



# ENHANCING CAMPUS SAFETY

## BENEFITS AND CHALLENGES OF INSOURCING SECURITY SERVICES AT INSTITUTIONS OF HIGHER LEARNING

S NKOSA  
DIRECTOR-PROTECTION & RISK SERVICES  
CPUT



**CAMPROSA**  
*Campus Protection Society of Southern Africa*

# Overview

1. Introduction
2. “In-House Defense”: Factors Behind Insourcing Security Services
3. Importance of Security in Institutions of Higher Learning
4. Benefits of Insourced Security Officers
5. Challenges faced by universities with Insourced Security Services
6. Available options
7. Conclusions



# INTRODUCTION



Institutions of higher learning, commonly known as universities and colleges, play a vital role in the educational landscape. These institutions are designed to provide advanced education and training beyond secondary school, catering to a diverse range of academic disciplines and vocational skills.



Their primary purpose is to foster intellectual growth, critical thinking, and specialized knowledge in students. Through rigorous academic programs, research initiatives, and community engagement, these institutions contribute significantly to economic development and social progress.



For these activities to be achieved, the creation of a conducive environment, free of crime is critical. Security is a fundamental aspect of the functioning and success of institutions of higher learning. It is therefore the responsibility of all of us in this conference, to create and maintain safe campuses.



# “In-House Defense”: Factors Behind Insourcing Security Services



**Exploitation of workers** employed by outsourced service providers

**Low levels of remuneration**

No or very **limited career progression**

**Increasing economic pressure** on universities in the wake of decreasing government subsidy

**Increasing social pressure** to end outsourcing

# Importance of Security in Institutions of Higher Learning

## **Protection of Students and Staff:**

The primary responsibility of educational institutions is to ensure the safety and well-being of their students, faculty, and staff. A secure environment fosters a sense of safety, allowing individuals to focus on their academic and personal growth.

## **Safeguarding Property and Assets:**

Institutions invest significant resources in facilities, equipment, and technology. Security measures protect these assets from damage or theft, ensuring that educational resources remain available for students and faculty.



Cont...

### **Promoting a Positive Learning Environment:**

A secure campus contributes to a positive atmosphere where students can engage freely in academic and extracurricular activities. When individuals feel safe, they are more likely to participate fully in campus life, enhancing the overall educational experience

### **Enhancing Institutional Reputation:**

A university's reputation is significantly influenced by its safety record. Institutions known for prioritizing security are more likely to attract students, faculty, and funding, positively impacting enrollment and partnerships.



**CAMPROSA**  
Campus Protection Society of Southern Africa

Cont...

**Supporting Diversity and Inclusion:**

A secure environment encourages diversity by making all individuals feel welcomed and protected. This inclusivity enriches the educational experience and prepares students for a diverse workforce.

In summary, security is a critical component of the educational mission of institutions of higher learning. By prioritizing safety, universities can create an environment conducive to learning, innovation, and personal development.



# Benefits of Insourced Security Officers

## **Job Stability:**

Insourced security officers often enjoy greater job stability compared to those employed by third-party companies, as they are directly part of the institution's staff.

## **Strong Community Ties:**

Working within a university allows officers to build relationships with students, faculty, and staff, fostering a sense of belonging and community.

## **Familiarity with the Environment:**

Insourced officers have an intimate knowledge of the campus layout, policies, and culture, enabling them to respond more effectively to incidents.





### **Opportunities for Professional Development:**

Many universities offer training programs, workshops, and career advancement opportunities for security personnel, enhancing their skills and qualifications.

### **Direct Influence on Policy:**

Insourced officers may have a voice in shaping campus safety policies and procedures, contributing to a more tailored approach to security.

### **Access to Resources:**

Insourced security teams often have better access to institutional resources, technology, and support, enabling them to perform their duties more effectively.



Cont...

### **Work-Life Balance:**

Many universities offer flexible schedules, allowing security officers to maintain a better work-life balance.

### **Engagement in Campus Life:**

In-sourced officers can participate in campus events and activities, enriching their connection to the university community.

### **Improved earnings:**

Security officers in-sourced by universities typically earn higher salaries than those employed by external contractors.



**CAMPROSA**  
*Campus Protection Society of Southern Africa*

# Challenges faced by universities with Insourced Security Services

## **Financial sustainability:**

**Inflated operational budget:** By insourcing security services, institutions believed they would save money; however, the reality has proven otherwise.

**Competitive Pay Issues:** Insourced security officers may demand higher salaries due to the nature of their work, leading to budgetary strain on universities.

**Equity Concerns:** Disparities in pay between insourced security staff and other university employees can create dissatisfaction and feelings of inequity among staff.



Cont...

## **Labor Unions:**

**Union Negotiations:** Insourced security officers may be represented by labor unions, complicating negotiations over wages, benefits, and working conditions.

**Strikes and Protests:** Labor disputes can lead to strikes or protests, disrupting campus safety and operations, and creating a challenging environment for university administration.

**Consequence Management:** It is challenging to implement disciplinary actions against insourced security officers because of interference from labor unions.



## **Leave Management:**

**Coordination Difficulties:** Managing leave requests can strain the existing workforce, especially during busy periods, potentially leaving the campus vulnerable.

**Absence of a Relievers:** Service providers often keep a database of "spare guards" which becomes useful during absenteeism instances. This is unfortunately not the case with universities where security is insourced. This can lead to insufficient security staffing, especially during critical times like exam periods or events.



## **Criminal Records:**

**Background Checks:** Ensuring thorough background checks for all insourced security personnel is crucial, as lapses can lead to hiring individuals with concerning pasts.

**Ongoing Monitoring:** Maintaining updated records and monitoring for new offenses can be resource-intensive, yet necessary for campus safety.

## **Bias Towards Students and Staff During Protests:**

**Perceptions of Partiality and allegiance:** Insourced security officers may be perceived as biased if they show favoritism towards certain student groups during protests or demonstrations. They are also frequently limited in their ability to act against staff and students during protests, as their hiring was a response to the student protests of 2015/16.



# AVAILABLE OPTIONS

# SECTION 189(a) OF LRA

Section 189 of LRA permits employers to dismiss employees for operational requirements. These are defined as requirements based on economic, technological, structural or similar needs of the employer. This Section provides for employers to develop a criterion to be used to select employees to be retrenched.

- Universities to select employees based on age profile, from age 46 upwards.
- Grant severance pay of equal to at least one week's remuneration for each completed year of service in terms of section 141 of the Basic Conditions of Employment Act.
- All retrenched employees are not replaced , instead deploy technology or Hybrid model
- This option may result in instability to the institution and may take longer to implement
- May be interdicted by unions, students and politicians





# HYBRID MODEL

This option consists of contracting a security service provider to supplement the insource staff. Retrenched staff (in case of Sec.189 option) as well as in cases of natural attrition are not replaced, instead a contracted service provider will be required to deploy their officers. Their deployment will also be applicable during the following scenarios:

- Absenteeism scenarios
- Protests

The university may also consider a co-sourcing option to be in line with their social justice obligations



# CONCLUSION

- Institutions of higher learning are about academic offering, fostering intellectual growth, critical thinking, and specialized knowledge in students.
- A balance is to be kept between investment made for achievement of the Academic Project, as well as security of such an investment.
- It is almost certain that insourced security may lack adequate expertise needed to create a conducive environment for learning and teaching.
- It has been proven that deployment of technology is an obvious solution to complement physical guarding.
- University leadership need to engage in the difficult conversations to shape a fit-for-purpose security services, for the enhancement of campus safety.





**CAMPROSA**

*Campus Protection Society of Southern Africa*

