



PRIVATE SECURITY REGULATION AUTHORITY /
ASIS JAMAICA

Report

on

Consultation

**"THE PRIVATE SECURITY INDUSTRY'S ROLE
IN SUPPORTING NATIONAL SECURITY & THE
GROWTH OF THE NATIONAL ECONOMY"**

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EXECUTIVE SUMMARY

The Private Security Regulation Authority, on June 11, 2015, convened a consultation with stakeholders around the theme “**The Private Security Industry’s role in supporting national security & the growth of the national economy**”. A special presentation was delivered by the Honourable Peter Bunting, Minister of National Security. There were also two key note presentations by Professor Anthony Clayton of the Sir Arthur Lewis Institute of Sustainable Development, UWI, Mona, and Mr. Osric Forest of the Caribbean Maritime Institute. Professor Clayton and Mr. Osric Forrest presented on the topics, “*The incorporation of the Private Security Industry into the National Security Architecture*” and “The expanded opportunities and challenges for the Private Security Industry in a Logistics Hub Economy” respectively.

The consultation also utilized three panels as an avenue for channelling the comments and recommendations of the private security industry stakeholders. The first panel garnered perspective on the key note presentations delivered by Professor Clayton and Mr. Forrest, and was facilitated by a technical team of experts. Panel 2 and Panel 3 dealt with the i)Adoption of Certification Standards for Registration of Private Security Practitioners, and ii) Proposals for the Amendment of the PSRA Act, to foster the alignment of the industry with international best practices, and was also facilitated by industry experts.

SUMMARY OF PERSPECTIVES AND RECOMMENDATIONS

❖ **Special Presentation - Honourable Peter Bunting, Minister of National Security**

The Honourable Peter Bunting, Minister of National Security, asserted that the private security industry is now an essential part of Jamaica’s national security architecture as the work of the industry, complements the work of the police across the island. In addition the Honourable Minister also asserted that the work of the industry allows the police to focus on those aspects of law enforcement best left to the state.

Having identified the Private Security Regulation Authority as the agency of the state mandated to provide oversight of the private security industry, and also set out a number of issues to be addressed for a formal and seamless incorporation of the industry into the national security architecture of Jamaica, the Honourable Minister raised a number of issues including the following:

- Balancing the needs of customers, owners, employees and the general public must be a priority.
- Amending the approximately twenty three (23) year old PSRA Act to bolster the regulatory capacity of the PSRA to meet the challenges and exploit the opportunities of modern realities.
- The development of an appropriate regulatory framework for training and certification of guards, and the establishment of best practices in the industry.
- The development of a Code of Conduct for the industry which would provide for reasonable working conditions and improvement in the perception of the industry as a progressive professional industry.
- The development of a systematic approach which will streamline how the Private Security Industry provide valuable intelligence to the police.

❖ **Keynote presentation – The incorporation of the Private Security Industry into the National Security Architecture** : Professor Anthony Clayton, Institute of Sustainable Development, UWI, Mona

The Private Security Industry has evolved over the last 20-25 years. Data from the US and the UK has shown that the private security industry is moving into areas previously considered to be the core of public security. Any reconsideration about the delegation of core public security responsibilities must be underpinned by a policy which clarifies the roles and powers of private security providers.

In developing a policy for the incorporation of the private security industry into the national security architecture we need to be aware that while in the UK and USA the driver of growth

for private security companies into public security roles is efficiency, in some regions including the Caribbean, the growth of the industry is driven by the fear of violent crimes and a lack of confidence in the ability of the police. Therefore we must provide safeguards against the emergence of an undesirable, sanctioned two tier policing system, where those who can afford it will have good private security provisions, while those who can't afford it will rely on inadequate public provisions.

The existing regulatory framework for the PSRA is over 20 years old, and is inadequate to effectively govern an industry which has outgrown its legislative framework. The incorporation of the private security industry into the national security architecture requires serious deliberations and legislative amendments to provide for:

- a code of conduct for the private security industry as well as the establishment of a reasonable working standard, policy or regulation.
- heightened and routine screening of private security providers and employees.

There is a significant thrust for further evolution towards a hybrid model. The powers to be given to private security operatives in a hybrid environment, must be well thought out. For example police officers are sworn and private providers are not and therefore have no rights other than that of private citizens. If we move towards incorporation we will need to consider whether private security operatives can be made special district constables. This would involve bringing them into a more formal security framework, which would necessitate screening, training and swearing albeit, at a lower level than a police officer.

❖ **Keynote presentation - The expanded opportunities and challenges for the Private Security Industry in a Logistic Hub Economy:** Mr. Osric Forrest, Director School of Advanced Skills, Caribbean Maritime Institute (CMI)

It was emphasized that the logistic hub is not a place or a thing. It is instead a concept of economic activity, which is intertwined with the integration of systems. In order to overcome

challenges and benefit from opportunities, the Private Security Industry must equip itself to operate in this internationalized integrated economic environment.

There are a number of critical considerations which must be explored, these include:

Certification requirements

- The Private Security Industry Practitioner must be certified to be able to work in this environment. Therefore industry operatives must obtain the appropriate certification and continued professional development to remain relevant and employable.

Transition in security systems employed

- There must be a transition in the security systems employed. Security systems must be enhanced to meet the demands of a logistic hub economy. Depending on the nature of the industry for which a private security company is providing services, the security company must be able to utilize a variety of modern technical security machinery and processes to be effective.

Trust and confidence in work ethics

- The development of trust and confidence in the work ethics of the industry is also essential. Irrespective of having the requisite certification and equipment, there must be engendered trust in the overall business environment. It is generally believed that at the Kingston Container Terminal only 7 of every 10 ships which leave the port leave with legal goods. This is not good for trade. Private security systems must be enhanced to curtail this irregularity.

Legislation

- There must of necessity be a greater awareness of local and international maritime obligations.

Evolution of the suite of services

- The type of services offered by the private security industry must also evolve. While the armed and unarmed guard may have characterized the industry for the past twenty years,

in recent times, organizations are demanding greater security savvy personnel. These personnel are trained in detecting cybercrimes, conducting specialized surveillance, and implementing asset protection services and loss reduction systems.

❖ **SUMMARY PANEL DELIBERATIONS PANEL 1**

The Incorporation of the Private Security Industry into the National Security Architecture

Some of the key points arising from the deliberation of the panel discussion on “The Incorporation of the Private Security Industry into the National Security Architecture” are:

- The national security policy of 2007 and 2014, does not mention the private security industry. If the private security industry is not part of the decision making process, then the industry’s contribution will not be fully understood.
- There are a number of certified hackers operating in the private security industry, and they should also be brought into the regulatory framework.
- The way forward is that we need to establish a good public private working group. However if this is not managed, we will not reap the benefits that were had by the 2002 and 2007 memorandum of understanding.
- The private security industry should be included on the National Security Council.

The expanded opportunities and challenges for the Private Security Industry in a Logistic Hub Economy

Some of the key points arising from the deliberation of panel 1 on “The expanded opportunities and challenges for the Private Security Industry in a Logistic Hub Economy” are:

- The global logistic hub provides an opportunity for private and public partnership but the local private security industry must equip itself to be an attractive option.

- There is a need for Jamaican's to be trained and certified for the logistic hub economy. Private security professionals must be equipped with ISO certifications, as private security personnel must operate within the standards of professional certification and licenses.
- There is a need for Jamaican's to be trained and certified for the logistic hub economy. Private security professionals must be equipped with ISO certifications, as private security personnel must operate within the standards of professional certification and licenses.
- Private Security Companies need to invest in security officers if they want to attract big contracts. While certification comes at a cost, they should look at the cost of training as an investment not merely in the guard but in the company.

❖ **SUMMARY PANEL DELIBERATIONS PANEL 2**

Adoption of Certification Standards for Registration of Private Security Practitioners

- Certification makes a difference in the productivity of the workforce and inevitably increase the quality of service and productivity.
- Certification creates a pathway for career advancement, as it is used as a criteria for promotion eligibility and access to international job placements.
- Certified persons can get 20% more pay than their non-certified counterparts.
- The HEART Trust NTA has developed standards for the certification of persons employed in the private security industry and private security companies and employees. Certification is therefore critical in order for companies and individuals to part take in business opportunities generally and especially in a logistic hub economy.
- ASIS International administers three professional certification programs which enjoy the same recognition as ISO professions.

- As an Accredited Training Organization (ATO) of NCTVET, the Industrial Professional Training Centre provides training as is laid down by the awarding body NCTVET.
- Security Administrators Limited (SAL) recently became an assessor for City and Guild.

❖ **SUMMARY PANEL DELIBERATIONS PANEL 3**

Proposals for the Amendment of the PSRA Act, to foster the alignment of the industry with international best practices.

The PSRA has resolved with the support of the Honorable Minister, to undertake the development of proposals for the significant amendment of the Private Security Regulation Authority Act. This resolution became necessary as the legislation is approximately twenty three (23) years old and in those years has not undergone any significant policy and consequently legislative shift.

Some of the existing proposals for amendment of the PSRA Act are outlined below:

- i) The mandate of the Private Security Regulation Authority (PSRA) should be expanded to provide for the greater regulation of the Private Security Industry.
- ii) There should be Sector-Specific Legislation and or Regulation, to comprehensively regulate the conditions of service for private security operatives.
- iii) There is need for the development of a code of conduct for private security companies, which should include sanctions for breaches of the Act.
- iv) The expansion of the category of persons in the private security industry required to be licensed by the Authority.

PERSPECTIVES OF THE PRIVATE SECURITY REGULATION AUTHORITY

Mr. Derrick Cochrane (ACP Ret'd), Board Chairman

Private Security Regulation Authority (PSRA)



The Private Security Regulation Authority, through the Chairman of the Board, emphasized that the theme “*The Private Security Industry’s role in supporting national security & the growth of the national economy*” is a very relevant and timely theme, and provided an outline of the position of the Board with respect to the fundamental issues for discussion at the consultation.

The fundamental issues for discussion at the consultation were identified as:

- i) *The incorporation of the Private Security Industry into the National Security Architecture*
- ii) *The expanded opportunities and challenges for the Private Security Industry in a Logistic Hub Economy*
- iii) *Adoption of Certification Standards for Registration of Private Security Practitioners*
- iv) *Proposals for the Amendment of the PSRA Act, to foster the alignment of the industry with international best practices*

The Board Chairman also highlighted that there is an inextricable link between a safe and secure environment and the growth of the national economy, and in this regard emphasized the commitment of the PSRA in contributing to the creation and maintenance of a safe and secure environment. This inextricable link between a safe and secure environment and the growth of the national economy, is supported by a plethora of studies internationally, and the finding of such reports have shown that as countries become safer the Gross Domestic Product (GDP) rise, and investments also rise.

The need for public-private partnerships has been identified as a critical component of any solution for the creation of a safer and secure society.

It was recognized that the PSRA has been engaging in these series of consultations in order heighten awareness and sensitize industry players of the changing and dynamic environment in which we the Private Security Industry operates. In addition, the PSRA's strategic thinking has been and continues to be deliberate, and is manifested in our selection of seasoned professionals to guide and facilitate the development of strategies which foster "*The private security industry's role in supporting national security & the growth of the national economy*". In the past the PSRA has benefitted from the expertise of Dr. Eric Dean and Professor Anthony Clayton, both of the Sustainable Development Institute, UWI, the Logistic Hub Task Force and representatives of the Caribbean Maritime Institute.

The PSRA has acknowledged that as the organization charged with regulating the Private Security Industry, it has a leading role to play in marshalling the development of the industry. The policy decision to foster the evolution of a logistic hub centered economy has also contributed to further raising the profile of two critical issues, the need for the adoption of certification standards and the amendment of the legislation to meet modern realities. It is recognized that if Jamaica's Private Security Industry is not equipped to respond to security needs congruent to the logistic hub, and the needs of local businesses seeking to go international, and international business seeking to establish themselves locally, overseas Private Security companies who meet recognized global standards will meet the needs of those businesses. Certification for both private security companies and as well as certification for security

operatives is mandatory for their survival. Training, certification and professional development are among the pillars for building and maintaining an effective private security industry.

The Board of the PSRA has resolved with the support of the Honorable Minister, to undertake the development of proposals for the significant amendment of the Private Security Regulation Authority Act. This resolution became necessary as the legislation is approximately twenty three (23) years old and in those years has not undergone any significant policy and consequently legislative shift. Some of the legislative proposals to be explored include a redefinition of the security officer to now provide a solid framework for the regulation of the many security operatives now operating in the Private Security Industry. In addition, the amendments will also seek to provide for a definition of a framework which provides for greater cooperation between the private and the public sector. This will facilitate the incorporation of the private security operatives and companies into the national security architecture. It is envisioned that the series of consultations will facilitate stakeholders sharing their recommendations to inform the reform process.

POLICY POSITION MINISTRY OF NATIONAL SECURITY

Honourable Peter Bunting, Minister of National Security



HIGHLIGHTS OF PRESENTATION

- ✍ Private security guards complement the work of the police across the island.
- ✍ The growth in the private security industry has broadened the security coverage of the country, and allows the police to focus on those aspects of law enforcement best left to the state.

- ✍ The Private Security Regulation Authority has an important role to play as the agency mandated by the state to provide oversight of the private security industry.
- ✍ Balancing the needs of customers, owners, employees and the general public must be a priority.
- ✍ Development of a twenty first (21st) century industry is a must.
- ✍ An effective regulatory agency, is essential to providing quality assurance needed for the industry.
- ✍ Must develop an appropriate regulatory framework for training and certification of guards, and establishment of best practices in the industry.
- ✍ Mooted Code of Conduct deserving of fulsome discussion and serious input from all.
- ✍ If the Code of Conduct is properly introduced it can provide a level of self-regulation that would require less intrusive external oversight.
- ✍ Must commend those who provide reasonable benefits.

Presentation delivered by the Honourable Minister

Introduction

The Private Security Industry has become an essential part of Jamaica's national security architecture. It is an industry that has experienced rapid growth in recent years as the security environment becomes more challenging and demanding. Today more than three hundred security companies ranging from small operations with a few guards to large organizations with thousands of guards, complement the work of the police across the island.

Growth in industry over the last five years 2008/2009 – 2013/2014

At the end of the 2008/2009 fiscal year, there were 13,941 registered guards, by the end of the fiscal year 2013/2014 there were over 21,497. A 54% growth in registered guards (over a five year period). There was a similar growth in the number of security companies during the said period. By the end of the 2008/2009 fiscal year there were approximately 212 companies and by the end of the fiscal year 2013/2014, there were approximately 332 companies, a growth of approximately 56 %. These companies offer a service that serves to broaden the security

coverage of the country in a manner that allows the police to focus on those aspects law enforcement and security that are best handled by the state.

PSRA mandated to provide oversight to the industry

This morning's consultation is an initiative that is extremely timely and is to be commended. I emphasizes the importance of taking a collaborative approach to addressing the security issues that face us as a nation. This approach is necessary because the security environment and the causal factors of crime all are complex and the issues and challenges requires inputs from many sectors of society if we are to successfully address the challenges.

The Private Security Regulation Authority has an important role to play as the agency mandated by the state to provide oversight to the industry, as the industry seeks to balance the competing needs of customers, owners, employees and the general public. The industry does not operate in a vacuum, and is impacted by factors in the local environment, and in our increasingly globalized world it is now impacted by factors external to Jamaica.

This therefore requires a regulatory agency that is effective, innovative and enlightened. It must work with the stakeholders in the industry to develop a 21st century private security industry that is viable, that is relevant and that is ethical. The Jamaican public has now become accustomed to the presence of security companies and their staff in almost every type of organization and enterprise, and for the most part appreciate their value to the society and the economy. This relative harmony should not be taken for granted and industry stakeholders need to always ensure, that the quality of service preserve this respect and harmony.

An effective regulatory agency is essential to providing the society with a quality assurance mechanism for the industry, which as we see, is still in the phase of rapid growth and development.

A consultation of this nature is therefore a valuable tool for promoting dialogue on issues to do with the growth and development of the industry, the welfare of employees in the industry, the changing role and profile of the industry and the place of the industry in the wider security

architecture of the country. At the end of today I hope we will not be saying that this consultation was just a talk shop where issues were merely aired or where matters of significant importance to the sector or any stakeholder are just glossed over. Some of these issues have to do with developing an appropriate regulatory framework for the industry that is expanding and changing so rapidly, the training and certification of guards and the establishment of best practices for the industry.

Code of conduct

The mooted code of conduct is deserving of fulsome discussion and serious input from all stakeholders. If properly introduced it can provide a level of self-regulation that would require less intrusive external oversight. The working conditions of the over 20,000 persons working in the industry deserves priority attention. This is a service industry as such people are at the heart of its productivity. I commend the people who provide reasonable benefits and conditions of work to their employees, but the perception of the wider public is that this is an area of significant deficiency in the industry. The number of hours guards work is way too much. It is not fair to them as it puts their life at risk, it is not fair to the customer as they are not getting the service paid for, and it is not representative of a progressive professional industry. I hope this issue will be squarely confronted today.

Interface between Public and Private Security

Professor Anthony Clayton will be addressing the issue of *The Incorporation of the Private Security Industry into the National Security Architecture*, this is a matter of special interest to us at the Ministry. We are keen to explore and identify ways in which all the entities engaged in ensuring the security and safety of our citizens and their property can work synergistically in the common interest of Jamaica.

We may recall that the Boston bomber was caught as a result of footage from a private CCTV. In Jamaica CCTV footage provided by private financial institutions provide intelligence and investigative leads which have resulted in the apprehension of armed robbers. The Private security system can provide valuable intelligence to the police, it is happening in ad hoc way, but we need a systematic approach.

Conclusion

The Ministry and its agencies hold strongly to the view that every Jamaican has a role to play in their personal security and in the security of their community and country. This industry with its specialized role in security has therefore an even greater role to play. I hope that this consultation will serve to further enhance that role and contribute to the building of an industry that will help create the prosperous and lawful Jamaica that our people deserve.

THE INCORPORATION OF THE PRIVATE SECURITY INDUSTRY INTO THE NATIONAL SECURITY ARCHITECTURE

Professor Anthony Clayton,
Institute of Sustainable Development, UWI, Mona, Jamaica



HIGHLIGHTS OF PRESENTATION

Action points:

- ✍ Review and reform of regulatory framework which is over 20 years. The industry has evolved over the last 20-25 years and the regulatory framework is now clearly out of date.
- ✍ Need to provide clarity about roles and powers of private providers, with strong codes of conduct and rules of engagement for private providers. This must include sanctions for breaches.

Key issues for consideration:

- ✍ Internationally, the private security industry is moving into areas previously considered the core of public security.
- ✍ Is it time to consider the use of the private security industry in some aspects of the correctional services?
- ✍ In the UK and USA the driver of growth for private security companies into public security roles is efficiency, but in some regions including the Caribbean, the growth of the industry is driven by the fear of violent crimes and a lack of confidence in the ability of the police.
- ✍ Reliance on private security by those who can afford it, leads to a two tier policing system where those who can afford it has good private security provisions and those who can't afford it rely on inadequate public provisions.
- ✍ Need to address the variable quality of private security companies in the Caribbean.
- ✍ Need to address working conditions and conditions of service for private security employees.
- ✍ Whoever is providing the service must do so with professionalism and integrity.
- ✍ We have to find ways to discriminate between the legitimate respectable providers and criminal operatives.

Summary of presentation delivered by Professor Anthony Clayton.

Background

Data from the US shows the impact on prison population of a small set of policy changes introduced in the early 1980's when the US government reduced/curtailed criminal rights and introduced stricter sentencing guidelines. The impact it had on the prison population is that it quintupled over the following two decades. The prison population prior to that had been relatively stable for the past 60 years. The increase of volume (more prisoners) and the increasing cost to the public purse created a need and a market opportunity for private security companies to provide a more efficient and cost effective solution to deal with prison population. In response to this dilemma, private security companies sought to develop ways to reduce the burden on the public financial system.

Corrections Corporation of America

The Corrections Corporation of America, a private security company in the US, came into the market and filled that market niche. Today this is a company with 17, 000 people on pay roll, it manages 70 correctional facilities in the US, is responsible for 90,000 offenders and detainees and has an annual revenue of 1.7 billion USD. This company has consistently outperformed the SMP index, because there is still a great deal of market demand.

It's not just about finding the most cost effective way to meet the requirement or needs the government has, there are other political factors which are starting to kick and likely to expand in time to come.

To demonstrate this point, a candidate for congress in USA advanced a campaign issue outlined as follow:

*Use inmate prison labour to do all the jobs carried out by Immigrants
from Central and South America to the USA*

This proposition, that inmate prison labour should be used to do all the jobs carried out by Immigrants from Central and South America to the USA, was a pillar of a campaign for congress. The argument is that if we make more use of prison labour we can reduce taxes and reduce the incentive for illegal immigration. This is a rethink of the prison population. There is a need to see the prison population as a resource and not as a net to the state. This can be done whether by private or public companies, but private companies see these issues in strong economic terms. In this country (Jamaica) there is a potential prison workforce of about 3500 people. The question to be asked is whether they could not be more productively employed? Prisoners would love this. I have been in 7 of 11 penitentiaries, visiting and inspecting. The prisoners would be happy to spend more time out of their cell and more chance to earn some revenue. We need to rethink how we currently do things and see if there is a better and more efficient way to carry out these services.

Serco Group plc UK

This is not only happening in the USA. It is also happening in the UK. In the UK there is a company called Serco Group plc UK which is bigger than the Corrections Corporation of America. Serco Group plc UK has about a 100,000 persons on their pay roll, it is a 6 .5 billion a year company. Serco Group plc UK provides services such as prisoner escort and they operate about 6 penitentiaries in the UK.

G4S UK

G4S is a British multinational security services company. It is the largest security company measured by revenue. This company is a 12 billion a year company, operates in 125 countries, they have about 620,000 countries on payroll (second or third largest employer in the world). This one company has approximately twice as many people working for it as the UK military and police and security forces combine. This is an enormous transfer of what was previously a public provision into the private sector. The private corporations are now moving into areas previously regarded as core state operations. This company G4S is not only running 6 penitentiaries in the UK but also two (2) immigration detention centers. They are also running offender tagging programmes and custody suites for three (3) of the police forces in the UK. They are also providing forensic medical services, and operating rape reporting centers for 11 and for one police force, they are running the emergency response services, and 1 police station entirely, and facilities management for courts. They are also employing former police officers, trained to do investigative work in support of the civil authority.

Private provisions are eking into what was previously the core of public provisions. You start off with things which are not cost effective in the public sector. However, as the private companies have grown and become more professional they have moved into areas previously regarded as core public provisions.

In many countries private security out number public security, the police. The ratio in Jamaica is roughly 2-1. They are expanding from prisoner escort and detention center into core policing operations. There are concerns about this development. Private security companies expanded

into gaps left by the inability of government to provide citizen security. So where the UK and USA driver of growth is doing things which public sector used to do more efficiently in the private sector as against the public sector. But in some region including this one, the growth of the industry is driven by the fear of violent crimes and a lack of confidence in the ability of police. These are really different reasons underlining the growth of the sector. In some system little confidence in the integrity of the police so that those who can afford to rely entirely on private provisions. This leads to a two tier policing system where those who can afford it has good private security provisions and those who can't afford it rely on inadequate public provisions. This is not a great model for most people. We need to be aware of this and ensure it does not happen in Jamaica.

Any consideration of “the incorporation of the private security industry into the national security architecture” will require that we consider the following:

- i) **What services should be provided by public employees and what should services should be provided by private sector operators.** It is certainly true that in some sectors private contractors have provided services at lower cost. It is also true that in some area where we have seen some services move from public to the private sector, this has resulted in failure, with the tax payer, paying for the incompetence of a private sector provider. Other failings include, detainee escapes, security breaches, and prison riots. Having public sector covering these services is not a panacea, as there has been many failures in the public sector as well. We need to be rational and not ideological about this decision.
- ii) **Whoever is providing the service must do so with professionalism and integrity.** One of the challenges we have to address is the very variable quality of private security companies in the Caribbean. On one hand we have highly respectable organizations company with highly trained staff, then on the other hand, small operators operating on small local scale with staff not well trained often working ridiculous hours for low pay. There are some companies who call themselves security companies but they are really run by criminals and are in the extortion business. We can't just talk about the private

sector providers generically but we have to find ways to discriminate between the legitimate respectable providers and those we want to see out of the business/sector entirely.

iii) **National security, law and order are the core functions of any state. The state exist because it has a monopoly on the legitimate use of force.** There are some interesting and deep issues about governance which must be explored. We have to ask ourselves what is the appropriate role for a private provider in this area. Does the increasing role of the private operator raise concern about the role of the state? If we start to delegate some of that authority of the state, we have to be very clear about the rules of engagement. Is the role of the state being redefined by the growth in the role of the private security industry?

The interesting thing is that none of these challenges are new, we have been addressing these issues for the last 500 hundred years. The Prince Machiavelli said:

“Mercenaries are useless and dangerous for they are disunited ambitious and without discipline, unfaithful, valiant before friends, cowardly before enemies. They have neither the fear of god nor fidelity to men, for in peace one is robbed by them, and in war by the enemy. The fact is they have no other attraction or reason for keeping the field than a trifle of stipend, which is not sufficient to make them willing to die for you.

We have known about the problems which can arise with private provision of public services having looked at it for over 500 years. Now we can develop a better model for deciding the appropriate split for public and private provisions.

There are some action points for immediate attention:

- i) Need to review the regulatory framework which is over 20 years old. Growth in the industry has occurred over the last 20-25 years. The regulatory framework is now clearly out of date and overdue for a rethink.

- ii) As part of this rethink, we need to ensure we have real clarity about roles and powers of private providers, with strong codes of conduct and rules of engagement for private providers, sanctions for breaches to ensure that anybody who is not capable of coming up to the requisite standards is obliged to exit the industry. This would involve routine screening much more than before of private security providers and employees.

How this issue will be resolved is uncertain, however there is a significant further evolution towards a hybrid model. It could work well, provided there is clarity about roles and powers of public and private providers. One of the crux issues to be addressed is that police officers are sworn and private providers are not and therefore have no rights other than that of private citizens. We have to think in terms of new models. In both the US which is the leading exemplar and increasingly now the UK, even the military forces now make greater use of reservists. We have to think whether it would be at some time appropriate to look at this issue by making some private providers the equivalent of special district constables. This would involve bringing them into a more formal security framework. This would necessitate screening, training and swearing, even if it is not to the full level of a police officer. There may be a need to look at models like that as we go into the future and look more and more at private providers.

THE EXPANDED OPPORTUNITIES AND CHALLENGES FOR THE PRIVATE SECURITY INDUSTRY IN A LOGISTIC HUB ECONOMY

Mr. Osric Forrest, Director School of Advanced Skills, Caribbean Maritime Institute (CMI)



HIGHLIGHTS OF PRESENTATION

- ✍ The Private Security Industry must prepare itself to overcome challenges and benefit from the opportunities in a logistic hub economy.
- ✍ There must be transition in the security systems. In the same way that laws change, and the people and equipment change, the security system must also change.

- ✍ It is generally believed that at the Kingston Container Terminal only 7 of every 10 ships which leave the port, leave with legal goods. This is not good for trade, private security systems must be enhanced to curtail this irregularity.
- ✍ There is no need to create new systems, what is needed is the replication of systems to be consistent with global standards.
- ✍ In order to participate effectively in a logistic hub economy, we must strengthen the existing private security systems in Jamaica.
- ✍ There is no need to create new systems, what is needed is the replication of system to be consistent with global standards.
- ✍ The logistic hub is not a place or thing. It's the integration of systems.
- ✍ There are special economic zones and the more familiar free zone. In the new world order what is required is an integration of both.

Summary of presentation by Mr. Osric Forrest

Introduction

In addressing the topic “*The expanded opportunities and challenges for the Private Security Industry in a Logistic Hub Economy*”, it was emphasized from the outset of his presentation, that the exercise being undertaken, was an awareness and empowerment exercise geared at empowering the Private Security Industry in preparing itself to overcome challenges and benefit from the opportunities in a logistic hub economy.

Transitioning into a logistic hub business environment

The notion of a logistic hub economy by necessity requires consideration of the development of the scope of the logistic hub business environment. In this regard it is necessary to examine i) the transition of the Maritime Industry, ii) trade in terms of containerization of the Maritime Industry, iii) the evolution of the skills and trades required, iv) the development opportunities, v) legal options and vi) the requirement for the standardization and validation of skills and trades through training and certification.

In retrospect it is evident that the maritime sector has transitioned over the last fifty years. The Maritime sector plays a significant role in a logistic hub. It is not the only player, but it plays a significant role. There are arguably about 9 to 12 important essential sectors to a logistic hub economy, this includes, the maritime, aviation and transportation sectors. The transition may be placed in a historical context dating back to 1492, where the supporting infrastructure for the existing vessels was far different from what exist and is required today. The size of vessels have evolved over the years and so has the trade, and the infrastructure required to support the business structure (logistic hub economy). Historically finger piers and simple wharves were adequate. However the evolution in trade has resulted in a change in the way things are done. Security systems used then are far different from what is needed now. As the transition continued roll on/ roll-off ships were used. As the technology changes/improves there is a need for a shift in the security systems used. In addition, the time that ships spend on ports will also influence the nature of the security system required. Typical transshipment ports are characterized by warehousing and packaging and as such are both labour and machinery intensive. There must be transition in the security systems. In the same way that laws change, the people and equipment change, and the security system must also change.

To participate effectively in a logistic hub economy, we must strengthen existing private security systems

Jamaica needs to consider the implementation of a Gateway port, this system of transshipment provides scope for opportunities. The London Gateway is one such port which facilitates a wide range of opportunity and a reduction in costs. In order to participate effectively in a logistic hub economy, we must strengthen the existing private security systems in Jamaica. It is generally believed that at the Kingston Container Terminal only 7 of every 10 ships which leave the port leave with legal goods. This is not good for trade, private security systems must be enhanced to curtail this irregularity. The types of containers have changed and the system of inspection has also changed. Critical to participating in a logistic hub economy is the development of research systems which now form a part of security bench marking. There is no need to create new systems, what is needed is the replication of system to be consistent with global standards.

The current system cannot keep up with the demands of the new paradigm. The Panama Canal expansion project will create a new paradigm in the region and Jamaica must equip itself to integrate into that paradigm. The logistic hub is not a place or thing. It is a concept of economic activity, which is intertwined with the integration of systems. Countries in the region (North America, South America and the Caribbean) must work together to create the impact. This integration of systems has worked well in Malaysia, Singapore and Panama.

An example of how Jamaica could integrate into the logistic hub economy, would be the use of Vernon Field in the similar, manner that FedEx and DHL utilize facilities in Memphis, Tennessee. A sorting facility at the Vernon Fields would also require the replication of approved private security systems and the employment of private security operatives with international credentials.

The integrated special economic zones and free zones and international standards

There are special economic zones and the more familiar free zone. In the new world order what is required is an integration of both. With the integration of these systems there will be a need for special skills and technology. It is important to appreciate that when one entity from a geographical region operates in breach of international standards, this has a whopping effect on the entire region and will result in the region being blacklisted. The private security industry must be seen as one sector which must meet global standards. Where one company fails the entire industry fails in the eyes of international investors.

Training and certification and legislation

Training and certification is critical if private security companies and employees are to be a part of the logistic hub economy. Companies and persons with credentials can demand more money. The credentials required in the logistic hub economy are however not merely the traditional academic qualifications. Persons must also be equipped with the requisite vocational credentials. Certification is mandatory. There are a number of training options available which includes, the HEART Trust NTA National Vocational Qualification of Jamaica (NVQJ), training with the Caribbean Maritime Institute and City & Guilds. In addition there is also the International Maritime Organization (IMO) MARPOL International transferability certification.

Legislation

Knowledge of Maritime law is critical for persons operating in a logistic hub economy. This require specific knowledge of local legislation as well as international laws and obligations. International laws and obligations includes the International Convention for the Safety of Life at Sea (SOLAS), International Convention for the Prevention of Pollution from Ships (MARPOL) and the Convention for the suppression of unlawful acts of violence against the safety of maritime navigation (SUA Convention). These Regulations change daily and so persons must have levels of competence to read and get additional training and awareness.

There are also a number of local legislation which persons operating a logistic hub economy must be knowledgeable about. These are to be incorporated into training. These include the Shipping Act, which prides the legislative framework for the establishment of the Maritime Authority. In addition guidance can be sought from the Maritime Authority of Jamaica and the Port Authority and the Caribbean Maritime Institute.

The opportunities are real

Opportunities exist in commercial shipping, engineering and maintenance (not old engineering but just in time manufacturers), the need for surveillance systems to monitor production as manufacturing technology are transferred closer to the point of consumption. Opportunities also exist in banking and cyber-crime, and the maintenance of automated system.

The Private Security Industry must equip itself to benefit from these opportunities.

SUMMARY OF DELIBERATIONS - RESOURCE PANEL 1

The Incorporation of the Private Security Industry into the National Security Architecture

and

The expanded opportunities and challenges for the Private Security Industry in a Logistic Hub Economy

List of panelist

Mr. Andrew Wynter, ASIS, Jamaica

Mr. Garfield Owen, ASIS, Jamaica

ACP Devon Watkis, JCF

ACP Carlton Wilson, JCF

Lt. Cmdr. John McFarlane, Senior Director-
Operations, Airports Authority, of Jamaica



SUMMARY OF DELIBERATIONS

The following represents a summary of the sentiments expressed by the panelists and participants:

The Incorporation of the Private Security Industry into the National Security Architecture

- ✍ The Honourable Minister has endorsed the policy position that there is a place for the private security industry to be incorporated into the national security architecture of Jamaica. In addition the security threat of terrorism will also impact how we locate the partnership between the private security industry and the public sector in dealing with national security threats. The January 15, 2015 terrorist attack on the satirical weekly newspaper Charlie Hebdo, Paris, France, is also evidence terrorist have already incorporated private security groups into the public security infrastructure, as it was communicated in this attack that all uniformed groups should be attacked.
- ✍ It is important that we explore how private security can be incorporated into national security. This can be achieved by building a society based on justice and the rule of law. The government's vision is for a safe society. However, the public sector does not have the resources to share around, as its highest priority is to reduce crime
- ✍ The national security policy of 2007 and 2014, does not mention the private security industry. If the private security industry is not part of the decision making process, then the industry's contribution will not be fully understood.
- ✍ There is a need to leverage what private security bring to the table. This includes monitoring and response, guard services, access control and CCTV.
- ✍ There are a number of certified hackers operating in the private security industry, and they should also be brought into the regulatory framework.

- ✍ There is no part of the national or commercial sector, which is not secured by private security. Private security secures water supply and the tourism industry to name a few.
- ✍ The private security industry and the government must develop and implement a policy that our international partners will appreciate.
- ✍ The way forward is that we need to establish a good public private working group. However if this is not managed, we will not reap the benefits as were had by the 2002 and 2007 memorandum of understanding. .
- ✍ The national security policy need to be revised to include the private security industry on the National Security Council.
- ✍ The Jamaica Constabulary Force endorses the concept of private security being incorporated into the national security architecture. Private security is everywhere including border security. Notwithstanding there is a need to work out an effective strategy. Previous experiences through MOU in 2002 very much appreciated.

The expanded opportunities and challenges for the Private Security Industry in a Logistic Hub Economy

- ✍ Beneficiaries of logistic hub economy are varied. These beneficiaries include the manufacturing and distribution sectors, ship repair and customs personnel, warehouse personnel and security professionals. To be effective, Jamaica must operate as part of global village. Globalization is not just a world of new opportunities. It poses certain risks which stakeholders may find challenging.
- ✍ Security personnel assist with asset protection and risk avoidance. The key objective to maintain smooth business operations.
- ✍ There is a need for Jamaican's to be trained and certified for the logistic hub economy. Private security professionals must be equipped with ISO certifications, as private security personnel must operate within the standards of professional certification and licenses.

- ✍ The global logistic hub provides an opportunity for private and public partnership but the local private security industry must equip itself to be an attractive option.

General Comments

- ✍ A number of points have been raised throughout the consultation regarding areas for reform. What is the timeframe for implementation?

The PSRA will be scheduling further consultations and once consultations are completed a more precise timeframe for implementation will be developed. However the need to amend the 23 year old PSRA Act is a priority and it is expected that the process will be completed within a year and a half.

- ✍ Can the PSRA provide any assistance to security guards, in having sums returned, which were deducted from their salary by their employer, and not subsequently paid over to the respective payees?

This issue was recognized as a matter fitting to be dealt with by the Ministry of Labour. However the PSRA indicated that mechanisms are being contemplated to include issues of this nature as a component of the code of conduct, which is to be provided for in the Regulations when the PSRA Act is amended.

- ✍ Are private security guards adequately trained so that we can be confident placing them in the public domain? What about liability?

It is important to consider whether companies are willing to have private security guards appointed special district constables. Are they willing to accept liability? In the past this did not happen because the companies did not want to accept any liability. If the power of arrest is to be confined to where the private security guard works, then there may be more buy in.

- ✍ Are there enough expertise in international maritime law and international trade law? These are issues that international investors will also consider when seeking to determine whether Jamaica is a viable economic option in a logistic hub economy.
- ✍ Private Security Companies need to invest in security officers if they want to attract big contracts. While certification comes at a cost, they should look at the cost of training as an investment not merely in the guard but in the company.
- ✍ The convergence of public and private security by way of a partnership is inevitable. The implementation of strategies borne out of such partnerships will primarily be constrained by a question of resources.

SUMMARY OF DELIBERATION RESOURCE PANEL 2:

Adoption of Certification Standards for Registration of Private Security Practitioners

List of panelists

- Mr. Basil Bewry, JSIS Chairman, ASIS, Jamaica
- Ms. Susan Scarlett, HEART Trust NTA, ASIS, Jamaica
- Mr. George Reynolds, Industry Representative
- Mr. Rudolph Davis, Industry Representative
- Ms. Jennifer Walker, NCTVET – Heart Trust



SUMMARY OF DELIBERATIONS

The following represents a summary of the sentiments expressed by the panelists and participants:

Heart Trust NTA- NCTVET

- ✍ The HEART Trust NTA has developed standards for the certification of persons employed in the private security industry and private security companies and employees. While many companies and persons may have been operating and working in the private security industry for years and are competent, without certification there is no validation of their expertise. Certification is therefore critical in order for companies and individuals to partake in business opportunities generally and especially in a logistic hub economy. In addition any system which will provide for the incorporation of the private security industry into the national security architecture will require the adoption of standards.

- ✍ The HEART Trust NTA - NCTVET has systems in place for the assessment of persons who consider themselves competent to be certified. Certification whether through HEART or another training and certification body is essential, as companies and individuals will not be able to compete internationally without it.

- ✍ Approximately 22,000 private security guards are presently working in the private security industry. HEART provided certification for approximately 898 of those persons last year. Certification makes a difference and creates a pathway for both companies and individuals in the industry. Certification makes a difference in the productivity of the workforce and inevitably increase the quality of service and productivity.

- ✍ The mandate of HEART Trust is to increase the certification of the workforce generally not just in the private security industry. Data from the Statistical Institute of Jamaica indicate that there are approximately 1,300,000 persons in the workforce and that about 890,000 of those persons are not certified in areas which they are employed in. HEART has been working to reduce that number.

- ✍ HEART TRUST also facilitate in-house training and encourage organizations to be accredited training organizations. The industry must view training as a lucrative business option, and HEART will provide the technical support to develop and execute training programmes.
- ✍ Critically a part of HEART's mandate is to increase access to National Vocational Qualifications (NVQ). These qualifications are developed in line with international standards.
- ✍ The core activities for the HEART Trust are
 - i) **Standards Development** (this involves the establishment of lead groups, which lead research and development standards).
 - ii) **Assessment** (this includes Prior Learning Assessment (PLA), modular and non-modular examination)
 - iii) **Certification** (once standards are developed persons are assessed and certified).
 - iv) **Quality Assurance**
- ✍ Certification creates a pathway for career advancement, as it is used as a criteria for promotion eligibility and access to international job placements. Certification results in persons being a part of a qualified community of professionals where one is recognized as a skilled and knowledgeable professional.
- ✍ The standards for the private security industry are developed in consultations with industry stakeholders.
- ✍ The HEART Trust has observed that the required basic training of 80 hours under the Act, which is conducted in house by companies is not being adhered to. It has been observed by the HEART Trust, while in the field that in many instances persons were doing 40 hours. This has resulted in poor service as some private security guards are not receiving the basic required training.

✍ The HEART Trust in support of certification are moving to make it mandatory that private security companies interested in being contracted by government must fulfil certification requirements. This process is now close to being submitted to Cabinet for a policy decision. Many companies have commended this move as they are of the view that it will help in the selection process. The crux of this proposal is that private security guards working in the government service must be certified. Certification is critical in a logistic hub economy and if local companies are not certified they will lose business to foreign companies.

ASIS Jamaica Chapter

✍ ASIS International prides itself on being the leading organization for security professionals worldwide and Jamaica is proud to be a part of that community.

✍ Among ASIS's international goals are :

- i) the delivery of quality education, information, research, and opportunities for **ASIS International administers three professional certification programs** (and these certification enjoy the same recognition as ISO professions). networking
- ii) the development and promotion of security standards, and the
- iii) the promotion of professionalism, certification, and ethical conduct.

✍ The certifications offered by ASIS are :

- i) Certified Protection Professional (CPP).
- ii) Professional Certified Investigator (PCI)
- iii) Physical Security Professional (PSP)

✍ Statistics have shown that in the in USA, ASIS certified persons can get 20% more pay than their non-certified counterparts.

✍ ASIS has been seeing an increase in the level of professionalism through training and development.

- ✍ ASIS hosts international exams in Jamaica twice per year at UWI, Mona. Certification is encouraged as this makes person more marketable in the global market.

Industrial Professional Training Centre (IPTC)

- ✍ The Industrial Professional Training Centre is an Accredited Training Organization (ATO) of NCTVET.
- ✍ As an ATO of NCTVET, the Industrial Professional Training Centre provides training as laid is down by the awarding body NCTVET. IPTC must comply with the standards outlined by NCTVET, and must also have qualified trainers and certified assessors from HEART.
- ✍ It is acknowledged that most security companies have in house trainers and that a number of these trainers were previously officers in the Jamaica Defence Force or the Jamaica Constabulary Force. Notwithstanding, to be recognized in the private security industry, trainers must obtain qualification with Accredited Training Organizations. This preserves the quality assurance standards and demonstrates to the industry that persons are qualified to deliver that training. Trainers are required to be certified to at least level 3, and should have their certificates as evidence of being a certified trainer.
- ✍ It is not being suggested that trainers in the industry are not qualified. However there is a system which must be complied with and as such persons must be assessed to determine if they meet the NCTVET standards.
- ✍ ATO's who are experienced in the HEART System are also required to have quality assurance systems in place .
- ✍ For the person with no experience, basic security training is recommended. Basic training provides security guards with foundation skills which equip them for further training.

Industry Representatives Security Administrators Limited (SAL)

- ✍ Training is fundamental. Operating on the ports necessitates that private security operatives meet international standards.

- ✍ Recently SAL became an assessor for City and Guilds. It is important to understand that irrespective of your competence and training, persons must get assessed and obtain certification.
- ✍ The capacity of the PSRA should be bolstered so that quality assurance can be maintained throughout the industry.

General comments

- ✍ The legislation need to be strengthened to protect the welfare of private security guards. There should be systems in place to monitor the benefits guards receive. There are a number of companies who are not paying the mandated minimum wage. This is a demotivating factor for the guards, irrespective of their training and certification. It is recommended that guards are asked to bring three pay slips when they come up for renewal. If they cannot produce these pay slips because they are not getting them from the company, and where deductions are made and are not being paid over by companies, such companies should be deemed non-compliant and closed down.
- ✍ Consideration should be given to extending the period for the validity of licenses for persons in the private security industry, for example moving the licensing period for private investigators from one year to three or five years.
- ✍ There must be an increase in the penalties for companies who use unregistered private security guards. The penalty should be significant enough to deter companies from engaging in this breach.

Summary of Deliberations Resource Panel 3:

Discussion Topic:

Proposals for the Amendment of the PSRA Act, to foster the alignment of the industry with international best practices

Due to time constraints, there were no dedicated deliberation of the proposals for amendment to the Private Security Regulation Authority Act (PSRA) 1992. The Authority indicated to stakeholders that a discussion on the amendment of the Act will require further discussions and or consultations. The PSRA having issued a call for specific and general recommendations for amendments to the PSRA Act had requested that stakeholders provide written submissions outlining recommendations for amendment to the Act, and that same be submitted to the PSRA for deliberation. The PSRA declared that it wanted to hear solutions from stakeholders in the private security industry and eagerly awaited their written submissions for consideration.

Some of the existing proposals for recommendation to the PSRA Act are outlined below:

- v) There should be Sector-Specific Legislation and or Regulation, to comprehensively regulate the conditions of service for private security operatives.
- vi) The development of a code of conduct for private security companies is essential.
- vii) The mandate of the Private Security Regulation Authority (PSRA) should be expanded to provide for the greater regulation of the Authority.
- viii) The PSRA should be amended to provide for offences and sanctions to enable the Authority to pursue the prosecution of individuals and companies who breach certain key provisions of the PSRA Act and Regulations.
- ix) The development of an Alternative Dispute Resolution Mechanism to treat with grievances in the industry.
- x) An amendment to the fee structure periodically to keep fines in line with the cost of delivering services to the private security industry.
- xi) The expansion of the category of persons in the private security industry required to be licensed by the Authority.

APPENDIX

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Ms. Adriana Irons
Ms. Sashell Smith
Ms. Tracy –Ann Scott

APPENDIX I - LIST OF PARTICIPANTS



ORGANISATION/COMPANY	NAMES OF PARTICIPANTS
Acid Security Services Ltd	<ul style="list-style-type: none"> ▪ Lennon Richards ▪ Milholland Barker
Action Security Company Limited	<ul style="list-style-type: none"> ▪ Paul Cookes ▪ Robert Vaughn
Allied Protection Limited	<ul style="list-style-type: none"> ▪ Everton Smith ▪ Andrew Brown
Alpha Security Services Group Ltd	<ul style="list-style-type: none"> ▪ Craig Clarke
Anderson Eagle Guard ELITE	<ul style="list-style-type: none"> ▪ Andrew Anderson
APPS Access Electronic Security Solutions Limited	<ul style="list-style-type: none"> ▪ Nevine Green ▪ Rayon Braham
Armour Security Services Limited	<ul style="list-style-type: none"> ▪ Colin James ▪ Ronnell James
Atlas Group Incorporated	<ul style="list-style-type: none"> ▪ Lisanne Pessoa ▪ Helen Myrie ▪ Noel Jolly ▪ Bryon Brown ▪ Arlene Ellison ▪ Ralston Pessoa ▪ Donovan Rockhead
Ballistic Security Consultant Ltd	<ul style="list-style-type: none"> ▪ Courtney Atkins ▪ Patrick Pottinger
Bank of Jamaica	<ul style="list-style-type: none"> ▪ Maj. Clifton Lumsden ▪ Dennis Beckford
Bank of Nova Scotia Jamaica Limited	<ul style="list-style-type: none"> ▪ Kenneth Morris ▪ Garfield Hogg
BigMan Security Services Limited	<ul style="list-style-type: none"> ▪ Kirk Anderson
Binoc Visions Investigation Limited	<ul style="list-style-type: none"> ▪ Maxine Welsh ▪ Arlene Smith
Bold Security Service Limited	<ul style="list-style-type: none"> ▪ Ryan Reid
Border Patrol Security Company Limited	<ul style="list-style-type: none"> ▪ Marcell Stewart ▪ Neisha Wynter-King ▪ Walton Smith

Business Recovery Services Limited	<ul style="list-style-type: none"> ▪ Marilyn Davis ▪ Kirk Tomlinson
CMS Superior Plus Sec. Co. Ltd	<ul style="list-style-type: none"> ▪ Gregg Dennis ▪ Kenrick Graham
Comfort Security Services Limited	<ul style="list-style-type: none"> ▪ Roy Ewen
Continental Bakery	<ul style="list-style-type: none"> ▪ Deryck Dwyer
Courage Security Services Limited	<ul style="list-style-type: none"> ▪ Anthony Currie
Comprehensive Sec. Management Ltd.	<ul style="list-style-type: none"> ▪ Livingston Wright ▪ Chris Rodlrin ▪ Worton Pallamino
CREP and Security Incorporation Limited	<ul style="list-style-type: none"> ▪ Alroy Gayle
Crimex Corporation Limited	<ul style="list-style-type: none"> ▪ Ivanhoe Thompson
Crossman Security Services Limited	<ul style="list-style-type: none"> ▪ Richard Crossman
D. Coy Resource Management Co. Ltd.	<ul style="list-style-type: none"> ▪ Christopher Maye
Defense Plus Security Company Limited	<ul style="list-style-type: none"> ▪ Sandra Bennett
Devnewrok Security Compnay Limited	<ul style="list-style-type: none"> ▪ Newton Johnson
Digiview Security Systems	<ul style="list-style-type: none"> ▪ Donna Graham-Gayle
Diving and Security Solutions Limited	<ul style="list-style-type: none"> ▪ Christopher Yee Sing
Duro Investigation Agency Limited	<ul style="list-style-type: none"> ▪ Dwayne Rowe ▪ Chelsea Davis ▪ Dugal Rowe
East S.W.A.T. Security Service Ltd.	<ul style="list-style-type: none"> ▪ Shawnta Thomas ▪ Jeffrey East
Eclectic Security Services Limited	<ul style="list-style-type: none"> ▪ Euken Mills ▪ Conroy Crosdale
E-Gov Jamaica Limited	<ul style="list-style-type: none"> ▪ Mario Callinder
Eliteguard Services Limited	<ul style="list-style-type: none"> ▪ Kartya Salmon
Eshcol Security Services Limited	<ul style="list-style-type: none"> ▪ Delroy Angus
Excel Security Services Limited	<ul style="list-style-type: none"> ▪ David Allen
Exclusive Hospitality Security	<ul style="list-style-type: none"> ▪ David Peck

Management

Factories Corporation of Jamaica Limited	▪ Carlton Rodney
Focus Investigations Limited	▪ Bernard Frampton
Geokel Services Limited	▪ Renee Dickenson ▪ Carmeil Boothe
Guard For life Protection & Security Ltd.	▪ Patrick Lowe ▪ Marelene Shaw ▪ Patrick Lowe
Guardsman Armoured Ltd	▪ Peter Van Whervin
Guardsman Group H.R.M. Limited	▪ Morris Johnson
Guardsman Limited	▪ David Whittaker ▪ Maj. Ricardo Blackwood ▪ Valerie Juggan-Brown
Hard Target Security and Investigation Company Limited	▪ Tanesha Noble ▪ Ruel Vassell
Hawkeye Electronic Security and Ranger Protection and Security Limited	▪ Sean Clacken ▪ Sharon Laing ▪ John Moss
Individual Registration	▪ Clifton Rodgers
Individual Registration	▪ Capp Coley
Individual Registration	▪ Prince Martin
Individual Registration	▪ Calvin Brown
Individual Registration	▪ Andre` Johnson
Individual Registration	▪ Shawn Tulloch
Individual Registration	▪ George Attalla
Individual Registration	▪ Victor Mitchell
Individual Registration	▪ Stacey Lawrence
Individual Registration	▪ Orey Warren

Individual Registration	<ul style="list-style-type: none"> ▪ Jerwayne Bradbery
Individual Registration	<ul style="list-style-type: none"> ▪ Christopher Royal
Individual Registration	<ul style="list-style-type: none"> ▪ Kaydeen Grey
Jamaica Broilers Group Limited	<ul style="list-style-type: none"> ▪ Judith Mckenzie ▪ Charles Chin Fah ▪ John Richards
Jamaica Combined Security and Executive Services Limited	<ul style="list-style-type: none"> ▪ Lyndon Taylor ▪ Devon Irving
Jamaica Railway Corporation	<ul style="list-style-type: none"> ▪ Ian Dixon ▪ Trevor Mitchell
Jopps Tactical Protection Limited	<ul style="list-style-type: none"> ▪ Cleveland Jopp
JR Security Company Limited	<ul style="list-style-type: none"> ▪ Peter Richardson
Kingalarm Services Limited	<ul style="list-style-type: none"> ▪ Delanzo Virgo ▪ Murrise Black ▪ Jonathan Bright ▪ Courtney Dixon ▪ Jonathan Thompson
Kingston Wharves Limited	<ul style="list-style-type: none"> ▪ Omar Walker
Lawman Company Limited	<ul style="list-style-type: none"> ▪ George Allwood
Lightning Force Security Limited	<ul style="list-style-type: none"> ▪ Donovan Thompson
Mack Squad Security Limited	<ul style="list-style-type: none"> ▪ Kelvin Fagan
Mackay Security and Investigative Services Limited	<ul style="list-style-type: none"> ▪ Collett Binns ▪ Anthony Silvera ▪ Michelle Grannum ▪ Aurane Pheonix ▪ Alton Grannum
Majesty Security Services	<ul style="list-style-type: none"> ▪ Oneil Stevens
Marksman Limited	<ul style="list-style-type: none"> ▪ Robert Epstein ▪ Maj. Micheal Gouldbourne
Mectronic Security Services Limited	<ul style="list-style-type: none"> ▪ Lincoln Wallace ▪ Cheyenne Wallace

Melan Security Services Limited	<ul style="list-style-type: none"> ▪ Sandra Chung ▪ Charles Lewis ▪ Mary Pinnock
Mica Security Company Limited	<ul style="list-style-type: none"> ▪ Sharice Braham ▪ Barbara Daye ▪ Mark Goodman
Milex Security Services Limited	<ul style="list-style-type: none"> ▪ Jamie Macmillan ▪ Shanice McCarthy
Modern Investigation and Security Company Limited	<ul style="list-style-type: none"> ▪ Ainsley Francis ▪ Lennox Brown
Murph's Security Company Limited	<ul style="list-style-type: none"> ▪ Delrose Blake
MZ Holdings Limited	<ul style="list-style-type: none"> ▪ Richard King ▪ Ozen Grant ▪ Fitzroy Rhoden ▪ Karen Thompson-Elliott
Northern Caribbean University	<ul style="list-style-type: none"> ▪ Shaun Wellington ▪ Renox Seivwright
Piranha Security Reliance Limited	<ul style="list-style-type: none"> ▪ Leroy Christie
Platinum Security Services Limited	<ul style="list-style-type: none"> ▪ Paul McLean
Ports Security Corps Limited	<ul style="list-style-type: none"> ▪ Lt. Col. Derek Robinson ▪ Carolyn Barwise-Mason
Port Authority of Jamaica	<ul style="list-style-type: none"> ▪ Errol Grant
Power Pac Security Services Ltd	<ul style="list-style-type: none"> ▪ Garfield Williams
Prevancer Protection and Security Services Limited	<ul style="list-style-type: none"> ▪ Everton Preddie ▪ Rose Preddie ▪ Vanesha Preddie
Prolific Security Company Limited	<ul style="list-style-type: none"> ▪ Dean Taylor
Pro Protector Limited	<ul style="list-style-type: none"> ▪ Samuel Campbell

Priority Protection Limited	<ul style="list-style-type: none"> ▪ Lloyd King
Protection & Security 2011 Limited	<ul style="list-style-type: none"> ▪ Andrea Lilly ▪ Surrana Smith
Quest Security Services Limited	<ul style="list-style-type: none"> ▪ Joseph Dibbs ▪ Sharon Dale
Recreation Pathway Jamaica Limited	<ul style="list-style-type: none"> ▪ Charldon Matthews
Ripley Security Services Limited	<ul style="list-style-type: none"> ▪ Rohan Fisher
Secure Security Services (2013) Limited	<ul style="list-style-type: none"> ▪ Lorane Ferguson ▪ Keith Taylor
Securipo Limited	<ul style="list-style-type: none"> ▪ Yanique Jones ▪ Cecelia Watson ▪ Eugene Marshall ▪ Garfield Hemmings ▪ Winston Barnes ▪ Astley Jones ▪ Captain George Reynolds ▪ Calvin Watson ▪ Frans Hall
Security Administrators Limited	<ul style="list-style-type: none"> ▪ Colonel Lenworth Marshall
Security Advisory and Management Services Limited	<ul style="list-style-type: none"> ▪ Captain Ewan Oliver ▪ Edgerton Simpson
Security Alliance Services (SAS) Limited	<ul style="list-style-type: none"> ▪ Christopher Senior ▪ Grace Ann Rudd ▪ Sophia Clowson
Sentry Services Security Company Limited	<ul style="list-style-type: none"> ▪ Joan Reid ▪ Jeffrey Smith ▪ Mark Shields
Shalk Electronic Security Limited	<ul style="list-style-type: none"> ▪ Cedric Brown
Shield Crime and Security Consultant Limited	<ul style="list-style-type: none"> ▪ Donna Frame
Silver Star Protection Limited	<ul style="list-style-type: none"> ▪ Statham Henriques
SLH Premier Security Services	

Star One Protection Company Limited	<ul style="list-style-type: none"> ▪ Fiona Richards ▪ Norval Price
Stealth Security Solution Limited	<ul style="list-style-type: none"> ▪ Valrie Shippy ▪ Bruce Wint
Strinke Force Security Limited	<ul style="list-style-type: none"> ▪ Victor Johnson ▪ Charline Watts ▪ Charles Smallwood
S&R Angel Security Guard	<ul style="list-style-type: none"> ▪ Earl Levy ▪ Gladstone Malcolm ▪ Lorraine Pennington ▪ Fabian McPherson
Supa Guard Security Company Limited	<ul style="list-style-type: none"> ▪ Leroy Wilson
The Shipping Association of Jamaica	<ul style="list-style-type: none"> ▪ Natasha Reid
Tight Knott Protection Security Services	<ul style="list-style-type: none"> ▪ Mark Levene
Tomlock Security Services Limited	<ul style="list-style-type: none"> ▪ Nicholas Johnson
Top Class Security Company	<ul style="list-style-type: none"> ▪ Dudley Morrison
Unique Executive Solution Ltd	<ul style="list-style-type: none"> ▪ Merrick Lobban ▪ Lt. Col. Raymond Dobbs ▪ Sherif Tywdale
Vanguard Security Limited	<ul style="list-style-type: none"> ▪ Kevin Gayle ▪ Vivian Blake
Veteran Security Limited	<ul style="list-style-type: none"> ▪ Vincent Royal
Village Investigative Protection Services and Training Institute Limited	<ul style="list-style-type: none"> ▪ Stephanie Kirlew ▪ Livingston Ewart
Vinel Central Investigation and Security Consultation Limited	<ul style="list-style-type: none"> ▪ Neville Warmington ▪ Samantha Allen ▪ Richard Nicholas
Vk&K Security Company Limited	<ul style="list-style-type: none"> ▪ Raymond Christian
Warmsville Investigation Security and Equipment Consultant Limited	
WPC Group of Company Limited	

Board Members

- ACP (Ret'd), Derrick Cochrane – Chairman
- Donna Scott Motley
- Major (Ret'd) Winston Barnes
- Carleen McFarlane
- Clarence Clarke

Guest Speaker

- Hon. Peter Bunting-Minister of National Security

Presenters

- Prof. Anthony Clayton
- Osric Forrest

Resource Panel Members

- Andrew Wynter
- Major (Ret'd) Garfield Owen
- ACP Devon Watkis
- ACP Carlton Wilson
- Lt. Cmdr. John McFarlane
- Basil Bewry
- Susan Scarlett
- Capt (Ret'd) George Reynolds
- Rudolph Davis
- Jennifer Walker
- Donna Scott Motley
- Carlene Mcfarlane
- Major (Ret'd) Winston Barnes
- Mitsy Beaumont-Daley
- Rosalyn Campbell
- Major (Ret'd) Winston Dwyer

Conference Chair**Other Guests**

- Hugh Jones

- Angella Foster
- Marjorie Neita
- Genice Wright
- Carlene Temple-Anderson
- Charles Scarlett
- Carlton Wilson
- Oneil Hinds
- Rochelle Williams
- Hugh Jones
- Yvette Brown
- Errol Russell

P.S.R.A.

- Rosalyn Campbell
- Marcia Hector
- Carol Myrie
- Shaan Morrison
- Velma Buckley
- Jillian Shepherd
- Sharon Coombs
- Adriana Irons
- Khamoy Mills
- Brenton Hall
- Paul Ricketts
- Tracy-Ann Scott

- Shana-Kay Earl

- Sandra Dixon
- Sherene Brown-Ellis
- Roxanne Smith
- Jameal Williams

- Venise Patrick
- Abevia McDonald
- Sashell Smith
- Jacqueline Williams
- Jodi-Ann Pottinger
- Trishauni Walker
- Nardia Wilson
- Almarie James
- Tajera Davidson

APPENDIX II - LAUNCH OF PSRA CONFIDENTIAL HELP LINE

Call 1-888-GET-PSRA



PRIVATE SECURITY REGULATION AUTHORITY

*Do you know of
any company
NOT registered with
the PSRA?*

**Call 1-888-GET-PSRA
(1-888-438-7772)**



Who needs to register with the PSRA?

- Contract Security Companies
- Private Security Guards
- Proprietary Security Organizations
- Private Investigators
- Security Trainers

***Make sure that your security company is registered and compliant with the PSRA.
For more information call us or visit our website.***



6th Floor, Office Centre Building,
12 Ocean Boulevard, Kingston Mall
Tel: 967-2522-6 Fax: 967-2478
Website: www.psra.gov.jm
Email: info@psra.gov.jm

A Message from the Ministry of National Security

APPENDIX III

AGENDA

- 8:00am-8:30am **Registration**
- 8:30am-9:30am **National Anthem**
Assembly/Prayer - Pastor Sandra Dixon
Welcome - Major (Ret'd) Winston Dwyer
- Opening Remarks** - Mr. Derrick Cochrane (ACP Ret'd), Chairman,
PSRA Board
Introduction of the Hon. Minister of National Security
- 9:30am-10:00am **Special Presentation**
Hon. Peter Bunting, Minister of National Security
- 10:00am-10:05am **Introduction of Presenter:** Prof. Anthony Clayton, Institute of
Sustainable Development, UWI
- 10:05am-10:25am **Presentation : The Incorporation of the Private Security Industry
into the National Security Architecture** - Professor Anthony Clayton
- 10:25am-10:30am **Introduction of Presenter:** Mr. Osrick Forrest, Director of Advanced
Studies-Caribbean Maritime Institute (CMI)
- 10:30am-10:50am **Presentation: The expanded opportunities and challenges for the
Private Security Industry in a Logistic Hub Economy** - Mr. Osrick
Forrest
- 10:50-11:30am **RESOURCE PANEL 1:**
**The Incorporation of the Private Security Industry into the National
Security Architecture**
**The expanded opportunities and challenges for the Private Security
Industry in a Logistic Hub Economy**
- Mr. Andrew Wynter, ASIS, Jamaica
 - Mr. Garfield Owen, ASIS, Jamaica
 - ACP Devon Watkis, JCF
 - ACP Carlton Wilson, JCF
 - Lt. Cmdr. John McFarlane, Senior Director-Operations, Airports
Authority, Jamaica

AGENDA

11:30am-11:35am

LAUNCH OF HELP LINE (1-888-GET-PSRA)

11:35am-12:15pm

RESOURCE PANEL 2: Adoption of Certification Standards for Registration of Private Security Practitioners

- Mr. Basil Bewry, JSIS Chairman, ASIS, Jamaica
- Ms. Susan Scarlett, HEART Trust NTA, ASIS, Jamaica
- Capt (Ret'd) George Reynolds, Industry Representative
- Mr. Rudolph Davis, Industry Representative
- Ms. Jennifer Walker, NCTVET-HEART Trust

12:15pm-12:45pm

RESOURCE PANEL 3: Proposals for the Amendment of the PSRA Act, to foster the alignment of the industry with international best practices

- Mrs. Donna Scott Motley – Attorney-at-law, Deputy Chair, PSRA Board
- Ms. Carlene McFarlane – Attorney-at-law, Director PSRA Board
- Major (Ret'd) Winston Barnes, Industry Representative/PSRA Board
- Mrs. Mitsy Beaumont-Daley, Attorney-at-law, SLO, MNS
- Ms. Rosalyn Campbell, Attorney-at-law & Executive Director, PSRA

12:45-pm-1:00pm

Review and Closing Remarks

Ms. Rosalyn Campbell, Executive Director, PSRA

Lunch

