Achievement Level and therefore must enter the appropriate negative value.

In order to become a BAPSC Full Member you must be achieving at least a score of '0' in all indicators.

The only exception will be on those indicators that you have indicated as Not Applicable.

When you are ready you should submit your Record of Achievement to the BAPSC.

Self Assessment Workbook

1. Strategy:

1. Strategy:

A BAPSC Full Member has clear strategic direction enabling it to deliver value to all stakeholders.

1.1 A BAPSC Full Member has an approach to business that enables delivery of value to all stakeholders.				
1.1.1 The organisation has a clear approach to business that is acted on and communicated to all staff.				
			Required Achievement Level	
The organisation can describe its overall approach to business including its role, purpose or mission.	<p>←All aspects of the previous column plus:</p> <p>The approach to business supports delivery of service to the customer.</p> <p>The approach to business is explained to employees when they join the organisation.</p>	<p>←All aspects of the previous column plus:</p> <p>There is ongoing communication of the approach to business to employees including their role in its delivery.</p>	<p>←All aspects of the previous column plus:</p> <p>The approach to business focuses on meeting the needs of customers and other key stakeholders. What is important to the business and what is expected of employees are clearly defined. Plans to maintain and develop the business are in line with the approach to business.</p>	<p>←All aspects of the previous column plus:</p> <p>The approach to business clearly addresses the needs of consumers and the wider public.</p> <p>Employee understanding of the approach to business is monitored through checks during service delivery.</p>



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1. Strategy:

1.1 A BAPSC Full Member has an approach to business that enables delivery of value to all stakeholders.				
1.1.2 Key stakeholders are aware of the organisations overall approach to business.				
		Required Achievement Level		
The organisation's role, purpose or mission is communicated to customers, consumers and the wider public if requested.	<p>←All aspects of the previous column plus:</p> <p>Customers are always made aware of the role, purpose or mission during the acquisition of new business.</p>	<p>←All aspects of the previous column plus:</p> <p>Customers are always made aware of the organisation's overall approach to business as part of negotiations to acquire new business.</p>	<p>←All aspects of the previous column plus:</p> <p>Other stakeholders such as consumers, police and other authorities are made aware of the organisation's overall approach to business.</p> <p>Customers are asked to comment on how well the approach to business is applied.</p>	<p>There is ongoing communication of the approach to business to all customers and other stakeholder such as consumers, police, other authorities and the wider public.</p> <p>Customers and other stakeholders, as detailed above, are asked to comment on how well the approach to business is applied by the organisation and by its employees.</p>
1.2 A BAPSC Full Member can demonstrate clear policies for the delivery of service to required standards.				
1.2.1 Critical success factors have been clearly identified and internal measures are in place to monitor progress towards achievement.				
		Required Achievement Level		
<p>Internal financial measures are in place.</p> <p>Review of performance against measures happens infrequently or if a problem occurs.</p>	<p>Critical success factors have been identified.</p> <p>Internal measures include financial measures and customer service levels.</p> <p>Review of performance against measures happens on a regular basis.</p> <p>ISO9001:2000</p>	<p>←All aspects of the previous column plus:</p> <p>Internal measures also include employee measures.</p>	<p>←All aspects of the previous column plus:</p> <p>All measures have targets and are reviewed on a monthly basis by all appropriate leaders.</p>	<p>←All aspects of the previous column plus:</p> <p>Progress towards achievement of targets is monitored through an internal balanced scorecard or other valid mechanism.</p>

1. Strategy:

1.2 A BAPSC Full Member can demonstrate clear policies for the delivery of service to required standards.				
1.2.2 Goals, objectives and targets are clearly visible for all levels of the organisation.				
		Required Achievement Level		
Goals, objectives and targets are set at a high level within the organisation.	Goals, objectives and targets are set at a high level within the organisation They cover the financial and service delivery aspects of the organisation. Employees are aware of the goals, objectives and targets that affect their area of service delivery	Goals, objectives and targets are discussed with individuals. There is a link between the goals, objectives and targets of individual employees and the organisation's overall objectives. <i>ISO9001:2000</i> They cover the financial, service delivery and employee aspects of the organisation. Employees are aware of how their individual goals and objectives are linked to the organisation's overall objectives	Goals, objectives and targets can be traced down through the organisation. They are developed through discussions with the employee responsible for their achievement. There is a clear link with the role, purpose or mission and plans to maintain and/or develop the business. They cover all aspects of the organisation such as financial, service delivery, employee and reputation	INTENTIONALLY LEFT BLANK



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1. Strategy:

1.2 A BAPSC Full Member can demonstrate clear policies for the delivery of service to required standards.				
1.2.3 Procedures have been defined to ensure compliance to working standards or 'codes of practice' and are fully implemented.				
	Required Achievement Level			
The organisation has decided to deliver customer service according to internally agreed standards.	<p>The organisation is committed to delivering a quality service to its customers that is based on established high standards or a 'code of practice'.</p> <p>Employees responsible for service delivery are aware they must deliver to these standards They have been implemented in service delivery areas.</p> <p>A process for checking compliance exists.</p> <p><i>ISO 9001:2000; BS7960:2005; BS7958:2005; BS7984:2001; BS7499:2002</i></p>	<p>←All aspects of the previous column plus:</p> <p>All employees are aware the standards or 'code of practice' and the necessity to meet the requirement</p> <p>They are understood and implemented throughout the organisation.</p> <p>There is an implemented programme of regular internal and external audits to ensure full compliance.</p> <p><i>ISO9001:2000</i></p>	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFTBLANK

1. Strategy:

1.3 A BAPSC Full Member can demonstrate a coherent plan for the business which is regularly reviewed.				
1.3.1 A detailed plan for the business exists with a clear review schedule.				
		Required Achievement Level		
A plan for the business exists that is primarily financial in scope.	A plan for the business exists that is based on the financial needs of the organisation and the needs of customers. The plan for the business is reviewed at least annually unless driven by exceptional events.	<p>←All aspects of the previous column plus:</p> <p>The plan for the business also reflects:</p> <ul style="list-style-type: none"> the approach to business of the organisation the needs and expectations of customers and employees. 	<p>←All aspects of the previous column plus:</p> <p>The plan for the business also incorporates analysis of performance against internal indicators and indicates targets for the coming period.</p> <p>A schedule for the ongoing review of performance against the plan for the business exists and is fully implemented</p>	<p>←All aspects of the previous column plus:</p> <p>The plan for the business also:</p> <ul style="list-style-type: none"> is based on an understanding of the needs and expectations of all stakeholders; incorporates an understanding of information gained from learning activities, analysis of competitor information, benchmarking exercises, and social, environmental and statutory issues.

1. Strategy:

1.4 A BAPSC Full Member can demonstrate an effective internal and external communications strategy.				
1.4.1 The management of internal and external communication is handled effectively				
	Required Achievement Level			
<p>The organisation communicates with its customers and employees in an unplanned and ad-hoc manner.</p> <p>Responses to adverse publicity about either the organisation or events within the sector are unplanned.</p>	<p>Planned communication takes place between the organisation, its customers and employees.</p> <p><i>BS7958:2005</i></p> <p>There are some procedures in place to manage adverse publicity about either the organisation or events within the sector.</p>	<p>←All aspects of the previous column plus:</p> <p>The organisation has identified the communication needs of its customers and employees.</p> <p>All opportunities for communication between the organisation, customers and employees are used.</p> <p><i>ISO9001:2000</i></p> <p>The procedures to manage adverse publicity also include:</p> <ul style="list-style-type: none"> • authorised levels of sign-off on comments; • a designated spokesperson <p>These procedures are always used</p>	<p>←All aspects of the previous column plus:</p> <p>Any feedback received on the way the organisation communicates is reviewed and improvements made in future communication</p> <p>Information concerning the communication needs of customers and employees is used to plan how the organisation communicates with these groups.</p> <p>The procedures to manage adverse publicity about either the organisation or events within the sector also include:</p> <ul style="list-style-type: none"> • keeping of records of any responses made; • involving customers in the planning of responses. 	<p>←All aspects of the previous column plus:</p> <p>The organisation has also identified the communication needs of other stakeholder such as consumers, police, other authorities and the wider public</p> <p>This information is used to develop and implement plans to communicate with these stakeholders</p> <p>Every available opportunity for communication between the organisation and other stakeholders is used.</p> <p>The organisation checks the awareness and understanding of stakeholders to ensure the effectiveness of its communication.</p>

2. Processes:

2. Processes:

BAPSC Full Member has robust processes in place that ensure service delivery to its customers and stakeholders.

2.1 A BAPSC Full Member can demonstrate that it has identified and understands its key service delivery processes.				
2.1.1 Key service delivery processes have been identified and are understood by all.				
			Required Achievement Level	
The organisation has identified the key processes for the delivery of services to its customers.	<p>←All aspects of the previous column plus:</p> <p>These are documented in training manuals or in individual procedures and are reliably followed in practice.</p>	<p>←All aspects of the previous column plus:</p> <p>Key processes have standards of performance which can be assessed for compliance</p>	<p>The organisation has identified its key service delivery processes</p> <p>These are documented in training manuals or in individual procedures and are reliably followed in practice</p> <p>All key service delivery processes have an identified responsible manager or director</p> <p>Key service delivery processes have measures of performance that are monitored.</p> <p>Key service delivery processes are reviewed to ensure continuing relevance</p> <p><i>ISO9001:2000</i></p>	<p>←All aspects of the previous column plus:</p> <p>The identified responsible manager or director takes an active interest in the achievement of a high level of performance</p> <p>All process measures have performance targets.</p> <p>The impact of performance in the key service delivery processes is understood by all.</p> <p>Processes are reviewed to ensure continuing relevance and effectiveness in the delivery of excellent service to the customer.</p>



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2. Processes:

2.2 A BAPSC Full Member can demonstrate that it has a sound plan to ensure continuity of service delivery.				
2.2.1 There is a sound plan to ensure continuity of service delivery				
	Required Achievement Level			
A plan for business continuity during periods of labour shortages exists	<p>← All aspects of the previous column plus:</p> <p>The plan also covers incident and crisis management in all aspects of service delivery.</p> <p>The plans are reviewed periodically to ensure continued relevance.</p>	<p>Clear plans for business continuity exist that contain:</p> <ul style="list-style-type: none"> • details of actions to be taken; • named multiple responsible people; <p>There is a schedule for its review for continuing relevance and effectiveness.</p> <p>They cover the full scope of the business.</p>	<p>← All aspects of the previous column plus:</p> <p>The plans for business continuity are tested for effectiveness.</p> <p>Actions resulting from tests of the plans for business continuity are created with resolution timeframes.</p>	INTENTIONALLY LEFT BLANK

2. Processes:

2.3 A BAPSC Full Member can demonstrate that it has processes in place to identify customer needs.				
2.3.1 The organisation understands its customers' requirements.				
			Required Achievement Level	
The organisation conducts 'fact finding' discussions with new customers to identify their requirements. <i>BS7984:2001</i>	<p>← All aspects of the previous column plus:</p> <p>The organisation contacts or meets with its customers to:</p> <ul style="list-style-type: none"> clarify requirements following a complaint; 	<p>← All aspects of the previous column plus:</p> <p>The organisation also contacts or meets with its customers to:</p> <ul style="list-style-type: none"> discuss ongoing requirements; discuss changes to existing requirements. 	<p>← All aspects of the previous column plus:</p> <p>The organisation has regular, meetings with all customers. All employees at a customer site are fully aware of that customer's requirements. <i>ISO9001:2000; BS7499:2002;</i></p>	<p>← All aspects of the previous column plus:</p> <p>There are procedures in place to monitor the awareness of employees of customer requirements.</p>
2.3.2 There is an awareness of the impact of service delivery on consumers at all levels of the organisation.				
			Required Achievement Level	
The impact of service delivery on consumers and the wider public is not considered by the organisation.	The impact of service delivery on consumers and the wider public is discussed when there has been a complaint or adverse publicity concerning the sector.	The impact of service delivery on consumers and the wider public is discussed at a senior management level at regular intervals. All employees are aware of the impact of service delivery on consumers and the wider public.	The impact of service delivery on consumers, the wider public, the police and other authorities is discussed throughout the organisation It is also forms part of discussions with the customer. All employees are trained on how the impact of service delivery on consumers, police, other authorities and the wider public influences the reputation of the organisation.	<p>←All aspects of the previous column plus:</p> <p>There are procedures in place to monitor this awareness that are fully implemented.</p>



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2. Processes:

2.3 A BAPSC Full Member can demonstrate that it has processes in place to identify customer needs.				
2.3.3 The management of contractual arrangements with the customer has been defined and implemented.				
			Required Achievement Level	
Contractual arrangements are managed in an ad-hoc manner	<p>There are procedures in place for the establishment and management of contractual arrangements with key customers. These include:</p> <ul style="list-style-type: none"> negotiation of the terms and conditions of supply documentation confirming terms and conditions of supply 	<p>←All aspects of the previous column plus:</p> <p>Some of the contracts and/or terms and conditions of supply have been signed as approved by both parties</p>	<p>←All aspects of the previous column plus:</p> <p>The procedures also include the establishment of written contracts All contracts are signed as approved by both parties or customer refusal to sign can be evidenced. The procedures are applied to all customers <i>BS7960:2005 BS7958:2005; BS7499:2002; BS7984:2001</i> The building of the customer /service provider relationship is a high priority.</p>	<p>←All aspects of the previous column plus:</p> <p>The procedures also ensure adherence to the contractual arrangement Contracts are monitored for review and renewal periods</p>

2. Processes:

2.4 A BAPSC Full Member can demonstrate that it has processes in place to monitor and manage service delivery to both customers and consumers.				
2.4.1 Customers are made aware of and agree to the provision of service via subcontractors.				
			Required Achievement Level	
Sub contractors are used on site without the knowledge or agreement of the customer.	Customers are aware that sub contractors are used on site.	<p>Customers are advised by the organisation that sub contractors are being used.</p> <p>The customer has the opportunity to ask that the sub contractors are removed.</p> <p>The organisation should attest to the customer that all sub-contractors:</p> <ul style="list-style-type: none"> • have appropriate SIA licences • that full vetting procedures have been applied. 	<p>←All aspects of the previous column plus:</p> <p>The use of sub contractors is agreed with the customer before their deployment.</p> <p><i>BS7499:2002; BS7984:2001</i></p> <p>The customer has the opportunity to ask that the sub contractors are no longer used.</p>	INTENTIONALLY LEFT BLANK

2. Processes:

2.4 A BAPSC Full Member can demonstrate that it has processes in place to monitor and manage service delivery to both customers and consumers.				
2.4.2 Customer and consumer performance indicators and service level agreements have been established.				
		Required Achievement Level		
No customer or consumer performance indicators have been established.	Service level agreements are agreed for key customers with some indication of required performance standards. Performance against the indicators is reviewed regularly.	<p>All customer contracts and/or terms and conditions of supply have an agreed service level agreement with performance indicators.</p> <p>Performance targets are agreed and reviewed regularly with the customer.</p> <p>Where customer targets are not met action plans are developed together. Timescales for improvement are agreed.</p> <p>ISO9001:2000</p>	<p>←All aspects of the previous column plus:</p> <p>Service level agreements with customers include some consumer indicators. These relate to users impacted by service delivery.</p> <p>Performance against these indicators is regularly reviewed internally.</p>	<p>←All aspects of the previous column plus:</p> <p>There are additional consumer measures in place. These relate to the:</p> <ul style="list-style-type: none"> • general public; • the police • other authorities. <p>These are regularly reviewed with the customer</p> <p>All consumer performance indicators have targets aimed at improving the results.</p> <p>Where targets are not met action plans are developed with agreed completion timescales.</p>

2. Processes:

2.4 A BAPSC Full Member can demonstrate that it has processes in place to monitor and manage service delivery to both customers and consumers.				
2.4.3 Defined and implemented incident procedures exist, including the appropriate use of systematic risk assessment.				
		Required Achievement Level		
There are no overall incident procedures developed by the organisation Procedures may have been developed at an individual site in response to incidents previously at that site.	Incident procedures have been developed by the organisation Employees working on a customer site/venue are advised of the procedures by colleagues when they arrive at a customer site for the first time.	There are procedures in place to anticipate risk and deal with incidents at customer sites. Employees working at a customer site are continually made aware of the procedures. The procedures are followed on every occasion. <i>BS7960:2005; BS7958:2005; BS7499:2002; BS7984:2001</i> These have been agreed with the customer.	←All aspects of the previous column plus: Where these relate to a customer site the procedures have been developed in conjunction with and agreed by the customer. All relevant employees are fully aware of the procedures. Procedures are in place to monitor employees' awareness The procedures are followed on every occasion. <i>ISO9001:2000</i>	INTENTIONALLY LEFT BLANK
2.4.4 All procedures are regularly reviewed.				
		Required Achievement Level		
Service delivery procedures are reviewed after a customer complaint has been received or an incident has highlighted an improvement opportunity.	←All aspects of the previous column plus: All associated service delivery procedures are also reviewed by the manager or director responsible. There are processes in place that enables issues and improvements to be raised by users.	←All aspects of the previous column plus: Service delivery procedures are reviewed on a regular basis by the process owner and the users. <i>ISO9001:2000; BS7499:2002</i>	←All aspects of the previous column plus: There are processes in place that enable service delivery issues and improvements to be raised and reviewed outside of the review process.	←All aspects of the previous column plus: All of the organisations procedures are subject to regular review by the process owner and the users. There are processes in place for all procedural issues and improvements to be raised and reviewed outside of the review process.



BRITISH ASSOCIATION OF PRIVATE SECURITY COMPANIES

2. Processes:

2.4 A BAPSC Full Member can demonstrate that it has processes in place to monitor and manage service delivery to both customers and consumers.				
2.4.5 Procedures exist to ensure the attendance of employees on customer sites.				
		Required Achievement Level		
Employees are not required to register their arrival and departure from work.	All employees working at a customer site/venue are required to register their arrival and departure from work. These procedures apply only to customer sites that are considered to be high risk	<p>←All aspects of the previous column plus:</p> <p>Attendance records are kept to ensure that procedures are followed. These are implemented for every employee working at a customer site/venue for every site. <i>BS7960:2005: BS7958:2005</i></p> <p>Attendance at customer sites is registered where employees are required to visit multiple sites during the course of their work period.</p>	<p>←All aspects of the previous column plus:</p> <p>Attendance records are reviewed by management on a regular basis. Employees are aware of the importance of adhering to these procedures.</p>	INTENTIONALLY LEFT BLANK



BRITISH ASSOCIATION OF PRIVATE SECURITY COMPANIES

2. Processes:

2.5 A BAPSC Full Member can demonstrate that it has a process in place to improve its processes to the benefit of all stakeholders.				
2.5.1 Plans exist to improve procedures, based on the review of actual performance.				
		Required Achievement Level		
Improvements are actioned at a local level without the development of plans. These improvements are generally conducted without the co-ordination of management, with no prioritisation	Improvement plans exist for some service delivery areas and there is some co-ordination and prioritisation of activities Reviews are undertaken occasionally to ensure activities deliver some improvement	Improvement plans exist that cover customer site based procedures. Improvement activity is coordinated and prioritised All plans have dates for delivery and expected improvement targets. Improvement plans are reviewed at a local level.	<p>←All aspects of the previous column plus:</p> <p>Improvement plans exist that cover procedures internal to the organisation. Prioritised improvement plans are produced as a result of the review of performance. Regular reviews of all plans for improvement are conducted by the appropriate level of management to ensure delivery of improvement. <i>ISO9001:2000</i></p>	<p>←All aspects of the previous column plus:</p> <p>All plans have assigned owners, dates for delivery and expected outcomes.</p>

2. Processes:

2.5 A BAPSC Full Member can demonstrate that it has a process in place to improve its processes to the benefit of all stakeholders.				
2.5.2 Procedures for the implementation of changes are in place and used.				
		Required Achievement Level		
Procedures are in place to manage the implementation of changes to procedures.	Procedures are in place to manage the implementation of changes to policies and procedures. These include: <ul style="list-style-type: none"> communicating the change to the relevant employees maintenance of document version control These procedures are used to implement major changes.	Procedures are in place to manage the implementation of changes to procedures that are relevant to the type and impact of the change. These include: <ul style="list-style-type: none"> communicating the change to the relevant employees; training, where appropriate, takes place prior to the change being implemented maintenance of document version control These procedures are used to implement changes to service delivery processes. Progress is monitored to ensure delivery of desired results. <i>ISO9001:2000; BS7499:2002; BS7984:2001</i>	<p>←All aspects of the previous column plus:</p> <p>The procedures to implement change are clear and designed to maximise its effectiveness.</p> <p>These include:</p> <ul style="list-style-type: none"> reviewing the introduction of technology to improve procedures; conducting pilots or other means of controlling the implementation of change; communicating the change to all appropriate stakeholders; reviewing how the change was managed to identify improvements to the procedures <p>These procedures are used for all implemented changes.</p>	INTENTIONALLY LEFT BLANK

3. Commercial Relationship Management:

3. Commercial Relationship Management:

A BAPSC Full Member promotes robust and transparent commercial relationships with its customers, consumers and suppliers founded on mutual trust and respect.

3.1 A BAPSC Full Member can demonstrate how it manages the procurement of goods and services from its suppliers and monitors its ongoing performance.				
3.1.1 Purchasing procedures have been identified and are implemented.				
	Required Achievement Level			
There are no purchasing procedures in place.. Suppliers are usually selected solely on the basis of cost	There are guidelines as to who in the organisation can make or authorise purchases for items that may impact the quality of service delivery. Suppliers for these items are selected on the basis of cost and delivery timescales Feedback from employees on performance is sometimes considered before making purchases.	There are purchasing procedures in place that contain clearly defined specifications / requirements for all purchases that impact the quality of service delivery. These are appropriate for the size/type of purchase being made. Appropriate approval levels have been defined and are understood by relevant staff. Purchases are only made from preferred suppliers Preferred suppliers have been selected based on a demonstrated ability to meet all quality, cost and service requirements. The list of preferred supplier is actively maintained and updated on a regular basis. ISO9001:2000	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK

3. Commercial Relationship Management:

3.1 A BAPSC Full Member can demonstrate how it manages the procurement of goods and services from its suppliers and monitors its ongoing performance.				
3.1.2 The organisation works with its suppliers to improve delivery against agreed requirements.				
		Required Achievement Level		
<p>Delivery timescales are agreed for each order when placed.</p> <p>Past performance is considered when new purchases are required.</p>	<p>Performance requirements, e.g. specifications, delivery requirements, are determined and suppliers are advised accordingly</p> <p>Suppliers are given feedback if performance requirements are not met.</p>	<p>Performance requirements i.e. specifications delivery requirements, are determined and agreed with suppliers</p> <p>Discussions take place to review supplier performance against the agreed requirements</p> <p>The supplier is solely responsible for improving performance.</p>	<p>←All aspects of the previous column plus:</p> <p>Regular meetings are conducted with key suppliers to review performance against targets.</p> <p><i>ISO9001:2000</i></p> <p>Where performance is below standard actions for improvement including timescales are agreed.</p> <p>The supplier is solely responsible for improving performance.</p>	<p>←All aspects of the previous column plus:</p> <p>Actions arising from review meetings are documented with defined actions and timescales for resolution.</p> <p>Where performance is below standard actions for improvement including timescales are agreed.</p> <p>The organisation works with the supplier to improve performance</p> <p>All levels of the organisation are given the opportunity to work with suppliers and customers to improve processes.</p>

3. Commercial Relationship Management:

3.1 A BAPSC Full Member can demonstrate how it manages the procurement of goods and services from its suppliers and monitors its ongoing performance.				
3.1.3 A selection process for subcontractors exists and is used.				
	Required Achievement Level			
Subcontractors are employed as and when required. Subcontractors are required to hold a valid SIA licence,	<p>←All aspects of the previous column plus:</p> <p>There are implemented procedures for the selection of subcontractors which ensure correct vetting and screening procedures. All subcontractors sign a confidentiality agreement. All subcontractors are given a contract</p> <p>BS7858:2004; BS7958:2005 BS7499:2002; BS7984:2001</p>	<p>←All aspects of the previous column plus:</p> <p>Subcontractors are paid on an invoice only basis within agreed timeframes.</p>	<p>←All aspects of the previous column plus:</p> <p>Terms and conditions of engagement and the provision of equipment are agreed and documented in the contract.</p>	INTENTIONALLY LEFT BLANK

3. Commercial Relationship Management:

3.2 A BAPSC Full Member can demonstrate how it offers professional advice to its customers on the delivery of appropriate services consistent with the organisation's strategy and business ethics.				
3.2.1 Professional advice is offered to customers on the best approach to meet their needs.				
		Required Achievement Level		
Professional advice is offered to customers on an ad-hoc basis. It is possible for any employee to offer advice to a customer regardless of their level of experience and training.	<p>←All aspects of the previous column plus:</p> <p>There is some consultation with appropriate personnel who are experienced and qualified to give advice.</p>	<p>Discussions are held with potential customers on how best to meet their needs as part of the tendering process</p> <p>These discussions are conducted by appropriate personnel who are experienced and qualified to give such advice.</p> <p><i>ISO9001:2000; BS7984:2001; BS7499:2002; BS7960:2005; BS7872:2002</i></p>	<p>←All aspects of the previous column plus:</p> <p>Discussions are held with existing customers when contracts are due for renewal to ensure the service offered is still the most appropriate.</p> <p>There are defined procedures in place for offering advice to customers.</p> <p>All discussions focus on:</p> <ul style="list-style-type: none"> ensuring the advice is relevant to customer needs developing the service offered to the customer. <p>Customer opinion of the advice given is sought and the lessons learned are fed back as improvements to the process.</p> <p><i>ISO9001:2000</i></p>	<p>←All aspects of the previous column plus:</p> <p>Any changes to the recommendations made are explained and documented.</p> <p>The use of technology is encouraged to better meet customer needs</p>

3. Commercial Relationship Management:

3.2 A BAPSC Full Member can demonstrate how it offers professional advice to its customers on the delivery of appropriate services consistent with the organisation's strategy and business ethics.				
3.2.2 An approach to responding to tender/request for services exists and is implemented.				
		Required Achievement Level		
The organisation has an ad-hoc approach to responding to tender/requests for service.	<p>There is a process in place to respond to requests for service either through a tendering process or otherwise.</p> <p>This includes undertaking pre-contract site visits and risk assessment.</p> <p>The process is used for some responses to procurement requests.</p>	<p>There is a process in place to respond to requests for service either through a tendering process or otherwise.</p> <p>This includes:</p> <ul style="list-style-type: none"> • understanding the customer requirements; • undertaking pre-contract site visits and risk assessment; • demonstrating a 'fit and proper' management structure. <p>Selected people are responsible for the tendering process.</p> <p>Lessons learned from all bids are fed back into the process in the form of improvements.</p> <p>The process is used for all responses to procurement requests.</p> <p><i>ISO9001:2000; BS7960:2005; BS7499:2002</i></p>	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK

3. Commercial Relationship Management:

3.2 A BAPSC Full Member can demonstrate how it offers professional advice to its customers on the delivery of appropriate services consistent with the organisation's strategy and business ethics.				
3.2.3 A process for canvassing and obtaining new business exists and is implemented.				
		Required Achievement Level		
New business is obtained in an ad-hoc manner	The organisation actively approaches the customers of its competitor	The organisation has a well defined process for canvassing and obtaining new business. <i>ISO9001:2000 BS7960:2005; BS7499:2002; BS7984:2001</i>	<p>←All aspects of the previous column plus:</p> <p>The process is consistent with the plans for the business.</p>	<p>←All aspects of the previous column plus:</p> <p>The process is based around ethical behaviour and integrity, It clearly links to the approach to business of the organisation.</p>
3.3 A BAPSC Full Member can demonstrate how it manages relationships with customers.				
3.3.1 A process for ongoing customer site visits has been defined and implemented				
		Required Achievement Level		
Customer site visits take place occasionally. There is no one individual responsible for conducting the site visits for specific customers	There is a process with supporting procedures for ongoing customer site visits. These detail the frequency of visits by supervisors. The organisation adheres to the procedures for some of its key customers.	<p>←All aspects of the previous column plus:</p> <p>The procedures for ongoing customer site visits also detail the purpose of visits by supervisors. The organisation adheres to the procedures for supervisor visits for all customers. <i>BS7960:2005</i></p>	<p>←All aspects of the previous column plus:</p> <p>The larger customers have a designated owner who is responsible for the management of the account.</p>	<p>←All aspects of the previous column plus:</p> <p>Every customer has a pre designated 'owner' who is responsible and accountable for the successful management of that account. The procedures for ongoing customer site visits also details:</p> <ul style="list-style-type: none"> • frequency and purpose of senior management visits; <p>The organisation adheres to the procedures of supervisor and senior manager visits for all customers.</p>

3. Commercial Relationship Management:

3.3 A BAPSC Full Member can demonstrate how it manages relationships with customers.				
3.3.2 A customer complaints procedure is in place and implemented.				
		Required Achievement Level		
Customer complaints are handled in an ad-hoc manner. No response is sent to the customer.	Customer complaints are handled in a timely manner. All complaints receive a standard response.	Customer complaints are handled in a timely manner. Customer complaints are recorded and analysed to look for patterns. Information on complaints is reviewed by the leaders of the organisation and improvements are implemented. <i>ISO9001:2000; BS7960:2005; BS7958:2005; BS7984:2001; BS7499:2002</i>	<p>←All aspects of the previous column plus:</p> <p>All customers receive an individual response to their complaint.</p>	INTENTIONALLY LEFT BLANK

3. Commercial Relationship Management:

3.4 A BAPSC Full Member can demonstrate how it manages relationships with consumers.				
3.4.1 Procedures are in place to handle consumer feedback and are implemented.				
		Required Achievement Level		
Consumer complaints are received via the customer and are handled in an ad hoc manner.	Consumer complaints are received via the customer and are handled in a timely manner. A standard response is sent to the customer in reply.	<p>←All aspects of the previous column plus:</p> <p>The customer receives an individual response to the consumer complaint; either in writing or through scheduled meetings.</p>	<p>←All aspects of the previous column plus:</p> <p>Consumer complaints are separated from customer complaints. Both the customer and the consumer receive an individual response to any complaint. Actions are taken based on consumer complaints.</p>	<p>Consumer complaints are directly solicited and are handled in a timely manner. All consumers receive an individual response to their complaint. Consumer complaints are recorded and analysed to look for patterns. Information on complaints is reviewed by the leaders of the organisation and improvements to service delivery procedures are implemented.</p>

3. Commercial Relationship Management:

3.4 A BAPSC Full Member can demonstrate how it manages relationships with consumers.				
3.4.2 An approach to the management of consumer contact is in place and implemented.				
		Required Achievement Level		
<p>Consumer contact is made during the delivery of the service to the customer.</p> <p>Front line employees are given instructions on how to deal effectively with the consumer.</p>	<p>The organisation is aware of consumer opinion through the number of complaints it receives via its customers.</p> <p>Front line employees are given instructions on how to deal effectively with the consumer.</p>	<p>←All aspects of the previous column plus:</p> <p>The organisation gathers other information, in addition to complaints, from its customers regarding the consumer's view of them.</p>	<p>The organisation invites feedback directly from the consumer.</p> <p>All employees are given ongoing instructions on the correct way to deal effectively with the consumer.</p> <p>There are procedures in place to monitor employee performance to ensure compliance with instructions.</p>	<p>←All aspects of the previous column plus:</p> <p>Consumer opinion of the organisation is valued.</p> <p>The organisation actively gathers information from a number of sources regarding the consumer's view of them.</p> <p>The organisation actively communicates with the consumer to promote a positive image of itself and the sector in which it operates.</p>

4. Financial Management:

4. Financial Management:

A BAPSC Full Member is financially viable with sufficient resources to meet its current and future obligations.

4.1 A BAPSC Full Member can demonstrate that it has suitable financial resources to manage its financial obligations.				
4.1.1 2 years audited or certified accounts can be presented and/or the availability of funding for the achievement of the plan for the business can be evidenced.				
	Required Achievement Level			
<p>Organisations operating for 4 or more years:</p> <ul style="list-style-type: none"> The organisation does not have the last 2 years audited/certified accounts available <p>Organisations operating for under 4 years:</p> <ul style="list-style-type: none"> The organisation does not have any current audited/certified accounts available <p>Newly created organisations:</p> <ul style="list-style-type: none"> The organisation cannot demonstrate it has the funding available to achieve its plan for the business. 	<p>Organisations operating for 4 or more years:</p> <ul style="list-style-type: none"> The organisation has at least the last 2 years audited/certified accounts available <p><i>BS7499:2002;BS7984:2001;BS7960:2005</i></p> <p>Organisations operating for under 4 years:</p> <ul style="list-style-type: none"> The organisation has current audited/certified accounts available for the number of years it has been in business <p>Newly created organisations:</p> <ul style="list-style-type: none"> The organisation can demonstrate it has the funding available to achieve its plan for the business. 	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK



BRITISH ASSOCIATION OF PRIVATE SECURITY COMPANIES

4. Financial Management:

4.2 A BAPSC Full Member can demonstrate strong financial processes to safeguard the interests of its stakeholders.				
4.2.1 Clear and effective management of the payroll can be evidenced.				
		Required Achievement Level		
The organisation uses a documented cash payment approach to its payroll management Payroll is managed to legislative standards. Tax codes are applied in a timely manner.	Employees are paid through a mix of PAYE and documented cash payments. Payroll is managed to legislative standards. Tax codes are applied in a timely manner. Month-end and year-end procedures are run within deadlines.	<p>←All aspects of the previous column plus:</p> <p>There is a direct link between the hours worked and the wages paid. Payments to employees are made on time within the contractual payment cycle. All queries relating to payroll are handled effectively and lessons learned are fed back into improved procedures.</p>	<p>←All aspects of the previous column plus:</p> <p>Employees are paid through an automated payroll system</p>	INTENTIONALLY LEFT BLANK
4.2.2 Financial procedures are defined, understood and implemented (i.e. there are sound fiscal controls in place)				
Required Achievement Level				
Financial resources and liabilities are managed and controlled through: <ul style="list-style-type: none"> audited or certified annual accounts <p>BS7960:2005; BS7872:2002; BS7984:2001; BS7499:2002</p> <p>These processes ensure the use of financial resources to support the plan for the business.</p>	<p>←All aspects of the previous column plus:</p> <p>Financial resources and liabilities are also managed and controlled through:</p> <ul style="list-style-type: none"> sales ledger purchase ledger cash flow and expenses forecasting and budgeting 	<p>←All aspects of the previous column plus:</p> <p>Financial resources and liabilities are also managed and controlled through:</p> <ul style="list-style-type: none"> risk management. asset management; <p>Financial plans are reviewed regularly to ensure relevance and viability of plans for the business. Performance indicators are in place and are regularly reviewed.</p>	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK

4. Financial Management:

4.2.3 A clear 'fit and proper' management structure with defined and understood authority levels is in place.				
	Required Achievement Level			
<p>There is a defined management structure</p> <p>Directors and owners hold SIA licences where appropriate.</p> <p>Directors and managers have declared any discharged or undischarged bankruptcy to the BAPSC.</p> <p><i>BS7960:2005; BS7958:2005; BS7984:2001</i></p>	<p>There is a clear and transparent management structure in place.</p> <p><i>ISO9001:2000; BS7960:2005; BS7958:2005; BS7499:2002</i></p> <p>Clear ownership and shareholding of the organisation can be traced.</p> <p>The names and curriculum vitae of all directors are available.</p> <p>Directors and owners hold SIA licences where appropriate.</p> <p>Directors and managers have declared any discharged or undischarged bankruptcy to the BAPSC.</p> <p>Accountability of each director and owner has been defined and is understood.</p> <p><i>BS7960:2005; BS7958:2005; BS7984:2001</i></p>	<p>←All aspects of the previous column plus:</p> <p>Authority levels have been defined and are understood as required to ensure the smooth running of the organisation</p> <p><i>ISO9001:2000</i></p>	<p>INTENTIONALLY LEFT BLANK</p>	<p>INTENTIONALLY LEFT BLANK</p>

4. Financial Management:

4.3 A BAPSC Full Member can demonstrate that it carries the required business insurance.				
4.3.1 There is sufficient insurance cover to meet contractual requirements.				
	Required Achievement Level			
<p>The organisation has contractual insurance that :</p> <ul style="list-style-type: none"> covers the annual turnover is appropriate in content 	<p>←All aspects of the previous column plus:</p> <p>The organisation also has adequate insurance cover, appropriate to its activities for:</p> <ul style="list-style-type: none"> public liability employer liability efficacy vehicles <p>BS7960:2005; BS7499:2002; BS7984:2001</p>	<p>←All aspects of the previous column plus:</p> <p>No unlimited liability contracts exist.</p>	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK
4.4 A BAPSC Full Member can demonstrate that it understands the market place and has financial plans to meet its strategic direction.				
4.4.1 Analysis of the market place in which the organisation operates is conducted.				
	Required Achievement Level			
<p>The organisation is aware of developments in the market place in which it operates.</p>	<p>The organisation is aware of and understands developments in the market place in which it operates. It uses this information as the basis:</p> <ul style="list-style-type: none"> of its planning process; for making financial decisions. 	<p>←All aspects of the previous column plus:</p> <p>The organisation actively gathers and uses information about the market it currently operates in.</p>	<p>←All aspects of the previous column plus:</p> <p>The organisation also actively gathers and uses information about the market it may want to enter in the future.</p>	INTENTIONALLY LEFT BLANK

5. Resources:

5. Resources:

A BAPSC Full Member has sufficient technical resources to sustain its business, meeting the relevant industry standards.

5.1 A BAPSC Full Member can demonstrate that it has effective management information systems for all aspects of its business with appropriate back-ups and contingencies.				
5.1.1 Information key to the business has been identified and is produced and delivered in an effective and timely manner to relevant employees.				
	Required Achievement Level			
Information is produced and delivered in an ad-hoc manner as and when the need arises.	<p>The key information relevant to providing service delivery has been identified.</p> <p>It is produced on a regular basis in line with organisational requirements.</p> <p><i>ISO9001:2000; BS7499:2002</i></p> <p>It is delivered in an effective and timely manner to the relevant employees and other interested parties.</p>	<p>Key information relevant to all areas of the business has been identified</p> <p>All information is produced on a regular basis in line with organisational requirements</p> <p>All information is delivered in an effective and timely manner to the relevant employees and other interested parties.</p>	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK

5. Resources:

5.1 A BAPSC Full Member can demonstrate that it has effective management information systems for all aspects of its business with appropriate back-ups and contingencies.				
5.1.2 Relevant versions of applicable documents are available at the point of use.				
		Required Achievement Level		
Document version control is applied in an ad-hoc manner. Not all of the most up to date documents are available at the point of use.	Document version control is applied to key service delivery documents The most up to date documents are available at most sites	Document version control is applied to all service delivery documents. The most up to date versions of applicable documents are available at the point of use. <i>ISO9001:2000</i>	←All aspects of the previous column plus: Document version control is a well defined process. It is applied to all service delivery and key business documents.	INTENTIONALLY LEFT BLANK
5.1.3 Adherence to the Data Protection Act 1998 is demonstrable.				
Required Achievement Level				
Compliance with the Data Protection Act 1998 is evident in all aspects of the organisation's business, including notification to the Information Commissioner and evidence of registration if required. BS7858:2004; BS7960:2005; BS7958:2005	←All aspects of the previous column plus: All employees are made aware of individual and organisational responsibilities for data protection compliance, including updates where appropriate.	←All aspects of the previous column plus: All employees receive training outlining their individual and organisational responsibilities for data protection compliance, including updates Refresher training is conducted where appropriate. There are procedures in place to monitor employee awareness of their own and the organisation's responsibilities for data protection.	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK

5. Resources:

5.1 A BAPSC Full Member can demonstrate that it has effective management information systems for all aspects of its business with appropriate back-ups and contingencies.				
5.1.4 Personnel records and other key information are maintained in accordance to legislative requirements				
	Required Achievement Level			
Personnel records and other key information is handled and stored in a way that is consistent with statutory requirements.	<p>←All aspects of the previous column plus:</p> <p>There are procedures relating to the maintenance of personnel records and other key information that reflect current legislative requirements.</p> <p>The procedures are implemented for all service delivery data and information, personnel and financial records.</p> <p><i>ISO9001:2000; BS7858:2004; BS7960:2005; BS7958:2005; BS7499:2002; BS7499:2002; BS7984:2001</i></p>	<p>←All aspects of the previous column plus:</p> <p>The procedures are followed for all records and all forms of data and information</p> <p><i>ISO9001:2000</i></p>	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK
5.2 A BAPSC Full Member can demonstrate that it has the required premises, procedures and equipment to conduct business effectively.				
5.2.1 Lease and ownership papers are appropriate to the relevant premises.				
	Required Achievement Level			
Lease and ownership papers are appropriate to the relevant premises.	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK
<i>ISO9001:2000</i>				

5. Resources:

5.2 A BAPSC Full Member can demonstrate that it has the required premises, procedures and equipment to conduct business effectively.				
5.2.2 Administrative offices are fit for purpose.				
	Required Achievement Level			
Administrative offices and/or operational centres are fit for purpose and secure. BS7960:2005; BS7499:2002; BS7984:2001	<p>←All aspects of the previous column plus:</p> <p>The relevant address is used on all correspondence, promotional material and signage.</p> <p><i>ISO9001:2000; BS7960:2005</i></p>	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK
5.2.3 Control rooms/response rooms are designed, fitted and equipped in a manner appropriate to purpose.				
	Required Achievement Level			
The control rooms/response rooms are designed, fitted and equipped in a manner appropriate to its purpose and to ensure adequate: <ul style="list-style-type: none"> management of service delivery management and safety of employees. <p><i>ISO9001:2000; BS7958:2005; BS7499:2002; BS7984:2001</i></p>	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK	

5. Resources:

5.2 A BAPSC Full Member can demonstrate that it has the required premises, procedures and equipment to conduct business effectively.				
5.2.4 Equipment owned is recorded, adequately maintained and appropriate for its purpose i.e. is fit for purpose.				
		Required Achievement Level		
The equipment used is poorly maintained and/or unsuitable for the purpose to which it has been allocated.	Some of the equipment used is appropriate for the purpose to which it has been allocated. There is no record of equipment owned and issued. Missing equipment may go undetected Maintenance occurs on an ad-hoc basis	All equipment is appropriate for the purpose to which it has been allocated. Equipment relating to service delivery is recorded and regular checks are conducted to ensure the records are complete and up to date. There is a schedule for the maintenance of all equipment that is applied to equipment used for service delivery. <i>BS7960:2005; BS7958:2005; BS7499:2002; BS 7984:2001</i>	<p>←All aspects of the previous column plus:</p> <p>There is a comprehensive equipment register which covers all the equipment owned by the organisation.</p> <p>Regular checks are conducted to ensure the register is complete and up to date.</p> <p>There is a schedule for the maintenance of all equipment that is implemented and up to date.</p> <p><i>ISO9001:2000</i></p>	INTENTIONALLY LEFT BLANK
5.2.5 Service enhancing technology is used to improve service delivery to customers and safety for employees.				
		Required Achievement Level		
The organisation does not invest in servicing enhancing technology to ensure service delivery to its customers or the safety of its employees	Where appropriate, the organisation introduces servicing enhancing technology to improve service delivery at the request of the customer.	The organisation actively encourages the adoption of proven servicing enhancing technology by customers to improve service delivery and ensure the safety of its employees.	<p>←All aspects of the previous column plus:</p> <p>The organisation actively researches new and emerging servicing enhancing technology for relevance in the enhancement of service delivery to its customers and safety to its employees.</p>	INTENTIONALLY LEFT BLANK

6. People:

6. People:

A BAPSC Full Member develops and implements plans to ensure its people are suitably trained, developed and cared for.

6.1 A BAPSC Full Member can demonstrate that it manages its human resources through clear policies and procedures.				
6.1.1 There is a defined and implemented recruitment policy.				
	Required Achievement Level			
<p>PSIA licensing requirements are adhered to.</p> <p>Some recruitment records are kept.</p>	<p>←All aspects of the previous column plus:</p> <p>A screening process requiring a minimum 5 years employment history and including the take up of references is in place and used for all relevant recruitment.</p> <p>Recruitment records are maintained for all employees.</p> <p>The screening process is monitored, for individuals provisionally employed, during the time taken to complete the screening.</p> <p>The requirements for each role within the organisation have been defined. These include such information as experience, skills and qualifications required.</p> <p>Interviews for all employees are conducted, documented and retained for 1 year.</p> <p><i>ISO9001:2000; BS7960:2005; BS7499:2002; BS7984:2001; BS7858:2004</i></p>	<p>←All aspects of the previous column plus:</p> <p>Defined job requirements are used to:</p> <ul style="list-style-type: none"> place an appropriately worded advertisement that takes into account relevant legislation, conduct a telephone pre-interview vetting process. <p>Telephone interrogation of service records are conducted from two recent employment references</p>	<p>←All aspects of the previous column plus:</p> <p>Additional background checks with written responses covering 10 years employment history are completed within 16 weeks of commencement of employment.</p>	<p>←All aspects of the previous column plus:</p> <p>Re- vetting is conducted, where applicable, prior to:</p> <ul style="list-style-type: none"> promotion; transfer to high-risk site. <p>Signed written consent is gained to conduct:</p> <ul style="list-style-type: none"> home visits; financial checks.

6. People:

6.1 A BAPSC Full Member can demonstrate that it manages its human resources through clear policies and procedures.				
6.1.2 Defined employee training, development and improvement policy and procedures are in place, implemented and communicated.				
	Required Achievement Level			
Statutory licensing training is the only training that takes place.	<p>There is a training and development policy with supporting procedures that covers company and assignment-specific training as well as any statutory training requirements</p> <p>They are implemented for employees requiring any statutory licence.</p> <p>These employees are aware of the policies and procedures</p> <p><i>BS7960:2005; BS7499:2002; BS7984:2001; BS7872:2002</i></p>	<p>←All aspects of the previous column plus:</p> <p>There are well defined training, development and improvement policies and supporting procedures in place.</p> <p>All BAPSC minimum training requirements are met.²</p> <p>They apply to all employees and are fully implemented.</p> <p>All employees are aware of the policies and procedures.</p> <p>There are procedures in place to monitor the extent of their implementation and employee awareness</p> <p><i>ISO9001:2000</i></p>	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK

² The Required Achievement Level will move to this column once BAPSC minimum training requirements are established and ratified by the General Council.

6. People:

6.1 A BAPSC Full Member can demonstrate that it manages its human resources through clear policies and procedures.				
6.1.3 A process for obtaining staff opinions on the organisation, their job and conditions exists and is implemented.				
	Required Achievement Level			
The organisation does not ask employees for their opinions about the organisation, their job or working conditions.	Individuals have the opportunity to express their opinion. Issues raised are acted upon where appropriate.	<p>←All aspects of the previous column plus:</p> <p>Supervisory staff are asked their opinions about the organisation, their job or working conditions on a regular basis.</p> <p>The organisation monitors its progress in improving the perception of its supervisory staff.</p>	<p>All employees are asked their opinions about the organisation, their job or working conditions on a regular basis.</p> <p>Key performance measures exist.</p> <p>Improvement plans are in place and some are implemented</p> <p>The organisation monitors its progress in improving employee perception.</p>	<p>←All aspects of the previous column plus:</p> <p>Key performance measures exist with targets.</p> <p>Plans for improvement are developed and implemented based on results achieved.</p> <p>Delivery of improvements is reflected in improved employee retention</p>

6. People:

6.1 A BAPSC Full Member can demonstrate that it manages its human resources through clear policies and procedures.				
6.1.4 Employee records are maintained.				
		Required Achievement Level		
Employee records contain personal and bank details. Employee records are not regularly checked to ensure the information contained is up to date.	Employee records are maintained for all employees. They contain up to date information relating to : <ul style="list-style-type: none"> personal details such as name, address bank details PAYE information vetting information where relevant for the role PSIA licensing information where required such as licence number, expiry date. There are procedures in place to ensure the records are up to date. Employees understand what information is held and how it is stored.	<p>←All aspects of the previous column plus:</p> <p>The records also contain:</p> <ul style="list-style-type: none"> up to date information relating to full employment history as obtained during the recruitment process. training records 	<p>←All aspects of the previous column plus:</p> <p>The records also contain up to date information relating to:</p> <ul style="list-style-type: none"> records of discussions relating to performance. disciplinary and grievance information where relevant 	INTENTIONALLY LEFT BLANK

6. People:

6.1 A BAPSC Full Member can demonstrate that it manages its human resources through clear policies and procedures.				
6.1.5 A defined grievance procedure is in place which is implemented and communicated, including reference to appropriate methods of whistleblowing.				
	Required Achievement Level			
The organisation would apply the default statutory procedure. Employees are given a copy when they join the organisation. The procedure is followed when necessary.	There is a company specific grievance procedure that complies with the minimum statutory requirements. Employees are given a copy when they join the organisation. The procedure is followed when necessary.	<p>←All aspects of the previous column plus:</p> <p>The defined grievance procedure goes beyond the minimum statutory requirement</p> <p>It is clearly written and easily understandable by all employees</p> <p>There are guidelines for whistleblowing procedures, in accordance with BAPSC policies³</p> <p>All employees are aware of the procedures</p>	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK

³ The Required Achievement level will move to this column once whistleblowing policy and procedures have been produced by BAPSC.

6. People:

6.1 A BAPSC Full Member can demonstrate that it manages its human resources through clear policies and procedures.				
6.1.6 Defined terms and conditions of employment exist which are implemented and communicated.				
	Required Achievement Level			
<p>Terms and conditions of employment are issued verbally. All employees are given a written copy within 8 weeks of employment starting.</p> <p>Terms and conditions state:</p> <ul style="list-style-type: none"> • name of employer and employee • job title and/or job description • start date • details of pay and allowances • total number of hours and days required; • employee benefits statement • details of notice and termination period; • disciplinary, grievance and appeals procedures • place of work or notification that place of work varies. 	<p>←All aspects of the previous column plus:</p> <p>Terms and conditions of employment have been defined for each role.</p> <p>Contracts and/or Terms and Conditions of employment also include:</p> <ul style="list-style-type: none"> • details of any probationary period • details of any provisional period, subject to screening if applicable • requirements to adhere to policies and procedures; • details of any equipment supplied <p>BS7960:2005; BS7958:2005; BS7984:2001; BS7499:2002; BS7872:2002</p>	<p>←All aspects of the previous column plus:</p> <p>Contracts are revised when changes to employment conditions are made</p> <p>Changes to terms and conditions are discussed with staff prior to implementation.</p> <p>Where sub-contractors are used the organisation ensures that they have terms and conditions of employment from their own employer</p>	<p>←All aspects of the previous column plus:</p> <p>Contracts of employment are issued to all staff within 4 weeks of employment starting</p>	<p>←All aspects of the previous column plus:</p> <p>Contracts of employment are issued to all staff before or as employment starts.</p>

6. People:

6.1 A BAPSC Full Member can demonstrate that it manages its human resources through clear policies and procedures.				
6.1.7 A defined disciplinary process is in place which is implemented and communicated.				
	Required Achievement Level			
The organisation would apply the default statutory procedure Employees are given a copy when they join the organisation. The procedure is followed when necessary.	There is a company specific disciplinary procedure that complies with the minimum statutory requirements. Employees are given a copy when they join the organisation. The procedure is followed when necessary.	<p>← All aspects of the previous column plus:</p> <p>The defined disciplinary procedure goes beyond the minimum statutory requirements. It is clearly written and easily understandable by all employees All employees are aware of the procedures</p>	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK
6.1.8 A defined policy exists covering 'Transfer of Undertakings' which is implemented and communicated				
	Required Achievement Level			
The organisation is aware of its obligations under TUPE and there are procedures in place to manage a 'Transfer of Undertakings'.	<p>The organisation fully recognises its obligations under TUPE and its procedures reflect this</p> <p>The procedures also ensure</p> <ul style="list-style-type: none"> • assessment of the training needs of the employees; • induction into company; • provision of required training within reasonable specified timeframes. • re-screening of employees where screening information is not available. <p><i>BS7858:2004; BS7499:2002; BS7984:2001</i></p>	<p>← All aspects of the previous column plus:</p> <p>The procedures also contain details of how the staff will be integrated into the organisation</p>	<p>← All aspects of the previous column plus:</p> <p>The organisation cooperates fully in the exchange of information required for a smooth transfer.</p>	INTENTIONALLY LEFT BLANK

6. People:

6.1 A BAPSC Full Member can demonstrate that it manages its human resources through clear policies and procedures.				
6.1.9 Roles and responsibilities are defined for all employees.				
		Required Achievement Level		
Roles and responsibilities are not clearly defined.	Roles and responsibilities have been defined for all levels of management. They are understood throughout the whole organisation.	Roles and responsibilities have been defined for all employees <i>BS7958:2005; BS7499:2002; BS7872:2002; BS7984:2001</i> These have been communicated to and are understood by all employees.	← All aspects of the previous column plus: Roles and responsibilities are reviewed regularly to ensure and maintain relevance to the business There are procedures in place to monitor ongoing awareness of roles and responsibilities.	INTENTIONALLY LEFT BLANK
6.1.10 A defined equality and diversity policy exists which is implemented and communicated.				
	Required Achievement Level			
The organisation is aware of its responsibilities under 'Equal Opportunities' but has not developed an approach to managing 'equality and diversity' requirements.	There is a defined equality and diversity procedure that complies with the minimum statutory requirements. Employees are given a copy when they join the organisation. The procedure is followed when necessary.	←All aspects of the previous column plus: The defined equality and diversity procedure goes beyond the minimum statutory requirement. It is clearly written and easily understandable by all employees The organisation actively manages its 'equality and diversity' policy and disciplines employees found to be working outside of it.	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK

6. People:

6.1 A BAPSC Full Member can demonstrate that it manages its human resources through clear policies and procedures.				
6.1.11 An induction pack/training including an introduction to policies and procedures exists.				
	Required Achievement Level			
<p>An induction pack is available</p> <p>The induction pack covers basic information only including:</p> <ul style="list-style-type: none"> the wearing or carrying of identification; the requirement to report new criminal convictions and cautions. 	<p>←All aspects of the previous column plus:</p> <p>An Induction pack is given to all employees on the day employment commences.</p> <p>The induction pack covers the organisation's guidelines on:</p> <ul style="list-style-type: none"> disciplinary procedures; grievance procedures; instruction on how to report on job incidents; the wearing of a uniform; personal appearance; health and safety procedures; general conduct expected. <p><i>BS7499:2002: BS7984:2001</i></p>	<p>←All aspects of the previous column plus:</p> <p>The induction pack also covers the organisation's guidelines on:</p> <ul style="list-style-type: none"> maintenance of customer confidentiality the right to Union representation management structure 	<p>←All aspects of the previous column plus:</p> <p>This is supported by face to face induction training.</p> <p>The additional information/training covers:</p> <ul style="list-style-type: none"> requirements of the Data Protection Act 1998 key company contacts. 	<p>←All aspects of the previous column plus:</p> <p>The face to face induction training also includes.</p> <ul style="list-style-type: none"> the history of the company; the approach to business of the organisation. feedback mechanisms for both employee and customers an overview of customer base; <p>Understanding of induction material is checked.</p>



BRITISH ASSOCIATION OF PRIVATE SECURITY COMPANIES

6. People:

6.2 A BAPSC Full Member can demonstrate that it trains and develops its people to deliver customer satisfaction and added value, to an agreed standard.				
6.2.1 All employees have training plans and records.				
	Required Achievement Level			
No training plans or records exist.	<p>All employees have professional/vocational training records that show:</p> <ul style="list-style-type: none"> programme of study completed; dates when training was conducted; details of the trainers involved. <p>The records are signed by both the employee and the trainer</p> <p><i>ISO9001:2000; BS7960:2005; BS7958:2005; BS7499:2002; BS7984:2001</i></p>	<p>← All aspects of the previous column plus:</p> <p>Where appropriate, employees have professional/vocational training plans that show:</p> <ul style="list-style-type: none"> details of planned training; planned completion date; a named person who is responsible for ensuring the training takes place. <p>The plans are signed by both the employee and their manager.</p>	<p>← All aspects of the previous column plus:</p> <p>Records of all training personal development needs and training undertaken are maintained.</p>	<p>INTENTIONALLY LEFT BLANK</p>



BRITISH ASSOCIATION OF PRIVATE SECURITY COMPANIES

6. People:

6.2 A BAPSC Full Member can demonstrate that it trains and develops its people to deliver customer satisfaction and added value, to an agreed standard.

6.2.2 All employees are trained to the required standard

	Required Achievement Level			
Employees who require an SIA licence have received and passed the necessary training as defined by the relevant training specifications	<p>← All aspects of the previous column plus:</p> <p>All employees requiring an SIA front-line licence are given appropriate additional basic job training.</p> <p>The effectiveness of all training is measured on an ongoing basis <i>BS7499:2002; BS7984:2001</i></p> <p>Employees who require an SIA non front-line licence are given adequate job training. <i>BS7858:2004</i></p> <p>Training is given on the use of any equipment that is required to fulfil their role <i>BS7960:2005; BS7499:2002</i></p> <p>Subject specific modules relating to their role are also given. <i>BS7499:2002</i></p>	<p>← All aspects of the previous column plus:</p> <p>There is ongoing assessment of training needs which are addressed.</p>	<p>← All aspects of the previous column plus:</p> <p>All other employees are given adequate job training.</p>	<p>INTENTIONALLY LEFT BLANK</p>

6. People:

6.2 A BAPSC Full Member can demonstrate that it trains and develops its people to deliver customer satisfaction and added value, to an agreed standard.				
6.2.3 All supervisors are trained to the required standard for their role.				
		Required Achievement Level		
No additional training is given to any personnel being appointed to or holding supervisory positions.	<p>← All aspects of the previous column plus:</p> <p>Supervisors are encouraged to improve their knowledge of additional topics that would improve their leadership skills</p>	<p>Employees in supervisory positions are given specific training relating to the skills required for leadership. e.g.</p> <ul style="list-style-type: none"> • the role of a supervisor • team behaviour • leadership • decision making • problem-solving • communication skills • performance review • time management • customer service <p>Ongoing assessment of the training effectiveness is measured.</p> <p>BS7499:2002</p>	<p>← All aspects of the previous column plus:</p> <p>In addition supervisors receive specific training in additional topics that would improve and enhance their leadership skills</p>	<p>INTENTIONALLY LEFT BLANK</p>

6. People:

6.2 A BAPSC Full Member can demonstrate that it trains and develops its people to deliver customer satisfaction and added value, to an agreed standard.				
6.2.4 The organisation uses either in house or external approved training providers.				
Required Achievement Level				
The organisation ensures that training required for an SIA licence training is delivered by an approved provider and that all trainers are qualified to deliver the course to the relevant training specifications <i>BS7958:2005; BS7499:2002</i>	<p>← All aspects of the previous column plus:</p> <p>The organisation ensures that all other training is delivered by trainers who are:</p> <ul style="list-style-type: none"> qualified to deliver the course or subject being trained; regularly assessed by an approved body 	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK
6.2.5 Assignment specific training/induction/information is given.				
		Required Achievement Level		
Assignment specific Information is given verbally.	Assignment specific Information is given verbally and is supported by documented assignment instructions.	<p>← All aspects of the previous column plus:</p> <p>Employees new to an assignment location are kept under supervision for the appropriate duration of their on-assignment induction.</p> <p>Where shifts are worked the supervision encompasses a number of shifts.</p> <p><i>BS7960:2005; BS7499:2002; BS7984:2001</i></p>	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK



BRITISH ASSOCIATION OF PRIVATE SECURITY COMPANIES

6. People:

6.2 A BAPSC Full Member can demonstrate that it trains and develops its people to deliver customer satisfaction and added value, to an agreed standard.				
6.2.6 Customer feedback is obtained for individuals working with clients.				
		Required Achievement Level		
Customer feedback is accepted when offered.	<p>← All aspects of the previous column plus:</p> <p>Customer comments on performance are fed back to the relevant employees.</p>	<p>← All aspects of the previous column plus:</p> <p>The feedback, both positive and negative, is presented to the individual in a timely manner.</p> <p>Where necessary remedial action/additional training is implemented</p>	<p>Customer feedback is actively solicited for staff requiring an SIA front-line licence.</p> <p>It is also included in the annual appraisal process</p>	<p>← All aspects of the previous column plus:</p> <p>Customer feedback is actively solicited on all individuals who have contact with customers and is presented to the individual in a timely manner.</p> <p>It is used to influence pay reviews/bonuses and/or used to formulate training and succession plans.</p>

6. People:

6.3 A BAPSC Full Member can demonstrate that its people are provided with appropriate benefits and welfare arrangements.				
6.3.1 A holiday entitlement policy exists which is implemented and communicated.				
	Required Achievement Level			
<p>There is a holiday entitlement policy that entitles employees to:</p> <ul style="list-style-type: none"> • 4 weeks paid leave per annum; • pay in lieu of holiday not taken when an employee leaves the organisation. <p>Employees who join within the holiday year or who work part-time are entitled to the same holiday entitlement pro-rata</p> <p>Statutory definitions are used to calculate pro-rata and in-lieu payments</p>	<p>← All aspects of the previous column plus:</p> <p>Employees are encouraged to use their full entitlement.</p>	<p>← All aspects of the previous column plus:</p> <p>Employees are entitled to paid leave, or enhanced payment in lieu of leave, for public holidays that are not included as part of the annual entitlement .</p>	INTENTIONALLY LEFT BLANK	INTENTIONALLY LEFT BLANK.
6.3.2 A pensions policy exists which is implemented and communicated.				
	Required Achievement Level			
<p>There is a pension scheme in place that meets the minimum statutory requirement.</p>	<p>← All aspects of the previous column plus:</p> <p>Employees are encouraged to join the scheme or are given advice as to alternatives.</p>	<p>← All aspects of the previous column plus:</p> <p>A pension scheme that exceeds the minimum statutory requirement exists for Directors and Managers only.</p>	<p>There is a pension scheme in place that exceeds the minimum statutory requirement that is open to all employees after 1 year's service.</p>	INTENTIONALLY LEFT BLANK

6. People:

6.3 A BAPSC Full Member can demonstrate that its people are provided with appropriate benefits and welfare arrangements.				
6.3.3 A health and safety policy and supporting procedures exist and are implemented.				
Required Achievement Level				
<p>There is a health and safety policy in place</p> <p>The policy is the minimum required by legislation.</p> <p>It is displayed at all locations and is implemented</p> <p>All employees are given health and safety training as part of their induction when joining the organisation.</p> <p>BS7958:2005</p> <p>Procedures are in place to confirm the safety of employees whilst working at a customer site/venue</p> <p>BS7499:2002; BS7984:2001</p> <p>Performance reporting is restricted to that required by legislation e.g. RIDDOR</p>	<p>← All aspects of the previous column plus:</p> <p>Lessons learned from the review of incidents lead to changes in practice</p>	<p>← All aspects of the previous column plus:</p> <p>All employees are given health and safety training on a regular basis to reinforce the message.</p> <p>Performance reporting is restricted to that required by legislation.</p> <p>Specific and refresher training is given to employees when changing sites/venues.</p>	<p>There is a health and safety policy in place that goes beyond the minimum required by legislation.</p> <p>It is fully implemented with supporting procedures</p> <p>Performance reporting goes beyond that required by legislation.</p> <p>Performance against all health and safety measures is regularly and frequently monitored and reviewed.</p> <p>Additional health and safety awareness courses are regularly undertaken by all employees.</p>	<p>← All aspects of the previous column plus:</p> <p>The policy is recognised as best practice within the industry.</p>

6. People:

6.3 A BAPSC Full Member can demonstrate that its people are provided with appropriate benefits and welfare arrangements.				
6.3.4 An approach to provision of welfare and benefits is in place.				
	Required Achievement Level			
The welfare and benefits offered by the organisation meet the statutory requirements.	<p>← All aspects of the previous column plus:</p> <p>Uniforms are supplied and the organisation ensures they are cleaned and renewed.</p> <p><i>BS7499:2002; BS7984:2001; BS7984:2001; BS7958:2005; BS7872:2002</i></p> <p>All employees are made aware of the welfare and other benefits package</p>	<p>The welfare and benefits offered by the organisation exceed the statutory requirements and include such things as</p> <ul style="list-style-type: none"> • compassionate leave arrangements. • self certification for periods of sickness up to 7 days; • payment of training required to obtain an SIA licence • days spent on the training required for an SIA licence are paid <p>All employees are made aware of the welfare and other benefits package.</p>	<p>← All aspects of the previous column plus:</p> <p>The welfare and benefits package also includes:</p> <ul style="list-style-type: none"> • payment of the SIA licence application fee • personal accident cover • sufficient statutory cover • counselling service from trained professionals after suffering trauma 	<p>INTENTIONALLY LEFT BLANK</p>

6. People:

6.4 A BAPSC Full Member can demonstrate an appraisal and development system that encourages its employees to improve themselves.				
6.4.1 A process for the appraisal of employee performance is in place and is implemented.				
		Required Achievement Level		
Discussions on employee performance take place following a customer or consumer complaint. The discussions are one way in nature.	Occasional discussions on employee performance take place. The discussion is based on the views of the immediate supervisor or manager. Additional needs are agreed and implemented.	All employees have at least an annual discussion with a supervisor or manager about their performance. The discussion is based on the views of their immediate supervisor or manager. The discussion is two-way. Additional needs are agreed and implemented.	← All aspects of the previous column plus: The discussions contain positive feedback and are based on input from the customer and colleagues	← All aspects of the previous column plus: Interim discussions are held at least 6 monthly with an immediate supervisor or manager. All performance discussion is two-way and is documented. Additional training and developmental needs are agreed and implemented.
6.4.2 Self learning and improvement is encouraged.				
		Required Achievement Level		
Self learning and improvement are not encouraged or supported.	Employees are encouraged to undertake relevant/specialist training. Requests from employees are supported where possible.	← All aspects of the previous column plus: Recognised formal qualifications in their chosen relevant disciplines based on national occupational standards are encouraged with all employees. <i>BS7958:2005; BS7499:2002; BS7984:2001</i> Employees are aware of the opportunities available to them.	← All aspects of the previous column plus: Self learning and development outside of their chosen relevant disciplines are also encouraged. Assistance with learning activities is offered.	INTENTIONALLY LEFT BLANK

6. People:

6.4 A BAPSC Full Member can demonstrate an appraisal and development system that encourages its employees to improve themselves.				
6.4.3 The organisation develops employees especially those with leadership potential.				
	Required Achievement Level			
There are procedures in place to assist in the development of employees.	<p>← All aspects of the previous column plus:</p> <p>Employees who want to develop or who demonstrate leadership potential are identified in an ad-hoc manner</p>	<p>← All aspects of the previous column plus:</p> <p>Procedures are implemented and where possible all positions of responsibility are recruited internally.</p> <p>Employees with potential and who want to develop are identified and given special opportunities to learn about the business from a variety of positions.</p>	<p>← All aspects of the previous column plus:</p> <p>The procedures include such things as:</p> <ul style="list-style-type: none"> • use of the discussion on performance to identify employees with potential and who want to develop. • the use of the discussions on performance to identify potential leaders; • specific training for employees with leadership potential. <p>Employees with leadership potential are mentored and developed by their immediate supervisor /manager.</p>	<p>← All aspects of the previous column plus:</p> <p>The procedures also include such things as:</p> <ul style="list-style-type: none"> • an implemented succession plan that is reviewed at least annually. <p>Employees with leadership potential are mentored and developed by the senior management team.</p> <p>Special provisions are made in terms of training and recompense to encourage employees to stay with the organisation and take greater responsibility.</p>

6. People:

6.5 A BAPSC Full Member can demonstrate that it meets the requirements of the Working Time Directive.				
6.5.1 There is a commitment to adhere to the Working Time Directive.				
Required Achievement Level				
<p>The organisation works within the statutory requirement of the Working Time Directive.</p> <p>Employees are not put under pressure to opt out of the restrictions before the employment contract is signed</p> <p>Shift patterns and the number of hours worked are appropriate to protect the health and safety and ensure the effectiveness of employees.</p> <p>BS7958:2005</p>	<p>← All aspects of the previous column plus:</p> <p>Discussions take place with customers to encourage shorter shift patterns.</p>	<p>← All aspects of the previous column plus:</p> <p>The organisation exceeds the statutory requirement of the Working Time Directive through having no contracts that require 56 or 60 hour shift patterns</p>	<p>The organisation exceeds the statutory requirement of the Working Time Directive through the utilisation of the 48 hour week.</p>	<p>INTENTIONALLY LEFT BLANK</p>
6.5.2 The legislation on the national minimum wage is implemented.				
	Required Achievement Level			
<p>The national minimum wage is adhered to.</p>	<p>The national minimum wage is adhered to, or exceeded, for basic take home pay.</p> <p>Overtime payments are not included in the calculation. They are over and above basic take home pay.</p>	<p>INTENTIONALLY LEFT BLANK</p>	<p>INTENTIONALLY LEFT BLANK</p>	<p>INTENTIONALLY LEFT BLANK</p>

7. Leadership:

7. Leadership:

A BAPSC Full Member has effective leadership.

7.1 A BAPSC Full Member can demonstrate that the leaders have the knowledge and ability to lead from the front.				
7.1.1 Leaders can demonstrate, relevant to sector, knowledge of the legislative framework, common law, working practice, and industry standards/codes of practice.				
	Required Achievement Level			
Leaders have some knowledge of the legislative framework, common law, working practice and industry standards/codes of practice for the sector.	Leaders have an appropriate knowledge of the legislative framework, common law, working practice and industry standards/codes of practice for their sector and role within the organisation. <i>BS7858:2004; BS7958:2005;</i> They can apply this knowledge to their organisation.	←All aspects of the previous column plus: They actively seek information or advice to ensure they are working to the most current and up to date legislation, common law, working practice and industry standards and/or codes of practice for the sector.	←All aspects of the previous column plus: The senior leaders of the organisation are involved in the review and update of working practices and industry standards/code of practice for their sector.	INTENTIONALLY LEFT BLANK
7.1.2 Leaders are involved in the development and implementation of relevant policies and procedures.				
		Required Achievement Level		
Leaders are involved in the development of policies and procedures	←All aspects of the previous column plus: Leaders review policies and procedures in an ad-hoc manner, usually when problems have occurred.	←All aspects of the previous column plus: Leaders are actively involved in ensuring they are implemented in the relevant parts of the organisation <i>ISO9001:2000; BS7958:2005</i>	←All aspects of the previous column plus: Leaders continue to be involved in the regular review of policies and procedures to ensure they remain relevant to the business and effectively implemented.	INTENTIONALLY LEFT BLANK

7. Leadership:

7.1 A BAPSC Full Member can demonstrate that the leaders have the knowledge and ability to lead from the front.				
7.1.3 Managers and directors responsible for processes and key personnel can demonstrate an understanding of procedures.				
		Required Achievement Level		
The understanding of the organisation's procedures by the managers and directors responsible for processes and key personnel is incomplete	The managers and directors responsible for processes and key personnel understand some of the procedures within their sphere of responsibility.	All managers and directors responsible for processes and key personnel understand all of the procedures within their sphere of responsibility. They actively ensure they are fully implemented. <i>ISO9001:2000; BS7958:2005; BS7499:2002</i>	All managers and directors responsible for processes and key personnel understand the links between the procedures and how they work together to deliver the plans for the business. They actively ensure they are fully implemented in a manner reflecting the organisations values.	INTENTIONALLY LEFT BLANK
7.1.4 Leaders review key results and ensure that improvements are planned and implemented.				
		Required Achievement Level		
Senior leaders review key results in an ad-hoc manner.	Senior leaders are involved in the review of key performance results. Supervisors are involved in the review of performance in their own area of responsibility. Supervisors are actively involved in the creation and implementation of improvement plans within their own area of responsibility.	Senior leaders are regularly involved in the review of key performance results with some key personnel There are links between the reviews and the creation of improvement plans.	All leaders are regularly involved in the review of key performance results. These reviews lead to the identification and prioritisation of improvement plans. All leaders are actively involved in ensuring that improvement plans are implemented. <i>ISO9001:2000</i>	INTENTIONALLY LEFT BLANK



BRITISH ASSOCIATION OF PRIVATE SECURITY COMPANIES

7. Leadership:

7.2 A BAPSC Full Member can demonstrate that the leaders review and improve the effectiveness of their leadership skills.				
7.2.1 Leaders consult stakeholders on their leadership skills and have personal development plans based on the feedback.				
Required Achievement Level				
Feedback from customers and employees on leadership skills is acted upon when it is received.	Leaders seek feedback on their strengths and areas for improvement in the area of leadership from employees. Feedback on their leadership skills from customers is acted upon when it is received	Leaders regularly seek feedback on their strengths and areas for improvement in the area of leadership from customers and employees The areas for improvement are noted and actions are taken to change behaviour.	<p>←All aspects of the previous column plus:</p> <p>Improvement plans exist to address areas for improvement. Improvement plans detail specific actions to be taken within agreed timescales.</p>	<p>←All aspects of the previous column plus:</p> <p>All leaders also regularly seek feedback on the leadership strengths and areas for improvement from other stakeholder such as consumers, police and other authorities. The feedback is reviewed and improvement plans are created to address areas for improvement. Improvement plans are monitored for progress.</p>



BRITISH ASSOCIATION OF PRIVATE SECURITY COMPANIES

7. Leadership:

7.3 A BAPSC Full Member can demonstrate that the leaders develop a culture of openness.				
7.3.1 Leaders have developed a set of high values or codes of ethics that are implemented throughout the organisation.				
		Required Achievement Level		
Leaders have not developed a set of values or a code of ethics by which the organisation is managed and led.	<p>Leaders have developed a set of values or a code of ethics that guide behaviour on such things as:</p> <ul style="list-style-type: none"> • confidential reporting of issues, non compliance to procedures, service delivery failures and legislation, regulation and policy infringements • intolerance of bullying and harassment of employees, • respectful treatment of employees • ethical dealings with customers and consumers 	<p>←All aspects of the previous column plus:</p> <p>These are known by all employees and are implemented throughout the organisation.</p> <p>Procedures are in place to take action with individuals who do not work within the values or code of ethics</p>	<p>←All aspects of the previous column plus:</p> <p>Employees would agree that leaders act as role models for the values or code of ethics.</p>	<p>INTENTIONALLY LEFT BLANK</p>

7. Leadership:

7.4 A BAPSC Full Member can demonstrate that the leaders develop and implement an effective management system that continually improves the organisation and its performance.				
7.4.1 Leaders are involved in improvement activity.				
		Required Achievement Level		
Leaders can not demonstrate that they are involved in improvement activity.	Leaders are involved in improvement activity in an ad-hoc manner.	Leaders are routinely involved in improvement activity. <i>ISO9001:2000</i> Leaders can provide examples of improvements they have been involved with.	←All aspects of the previous column plus: Leaders' involvement delivers added value to the improvement.	INTENTIONALLY LEFT BLANK
7.4.2 Leaders encourage employee participation in improvement activity.				
		Required Achievement Level		
Leaders can not demonstrate that they encourage employee participation in improvement activity.	Leaders encourage employee participation in improvement activity in an ad-hoc manner.	Leaders routinely encourage employee participation in improvement activity and consider employees' suggestions and ideas for improvements in service delivery .	←All aspects of the previous column plus: Leaders offer support and guidance during improvement activity.	←All aspects of the previous column plus: Leaders can evidence that lessons learnt during improvement activities are shared across the organisation as appropriate.
7.4.3 Leaders recognise individual and team efforts.				
		Required Achievement Level		
Leaders cannot demonstrate that they recognise individual and team efforts.	There are no formal recognition procedures in place. Leaders recognise individual and team efforts in an ad-hoc manner.	There are procedures in place to recognise individual and team efforts.	←All aspects of the previous column plus: The leaders actively ensure that the procedures are fully implemented.	INTENTIONALLY LEFT BLANK

8. Corporate Social Responsibility:

8. Corporate Social Responsibility:

A BAPSC Full Member recognises and acts on its corporate social responsibility.

8.1 A BAPSC Full Member can demonstrate that it actively manages the impact of its services on society.				
8.1.1 There is a defined corporate social responsibility policy which is communicated and implemented.				
	Required Achievement Level			
The organisation is not aware that it has any responsibility to society as a whole	The organisation is aware of its responsibilities to society. There are some examples of actions taken that are consistent with these responsibilities.	The organisation is aware of its responsibilities to society and takes a positive stance to ensure ownership. Employees are aware of their responsibilities and act accordingly. Customers are aware of the organisation's positive stance on its responsibilities to society.	A corporate social responsibility policy exists. The policy outlines the organisation's positive stance on environmental and social issues. It is communicated to all employees and customers.	←All aspects of the previous column plus: The policy covers a wide spectrum of activity, including an environmental policy statement. It is fully implemented
8.1.2 Activities to promote and improve the reputation of the Security Industry with the local community and with customers are planned and implemented				
	Required Achievement Level			
The organisation is not aware of how it may impact the reputation of the Private Security Industry	The organisation is aware of how it may impact the reputation of the Private Security Industry The organisation takes opportunities to enhance the reputation of the Private Security Industry when appropriate.	←All aspects of the previous column plus: Some actions taken are planned and linked to local activities and customer initiatives. The organisation supports initiatives conducted by the local law enforcement bodies promoting good citizenship.	←All aspects of the previous column plus: The organisation actively works with other relevant organisations and bodies to promote good citizenship within the local community. They actively encourage recruitment by promoting a positive image of the security industry through their actions.	INTENTIONALLY LEFT BLANK



BRITISH ASSOCIATION OF PRIVATE SECURITY COMPANIES

8. Corporate Social Responsibility:

8.2 A BAPSC Full Member can demonstrate that it manages waste and non renewable resources in a socially responsible way.				
8.2.1 The organisation considers its impact on the environment in service delivery and running the business.				
	Required Achievement Level			
The organisation is not aware of its impact on the environment	The organisation is aware of its impact on the environment.	The organisation is aware of its impact on the environment and is taking steps to reduce this impact.	There is an environmental policy. It is included in the induction of new staff and in all tender documents Some aspects of performance against the policy are monitored.	<p>←All aspects of the previous column plus:</p> <p>The environmental policy is integrated into an organisation wide corporate social responsibility statement. It is fully implemented. It is communicated to employees and customers Performance against the policy is monitored.</p>

Comment [AS1]: Bar moved from 3 to 2

9. Results:

9. Results:

A BAPSC Full Member measures, understands and improves its achievements in relation to all stakeholders and adopts a continual improvement policy.

9.1 A BAPSC Full Member can demonstrate that it measures and improves performance against key customer and consumer indicators.				
9.1.1 The regular review of performance against service level agreements and/or key customer performance indicators.				
	Required Achievement Level			
Performance against service level agreements and key customer performance indicators is not regularly reviewed. The number of measures is not sufficient to give a true picture of performance	Performance is reviewed on a contract by contract basis. Measures cover all key aspects of the services provided to customers. Reasons for shortfalls in performance are understood. There are examples of improvements in performance.	Performance against service level agreements and key customer performance indicators is regularly reviewed. Measures cover all key aspects of the services provided to customers. The results show positive trends and/or sustained good performance for the period of time the measure has been in place. Improved performance has taken place in the areas targeted for improvement. <i>ISO9001:2000</i> Reasons for shortfalls in performance are understood.	←All aspects of the previous column plus: All measures have targets. These are either met or the reasons for shortfalls in performance are understood and are being addressed.	←All aspects of the previous column plus: Comparisons of performance are made with relevant organisations inside and/or outside of the security industry. Performance compares favourably. External comparisons are relevant for promoting learning and improvement.

9. Results:

9.2 A BAPSC Full Member can demonstrate that it measures and improves both customer and consumer perception of its organisation, its people and its services.				
9.2.1 The regular review of performance against responses from customer opinion gathering.				
	Required Achievement Level			
Customer opinions are not regularly reviewed.	Customer opinions are regularly obtained and reviewed on a customer by customer basis. Reasons for shortfalls in performance are understood Customer opinion has improved following changes made as a result of feedback.	Performance against customer perception measures is regularly reviewed. Measures cover all aspects of the services provided to customers The results show positive trends and/or sustained good performance for the period of time the measure has been in place. Reasons for shortfalls in performance are understood Improved performance has taken place in the areas targeted for improvement.	<p>←All aspects of the previous column plus:</p> <p>All measures have targets. These are either met or the reasons for shortfalls in performance are understood and are being addressed</p>	<p>←All aspects of the previous column plus:</p> <p>Comparisons of performance are made with relevant organisations inside and/or outside of the security industry. Performance compares favourably. External comparisons are relevant for promoting learning and improvement.</p>

9. Results:

9.3 A BAPSC Full Member can demonstrate that it measures and improves performance against key employee indicators.				
9.3.1 The regular review of performance against key employee performance indicators.				
	Required Achievement Level			
<p>Employee performance measures relate to performance in service delivery.</p> <p>They are reviewed as and when discussions about performance take place with the customer.</p>	<p>←All aspects of the previous column plus:</p> <p>Additional measures cover all key aspects of employee activity.</p> <p>Reasons for shortfalls in performance are understood.</p> <p>There are some examples of improvements in performance.</p>	<p>←All aspects of the previous column plus:</p> <p>Measures covering all aspects of employee activity are regularly reviewed.</p> <p>The results show positive trends and/or sustained good performance for the period of time the measure has been in place.</p> <p>Improved performance has taken place in the areas targeted for improvement.</p>	<p>←All aspects of the previous column plus:</p> <p>All measures have targets. These are either met or the reasons for shortfalls in performance are understood and are being addressed</p>	<p>←All aspects of the previous column plus:</p> <p>Comparisons of performance are made with relevant organisations inside and/or outside of the security industry.</p> <p>Performance compares favourably.</p> <p>External comparisons are relevant for promoting learning and improvement.</p>

9. Results:

9.4 A BAPSC Full Member can demonstrate that it measures and improves employee perceptions of the organisation and their role within it.				
9.4.1 The review of performance against responses from employee opinion gathering.				
	Required Achievement Level			
Employee opinions are gathered. Recording of opinions is not normal practice but comments are acted upon when appropriate	Employee opinions are regularly obtained and reviewed. Reasons for shortfalls in performance are understood Appropriate actions have been taken on some issues raised by employees.	Performance against more formal employee perception measures is regularly reviewed. Measures cover all aspects of employee activity The results show positive trends and/or sustained good performance for the period of time the measure has been in place. Reasons for shortfalls in performance are understood Improved performance has taken place in the areas targeted for improvement.	←All aspects of the previous column plus: All measures have targets. These are either met or the reasons for shortfalls in performance are understood and are being addressed	←All aspects of the previous column plus: Comparisons of performance are made with relevant organisations inside and/or outside of the security industry. Performance compares favourably. External comparisons are relevant for promoting learning and improvement.

9. Results:

9.5 A BAPSC Full Member can demonstrate that it measures and improves performance against key indicators for the way in which it supports the community and the environment in which it operates.				
9.5.1 The review of performance against internal and external environmental/societal/ health and safety performance indicators.				
Required Achievement Level				
Health and safety performance indicators are regularly reviewed Reasons for shortfalls in performance are understood	Performance against environmental and/or societal activity is monitored Health and safety performance indicators are regularly reviewed. The results show positive trends and/or sustained good performance for the period of time the measure has been in place.	←All aspects of the previous column plus: Performance indicators are in place to measure environmental and/or societal activity Improved performance has taken place in the areas targeted for improvement.	←All aspects of the previous column plus: All measures have targets. These are either met or the reasons for shortfalls in performance are understood and are being addressed	←All aspects of the previous column plus: Comparisons of performance are made with relevant organisations inside and/or outside of the security industry. Performance compares favourably. External comparisons are relevant for promoting learning and improvement.
9.5.2 Key measures are used to indicate reputation within the local community.				
Required Achievement Level				
The reputation of the organisation within the local community is not monitored.	There are some examples of positive feedback from the local community.	←All aspects of the previous column plus: The organisation maintains a good reputation within the local community.	←All aspects of the previous column plus: The organisation encourages and acts upon individual feedback. The organisation actively seeks feedback from the police and other relevant authorities on its performance in upholding the reputation of the Security Industry	←All aspects of the previous column plus: The organisation measures its reputation within the local community, police and other relevant authorities by conducting opinion gathering exercises on a regular basis.

9. Results:

9.6 A BAPSC Full Member can demonstrate that it measures and improves performance against key outcomes and financial indicators critical to the business.				
9.6.1 The regular review of performance against success factors and key financial indicators critical to the business.				
	Required Achievement Level			
<p>Performance against key outcomes is not regularly reviewed.</p> <p>The number of measures is not sufficient to give a true picture of performance</p>	<p>Performance against key outcomes is regularly reviewed.</p> <p>Measures cover all key aspects of the business outside of employee and customer indicators</p> <p>Reasons for shortfalls in performance are understood</p>	<p>←All aspects of the previous column plus:</p> <p>The results show positive trends and/or sustained good performance for the period of time the measure has been in place.</p> <p>Improved performance has taken place in the areas targeted for improvement.</p>	<p>←All aspects of the previous column plus:</p> <p>All measures have targets. These are either met or the reasons for shortfalls in performance are understood and are being addressed</p>	<p>←All aspects of the previous column plus:</p> <p>Comparisons of performance are made with relevant organisations inside and/or outside of the security industry.</p> <p>Performance compares favourably.</p> <p>External comparisons are relevant for promoting learning and improvement.</p>