

MADRID, OCTOBER 15TH, 2004

## **WORKING SESSION IV : "THE QUALITY PERSPECTIVE"**

LET ME START TO EXPLAIN WHY WE AS A COMPANY BELIEVE THAT QUALITY OF SERVICE IS SO IMPORTANT.

IT IS SIMPLY BECAUSE A CONSTANT HIGH QUALITY OF SERVICES SECURE THE FUTURE FOR THE PRIVATE SECURITY INDUSTRY. IT SECURE THAT BOTH PRIVATE COMPANIES AND GOVERNMENTS BELIEVE IN US AND ARE WILLING TO CONTINUE TO OUTSOURCE SECURITY. I JUST NEED TO REMIND YOU WHAT HAPPENS IN FOR INSTANCE USA WHERE THE GOVERNMENT DECIDED TO REINSOURCE SOME ACTIVITIES.

THEREFORE I HAVE TO STRESS THAT IT IS THE WHOLE SECURITY INDUSTRY THAT HAVE TO DELIVER CONSTANT HIGH QUALITY AND TO DO THAT WE NEED OFF COURSE SOME REGULATIONS AND MINIMUM STANDARDS.

QUALITY STARTS AT THE TOP OF THE ORGANISATION. IT IS THE CORPORATE LEVEL THAT SETS THE SCENE FOR QUALITY. AND IN GROUP 4 SECURICOR WE HAVE SET UP THE FOLLOWING PLATFORM :

- WE HAVE AS OUR VISION TO FOCUS ON SECURITY. IT IS OUR CORE BUSINESS. THEREFORE WE HAVE DIVESTED ACTIVITIES WHICH WERE NOT SECURITY.
- WE WANT TO SECURE TOP QUALITY MANAGEMENT COMPETENCIES, BOTH LOCAL AND CENTRAL.
- WE HAVE A LARGE GEOGRAPHIC SPREAD OPERATING IN MORE THAN 100 COUNTRIES IN EUROPE 28 COUNTRIES AND THIS ALLOWS US TO OPTIMIZE PERFORMANCE ACROSS EUROPE THROUGH KEY PERFORMANCE INDICATORS, BENCHMARKING AND SPREAD OF BEST PRACTICES
- WE RESPECT RULES AND REGULATIONS AND WE HAVE SET UP OUR OWN ETHICAL CODES. AND ALL OUR MANAGERS COMMIT THEMSELVES TO THIS ETHICAL RULES

THEREFORE LOOKING FROM THE TOP OF THE ORGANISATION I CAN SAY THAT WE HAVE IMPLEMENTED THE NECESSARY STRATEGIES AND GUIDELINES FOR DELIVERING A TOP QUALITY OF SERVICE.

BUT OUR INDUSTRY IS ABOUT PEOPLE. AND PEOPLE MAKES THE DIFFERENCE IN THE SERVICE INDUSTRY. AND TO WORK WITH PEOPLE IS FANTASTIC. IT IS A REAL PRIVILEGE AND AT THE SAME TIME A REAL CHALLENGE.

THINK ABOUT PRODUCING FOR INSTANCE SUGAR OR PERHAPS MORE INTERESTING BEER. TODAY YOU CAN DO IT ALMOST WITHOUT PEOPLE.

THE MACHINES DO IT AND YOU CAN PREDICT AND REFINE MORE OR LESS ALL PROCESSES. YOU GET THE EXACT SAME PRODUCT OUT DAY IN AND DAY OUT.

YOU DO NOT NEED TO MOTIVATE THE MACHINES BUT YOU NEED TO KEEP THEM IN A GOOD SHAPE.

YOU CAN OF COURSE BE PROUD OF THE QUALITY OF THE BEER BUT NOT IN THE SAME WAY AS YOU CAN BE PROUD OF YOUR EMPLOYEES DOING A GOOD JOB.

AND IT MAKES ME FEEL PROUD REALIZING THAT WE HAVE 350.000 EMPLOYEES WHO DAY AFTER DAY ARE DOING A GOOD JOB.

AS THE PEOPLE MAKES THE DIFFERENCE LET ME START WITH THE BACKGROUND OF OUR EMPLOYEES.

WE ARE COMMITTED TO HIGH QUALITY OF SERVICES, SO IT IS VERY IMPORTANT, WITH THE HELP OF OUR AUTHORITIES, TO CORRECTLY SCREEN AND SELECT PEOPLE.

A SUFFICIENT BASIC TRAINING GIVES OUR EMPLOYEES THE SKILLS THEY REQUIRE TO CARRY OUT THEIR JOB.

WE APPLY A GOOD SALARY STRUCTURE AND IN A NUMBER OF CASES, OUR SALARIES ARE MORE ATTRACTIVE THAN THE SALARIES IN THE PUBLIC SECTOR.

WE TRY TO GIVE OUR EMPLOYEES CONTINUED AND SPECIALIZED TRAINING TO BUILD UP THEIR SKILLS AND THEIR EXPERIENCE. THIS IS IMPORTANT BECAUSE OUR CUSTOMERS NEEDS BECOMES MORE AND MORE SPECIALISED.

TO SECURE FLEXIBILITY WE PLAN OUR EMPLOYEES DUTIES THROUGH GOOD PLANNING SYSTEMS AND GIVE THEM SUPPORT AND SUPERVISION FROM OUR FIRST LINE MANAGERS. OUR FIRST LINE MANAGEMENT ARE HIGHLY EMPOWERED AND TAKE DAY TO DAY OPERATIONAL AND SOMETIMES COMMERCIAL DECISIONS AT DECENTRALISED SITE LEVEL. AND TO SUPPORT THEM WE HAVE IN MANY COUNTRIES A STRUCTURED APPROACH THROUGH QUALITY ASSURANCE SYSTEMS.

OUR STATISTICS SHOW THAT THE FIRST SIX MONTHS ARE CRITICAL FOR THE STAFF TURN OVER AND THEREFORE OUR MANAGERS TRY DURING THIS PERIOD TO HAVE AN EXTRA CLOSE CONTACT WITH THEIR GUARDS.

BUT WHATEVER SYSTEMS WE USE,WHATEVER REGULATIONS WE APPLY, WHATEVER TRAINING WE GIVE AND WHATEVER SALARY WE PAY, THE KEY WORD IS AND STAYS "MOTIVATION".

I HAVE BEEN IN THIS INDUSTRY THE LAST 15 YEARS AND THE DEVELOPMENT HAS SIMPLY BEEN FANTASTIC.

15 YEARS AGO THE MANNED SECURITY INDUSTRY WAS VERY FRAGMENTED, WITH MINIMUM REGULATIONS IN MANY COUNTRIES, IF REGULATIONS AT ALL. AND SOMETIMES THE CUSTOMERS SAW THE MANNED SECURITY EMPLOYEES AS MORE OR LESS SOME ARMS AND LEGS.

DURING THE LAST 15 YEARS WE HAVE SEEN A STRONG CONSOLIDATION IN THE INDUSTRY, AND AN ENORMOUS SPECIALISATION AND A POSITIVE DEVELOPMENT IN REGULATIONS. AND I HAVE TO STRESS THAT MINIMUM STANDARDS THROUGH REGULATIONS ARE A CORNER STONE FOR THE QUALITY OF SERVICE.

TODAY OUR SECURITY GUARDS ARE WIDELY SPECIALISED AND EDUCATED. IT MEANS THAT THE LARGE COMPANIES BUT ALSO SMALLER COMPANIES HAVE TAKEN THEIR ROLE SERIOUSLY AND HAVE WORKED HARD TO MOVE THE SECURITY INDUSTRY AWAY FROM A LOW STATUS INDUSTRY.

OUR CUSTOMERS PLAY AN IMPORTANT ROLE FROM A QUALITY PERSPECTIVE. SECURITY MUST RECEIVE ATTENTION FROM THE HIGHEST MANAGEMENT LEVEL. IT IS IMPORTANT THAT THE CUSTOMERS SECURITY SPECIALIST CAN TAKE DECISIONS, AND NOT ONLY THE PURCHASING OR FACILITY MANAGEMENT DEPARTMENT.

ALSO INSTRUCTIONS HAS TO BE DEVELOPED TOGETHER WITH THE CUSTOMERS TO SECURE THAT THERE ARE NO BREACH OF EXPECTATIONS.

LUCKILY WE SEE MORE AND MORE LONG LASTING PARTNERSHIPS WITH OUR CUSTOMERS, WHICH ALLOW SERVICE LEVEL AGREEMENTS TO BE ESTABLISHED AND MET, COMPLAINTS SOLVED AND CORRECTIVE ACTIONS TAKEN. THIS LEADS TO A BETTER CUSTOMER SATISFACTION AND A BETTER ACCEPTANCE OF THE RIGHT COST OF SERVICES. AND IT IS VERY IMPORTANT THAT THE CUSTOMER AND THE SECURITY COMPANY FROM THE START ARE TOTALLY AGREEING IN WHAT IT IS THAT THE CUSTOMER WANT US TO DELIVER. NOTHING IS MORE UNHEALTHY FOR A GOOD COOPERATION THAN A DISAPPOINTED CUSTOMER.

ALLOW ME SOME WORDS ABOUT THE RELATIONS WITH THE UNIONS.

WE HAVE HERE IN EUROPE A LONG TRADITION FOR A GOOD COOPERATION WITH OUR EMPLOYEES ORGANISATIONS. WITHOUT THIS COOPERATION WE WILL NOT SUCCEED. IN OUR COMPANY WE ESTABLISHED A EUROPEAN WORKING COUNCIL BEFORE IT WAS MANDATORY. AND THIS CHANNEL GIVES US A LOT OF VALUABLE INPUTS AND DISCUSSIONS.

AND THE UNIONS PLAY AN IMPORTANT ROLE IN FACILITATE A GOOD DIALOGUE WITH EUROPEAN AND LOCAL AUTHORITIES.

TO SUMMARIZE. I HAVE MENTIONED A NUMBER OF FACTORS THAT SECURE THAT WE CAN DELIVER A CONSTANT HIGH QUALITY OF SERVICES IN THE PRIVATE SECURITY INDUSTRY. MANY OF THESE FACTORS CAN WE MANAGE OURSELVES.

BUT WE NEED REGULATIONS AND MINIMUM STANDARDS TO SECURE THAT THERE IS ONLY ROOM FOR SERIOUS AND PROFESSIONEL SECURITY COMPANIES. AND IN MANY COUNTRIES THE SECURITY LEGISLATION CAN BE IMPROVED.

**FINALLY IF WE AS AN INDUSTRY UNDERSTAND THE IMPORTANCE OF QUALITY OF SERVICES AND ALL COMPANIES ALWAYS TRY TO IMPROVE THEIR QUALITY THEN OUR INDUSTRY WILL HAVE A BRIGHT FUTURE.**

**HANS BENNETZEN**