QUALITY CRITERIA FOR THE PRIVATE SECURITY COMPANIES AND CHALLENGES FOR THEIR IMPLEMENTATION IN CONTEMPORARY ENVIRONMENT

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Abstract: In the past decades it is evident that the modern mega trends: globalization, urbanization, digitalization etc., and the new forms of security risks and threats had influenced and moderated the organization of state security. The increasing security risks driven by natural and geopolitical calamities have increased the role of private security services, vis à vis state security. Private security companies are recognized as a relevant non-state security actor and, active participant to complement the traditional (state) security constituents in providing security. Moreover, private security employees are part of the security continuum who have always complimented state security efforts, and this has become particularly the case in the wake of the Covid-19 global pandemic, where PSS workers have stepped up, as frontline workers, to guarantee public safety and health. Private security provides security of individuals and property at private and commercial buildings, public spaces, events and provides protection of critical infrastructure. However, aiming at efficient and effective use of the full potential of the private security sector there still is a clear need for determination of the quality criteria for the private security that will consider both, the security concept and the corporate concept of the private security companies providing services and of companies' withe in-house security.

Hence, the main tendency of this article is to elaborate on the significance of defining quality criteria for the private security sector. The theoretical explication will cover the wider concept of private security with the definition of terms and meaning and current state in practice The main focus will be to analysis of the quality criteria for the private security identified by the Confederation of European Private Security Services (CoESS) and Uni-Europa, i.e. private security employees training, recruitment and retention; security management; professional capacities of the company for providing private security; broader legal framework and special regulations and social responsibility. Moreover, the quality criteria will be elaborated within the existing challenges of the contemporary global and security environment. The final goal of this article will be to systematize the scientific knowledge in the field of quality of the private security.

Key words: private security, quality, training, security management

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1. Private security definition and resources

In the last few decades, protection and security of individuals and property have significantly changed mainly under the influence of globalization, economic, social, political, technological changes, but also responding to modern forms of security risks and threats. In this sense, Weber's understanding that the state is the exclusive protector of security has been abandoned and private security has positioned as a new security actor (Bakreski et al, 2018).

In the literature there cannot be found a unified position regarding the formal definition of private security, however researchers and experts have shown intense interest in this profession with public powers. According to Kakalik and Wildhorn (1971) the definition of private security is in the function of detecting and preventing crime, thus they argue that private security is represented by all types of private organizations and individuals who perform all kinds of security-related services, including: investigation, physical security, patrol, detection of lies, alarm and armed vehicles (Strom et al, 2010). Cunningham et al. (1990) formulate a broad definition of private security that refers to self-employed individuals and privately funded for-profit entities and organizations providing security services for the needs of the client, for a fee or for the needs of a person or entity employed for personal protection; private property or interests of various dangers.

A comprehensive, modern definition of private security is formulated by the American Society for Industrial Security (ASIS) according to which private security is a non-state, private activity of protecting persons, property, and information, conducting investigation and otherwise self-protection of organizations' property, protection of businesses and critical infrastructure from natural disasters, accidents or planned attacks, such as terrorism, vandalism, etc. (Strom et al, 2010).

Hence, based on the essential set of definitions for the private security sector according to Bakreski et all (2018) a private security company can be defined as a clearly structured and hierarchically defined registered corporate association, which offers services of a security nature, with a competitive spirit with other such companies. Additionally, the term private security industry is used to refer to the broad scope and content of the private security grounded on the broad dimensions of private security worldwide, connecting security service providers, clients and many other directly or indirectly related industries, sectors and branches (Spaseski et al, 2017). Moreover, the term "private security industry" as a generic term is used to describe the amalgam of different professions that are connected by numerous functions, including crime prevention, order maintenance, loss reduction and protection (George and Button, 2000)

Aiming at providing an objective perspective of the private security sector it is important to illustrate the human resources employed in this sector. According to International Labour Organization, in 2019, based on an analysis of data from 86 countries, it was estimated that there were over 4.8 million workers in the private security service sector, representing 0.4 percent of total employment. The United States accounted for approximately 19% of the overall PSS employment in 2019. In Europe, according the official data of the Confederation of European Security Services

(COESS), which is as un umbrella organization of European private security companies and a recognized representative of the sector at the European Commission there are around 52.300 registered private security companies in Europe, that employ around 2.2 million private security workers. The illustrated data does not include the private security employees in in-house security, thus the total number of employees is relatively higher. At the same time, according to Eurostat the number of police officers in the EU has slowly been decreasing in recent years. The EU had a total of 1.6 million police officers in 2016, a reduction of 3.4 % since 2009.

2. The developing role of private security in contemporary environment

The increasing security risks driven by natural and geopolitical calamities have increased the role of private security services, vis à vis state security (ILO, 2022:3). Private security is globally accepted as a strategic participant in providing security to people, corporations, and the state, and it plays a vital role in crime prevention, protection of critical infrastructure and protection of everyday life of people during work, education, sport, traveling, leisure etc. It is very clear that private security companies are responsible for security of airports, public transportation, commercial facilities, shopping malls, hospitals, schools, residential buildings, sport events, concerts and almost in every aspect of people's life. Hence, private security is part of the "new normal" global living and has a serious contribution to the individual and collective security as well as a direct affect to reduction of crime rates in specific types of crime (Gjurovski et al, 2019).

The United Nations Office on Drugs and Crime (UNODC) in their document from 2011 "Civilian private security services: their role, oversight and contribution to crime prevention and community safety" explain that the delegation of public powers from the field of security to the private security industry, usually referred to as "privatization" of some police functions, in reality is necessary for societies and the civilian private security industry actually fills the gaps left by the overstretched police. Thus, UNODC argues that private security industry is considered to be playing a growing role in crime prevention and community safety. Moreover, according to Roberson and Birzer (2010) not only that private security plays a critical role in the prevention of crime because the police don't have sufficient time and resources, but in fact private security operations are almost exclusively oriented toward the prevention of crime with all the sophisticated video security systems and other high technology, state-of-the-art alarm systems.

In this context it is important to illustrate the relationship between the private security and the police. The European Commission notes that the relationship between the private security and the police is complementary and according to Ward (1999) the police itself accepts that the private security industry provides an extra value to the core police work.

In general, there is evident need of introducing quality criteria for private security in order to even broader the cooperation potential. Nevertheless, it is also evident that private security employees form around one third to one half of the overall security sector in societies, are in constant direct interaction and are the most visible among the citizens, thus their image is very important as a part from the overall security sector.

The cooperation and synergy between the public and private security sector most explicitly is articulated with critical infrastructure protection, as a primary consideration of every society concerning the basic vital functions in the state in terms of health, security, economic and social welfare (Bakreski et al, 2017). The new Critical Entities Resilience Directive (CER) from 22.11.2022 that replaces the European Critical Infrastructure Directive of 2008 is the first EU law recognizing private security companies and recommending operators of Critical Infrastructure to control the quality of security services. According to CoESS, especially when it comes to protecting Critical Infrastructure, security services are important security stakeholder and must meet the highest quality standards.

3. A review of quality deinitions, meanings and perceptions

The concept of quality has been contemplated throughout history and continues to be a topic of interest (Reevs and Bedran, 1994), however, there is no general, universally accepted definition of quality (Ibrahim, 2012). According to Ibrahim (2012) broad and more general definition is difficult for operationalization and short definition might not adequately cover the complexity and the meaning of the quality concept. Hence, in the literature review various definitions of quality exist. According to Garvin (1984) the academic literature on quality fails to elaborate one extensive approach. There are four academic *disciplines providing quality definition from different perspective: philosophy, economics, marketing, and operational management. The result is that there are quality definitions with competitive perspectives, grounded on different analytical frames, using different terminology. According to Garvin (1984) there are five different approaches to defining quality. The transcendental approach of the philosophers implies that quality is a congenital attribute, an absolute and universally recognised value, based on Plato's concept on "ideal form". The product-based approach considers quality of product or a service as measurable feachure based on specific attributes or constituencies, such as performance, characteristics, safety, compliance, endurance, esthetical, perceived quality and service quality. The user-based approach implies that the quality is assessed from the perspective of the final user in terms of the level of quality that satisfies consumer's/customer's preferences. The product-based approach defines quality as a confirmation of the client's requests. The value-based approach considers quality from the perspective of difference between cost and profit.*

Garvin is not the only scientist providing a concept for quality of product or service. Smith (1993), Rives and Bednar (1994), Sivright and Jung (1996) and many others have worked on defining quality, however for the purpose of this paper we will briefly present only the quality concepts that will lead to adequate operationalization (Fields, 2014). According to Edwards (1987) people perception of quality is through constant improvement that is result of elimination of every unacceptable variation of the product, the service or the process in which they are created (Crosby, 1979). Furthermore, Crosby (1979) argues that quality means "zero defects", thus providing guarantees that the customer will be provided with the exact product/service that the manufacturer/seller commented to be delivered. Similarly, Eldin (2011) identifies one of the most significant quality characteristics to provide no-flaws/no-mistakes.

Overall, the concept of quality refers to a competitive advantage of the company at the market and providing the best value. However, according to Hoyle (2007) quality should not be conceptualized only from the client's perspective, but should also refer to other stakeholders. The International Organization for Standardization (ISO) had developed

and published the standard *ISO 9000*:2005 describing the fundamentals of quality management systems, where the term "interested party-stakeholder" is defined as "person or <u>organization</u> that can affect, be affected by, or perceive itself to be affected by a decision or activity" furthermore identifying: customers, owners, people in an organization, <u>providers</u>, bankers, regulators, unions, partners or society that can include competitors or opposing pressure groups. At the same time, Hoyle (2007) argues that the term "interested parties" is not adequate since it reflects the competition, the criminals or groups of terrorists as parties interested in organization/company, no matter that their interest would be in a failure of the organization/company and not in the success and quality. Hence, according to Hoyle the most appropriate term to be used would be "stakeholders".

According to Ibrahim (2012) while missing a general consensus in the literature regarding a widely accepted, theoretically grounded, valid and relevant definition of quality as a basic quality definition should be considered the standard ISO 9000 (2005) as a series, or family, of quality management standards, with a global reputation, accepted globally in public and private sectors, accepted around different societies, nations, cultures.

To conclude, quality is defined as a situation when a set of inherent characteristics consistently fulfil the continuously changing requirements of the organization's customers and other stakeholders (Ibrahim, 2012) where there is motivated workforce to continually provide and guarantee satisfaction of clients (Amane, 2018).

3.1 Quality of service

Until the late seventies of the XX century the term quality has clearly been addressed only from the perspective of product, without concern to services. In this article, we will introduce the concept of service quality bearing in mind that in general security is considered as a service, both when provided by the police and by private security employees. The International standard classification of Education-ISCED provides a classification of security services as "Protection of property and persons: police work and related law enforcement, criminology, fire-protection and firefighting, civil security; Military" (pp75). Furthermore, the regulation for private security globally define that private security may be performed as providing a service for a third party (client, the state etc.) and as in-house security.

According to Parasuraman et al (1985) service quality is investigated with four parameters:

Quality perception vs objective quality; quality as a behaviour; quality as satisfaction and expectation vs perception of quality. Additionally, Jankalova (2016) emphasises five dimensions that contribute for adequate service quality: physical dimension (venue, equipment, and personnel image), accountability (capability for delivering what is contracted, offered, promised); responsibility (capacity for timely client support); guarantee and empathy (care and individual attention of the organization/company for each client).

Finally, researchers agree that service quality is a multidimensional construction with its generic components, such as measurability, reliability, accountability, persuasiveness and empathy that are further used to assess the quality of service (Ismail et al, 2014; Rizduan et al, 2013) and for appropriate service quality definition the following factors should be considered: communication, competences, trust, reaction, security, understanding etc. (Saei et al, 2010).

4. Conceptualisation of private security quality

The private security regulation does not formally define quality, nor does it explicitly determine and list quality criteria. Generally, the Law on private security with the bylaws determines the minimum preconditions for obtaining a company working permit, such as: minimum number of employees, company premises, equipment, vehicles, etc., but these terms should not be considered sufficient to determine the quality of private security as a profession of public interest.

Determining quality criteria was elaborated for the first time in 2016 in the document "Buying quality services for private security" also interpreted as the Best value manual, created by experts from COESS and Uni-Europe, which is considered to be a pioneering attempt to determine the best value of the private security service as a consensus between the organization of employers and organization of employees.

Hence, this paper provides an overview of the quality criteria through a conceptual scheme with 5 key aspects: Private security employees; Security management; Professional capacities of the company for providing private security; broader legal framework and special regulations; Social responsibility.

4.1 Private security employees-training, recruitment and retention

Scientists and practitioners emphasize that human resources are the most valuable capital, the main element of any organization and a necessary factor for companies to achieve their goals (Sazdovska et al, 2008). Private security services workers are part of the security continuum who have always complimented state security efforts, and this has become particularly the case in the wake of the Covid-19 global pandemic, where PSS workers have stepped up, as frontline workers, to guarantee public safety and health (ILO, 2022:3).

The European association of private security employers CoESS together with the European organization of workers (union) UNI EUROPA have come to mutual agreement that a key aspect of the quality of the private security are the employees (private security workers). Moreover, experts from CoESS and Uni-Europa regarding private security employees had identified several key factors as relevant to quality, such as training and up skilling employees, improvement of skills and professional competencies; employment procedure and conditions of employment.

4.1.1 Training and up skilling employees

Organizations operate in complex environment, both external and internal, that influence the organizations activities. External environmental factors are government policies, economic and social conditions, labour market policies, competition etc. Internal factors are strategy, goal, organizational culture, nature of task, employees etc. Together, external and internal environment create challenges for organizations that imply the necessity of employee training aiming at efficient and effective response to properly face those challenges (Thakore, 20113).

Academics agree that training refers to a planned effort by an organization to facilitate employees 'learning on job related competences, including knowledge, skills, or behaviours that are critical for successful job performance (Noe, 2010:5), it is a planned

process to modify attitude, knowledge, skill or behaviour through learning experience to achieve effective performance in an activity, or range of activities (Abushamsieh, 2014:13). However, not only that training is a planned process, but it is moreover considered as a formal, systematic approach of learning and development that improve individual, group and organization (Yazdanifard, 2013:91).

Often the term training and education are incorrectly used interchangeably (Robertson and Birzer, 2010:293). Training and education differ in terms of scope and objective. While education is broader and more general, concerned with development of the intellect, the training is more focused on learning specific skill and practicing it in a uniform manner, without critical thinking (Rajkovcevski and Dujovski, 2020).

Based on the content, the training may be general (generic), specific and continuous, and based on the training venue, it may be on-the-job and off-the-job training (Abushamsieh, 2014:19). Furthermore, there are different training delivery methodologies, such as team training, mentoring, simulation, seminars, field trips, e-learning, hence creating training is considered to be a very demanding and highly professional work.

Moreover, in terms of private security employees the training should consider life-long learning principles i.e. adult learning methodology that is based on the andragogy theory (Robertson and Birzer, 2010:293).

In the European private security sector in ± 97% of European countries training is obligatory for private security guards with average number of training hour's ± 98.26. In ± 57.58% European countries there is mandatory specialized training for private security managers. Follow-up or refresher training exists ± 76.67% countries and specialized training exists for specific industry segments, such as Cash-In-Transit, Body guarding, Aviation security, Critical infrastructure protection etc., shown below.

Table 1: Training and related provisions for private security employees in Europe

Obligation for private security guards to follow basic guard training	± 97%
Mandatory specialized training (by law) for private security managers	± 58%
Follow-up or refresher training	± 77%
Specialized training exists for specific industry segments	
Cash-In-Transit (CIT) services (cash handling and processing)	± 75%
Bodyguarding (close protection)	± 63%
Alarm and CCTV monitoring	± 54%
Aviation security	± 46%
Event security (crowd control)	± 46%
Door supervision (bouncing)	± 38%
Commercial manned guarding	± 33%
Critical infrastructure protection	± 33%
Maritime security	± 25%
Urban security (train/metro stations, city patrols complementing the police)	± 21%
Receptionist/concierge services	± 21%
In-house manned security	± 17%

Source: CoESS, Private Security services in Europe CoESS Facts and Figures 2013, pp.254-255

The latest research of CoESS and Uni-Europa 2021/2022 indicates that around 48% of the private security companies struggle to respond to market demand due to skills shortages, and almost 70% of the sectorial trade unions and employer organisations consider future skills shortages significant and likely to persist, causing a substantial negative business impact. Studies show that specific skills shortages amongst the sectorial workers relate to IT and digital technology skills, language and intercultural awareness skills, and to some extent, transversal skills such as communication and people management. Moreover, sectorial employer organisations and trade unions highlight important barriers to addressing labour and skills shortages in the private security services: Low-cost focused procurement (83%); Lack of attractiveness of the sector (66%); Lack of public interest and support (61%); inadequate regulation (depending on the country).

To summarize, the training of private security employees is highly important issue and relevant factor for attracting and retaining workforce and for providing quality of the private security, however in the challenging global environment needs comprehensive approach that would produce greater success and meaningful value.

4.1.2 Recruitment and retention of employees

Literature review, analysis of regulations and practices on a global scale illustrates that no specific procedure for recruitment and selection of staff is applied in this sector. This is a result of the higher demand on the labour market in this industry than the availability of workers and interest for work. Additionally, in this sector there is a significant fluctuation of employees, which is an indicator of low level of interest to work and weak loyalty to the company. The recruitment process aims to provide the best elements with excellent qualifications and qualifications. The importance of the recruitment process to the Human Resources Department is to prevent hiring the wrong person, who may cost the organization very much. Away from the salaries and incentives offered, the process of employing an inappropriate and effective component may cost larger losses based on the decisions and activities wrongly practiced. Therefore, this process is one of the most important processes for managing human resources and for the company.

Stonner, Freeman and Gilbert (2000) argue that the purpose of recruitment is to provide a group of candidate that is large enough to let managers select the employees they need (Mohammad, 2020). However, according the report on labour and skills shortages in private security services in the European Union (EU) Member States presented in the report INTEL: Skills Intelligence for the Private Security Services, The State of Labour and Skills Shortages in the European Private Security Services: A Study the data from the survey undertaken in 2021/2022 indicate as follows. Labour and skills shortages are recognized as a key priority by all the key stakeholders in the industry's employer organizations (65%), trade unions (61%) and companies (71%). Roughly 48% of the companies struggle to respond to market demand due to skills shortages. 76% of the companies report facing increasing difficulties in recruiting people with specific skills relevant to meeting market demand, in the past 1-5 years. 60% of the private security companies surveyed by this study expected labour and skills shortages and mismatches to increase in the next five years.

It is clear that recruitment process for the private security industry is suffering in terms of lack of work force, moreover it will remain a challenge for the future, therefore intense efforts on a company level, sectorial and national level will be appropriate.

Additional important factor for the quality of private security employees and companies is clear and transparent system of salaries, rewards and motivation of employees. Numerous analysts have explored the causal relationship of the employee recruitment process with the payroll, motivation and reward system, and argue that the minimum value (minimum price) of the private security service directly affects the principles of employee motivation through salaries and other allowances. In that sense, it is economically logical that increasing the price of the service will contribute to increasing the salaries of employees, moreover it will make the industry more attractive for newcomers, thus addressing the issue of labour shortages.

Based on all the above, it can be concluded that human resources i.e. private security workers are an essential element of quality in the performance of private security in which it is necessary to invest intensive capacities and resources at both company and system level, especially in the contemporary labour market and security environment.

4.2 Security management

In today's dynamic environment organizations are experiencing increased uncertainty and complexity in their operations, at the same time organizations are progressively more vulnerable to security attacks and breaches (Schlienger & Teufel, 2003, at Ruighaver et all, 2004). Hence, the need for and importance of effective security management is clearly at the top of priorities for organizations, but also for the law enforcement agencies and the state, who carry the responsibility for organizations (state-owned and private companies) that deal with critical infrastructure.

Bakreski (2011) argues that security management in its general perspective applies to management of security constituents, such as: army, police, intelligence, private security etc. and it aims at protection of the state, its citizens and their property from different treats. According to Fay and Peterson (2006) security management is a set of responsibilities and practices implemented by the highest level of management who are creating strategic directions, follow the fulfilment of set goals, adequate management of identified risks and guarantee that organizational resources are used responsibly. According to Djukic (2017) and Trivan (2018) security management refers to decision making regarding: security goals of an organizational system, resources and procedures for overcoming the negative potential effect of the environment or the organizational system itself and reducing the negative affect. Trivan (2018) further argues that security management is focused on design, organization and management with the security system in a way that eliminates the risk that security threats occur (such as terrorism, sabotage, business and industrial espionage etc.). Cabric (2015) similarly highlights that security management provides practical guidelines for efficient and effective protection of people, processes, property, and organization's tangible and intangible assets.

Based on the above definitions for security management it is clear that security management extends across the organizational structure as a whole, where three managerial hierarchical levels exist: strategic (top) management, tactical (middle) management and

operational (linear) management (Malis-Sazdovska, 2014). All those managerial levels need to be staffed with modern managers, who according to Bakreski (2011) is necessary to show knowledge, skills and competences for adequate response to the contemporary security challenges. Those skills and competences of the security managers are overall grouped in five fields: technical, human, conceptual, analytical and decision-making skills and competences. For the case of private security companies there should be a wide debate regarding the knowledge, skills and competences of the security managers, for different levels of management. As noted before, education offers broader knowledge and initiates critical thinking, thus for the higher managerial positions it should be mandatory. However, specific training is also mandatory for private security managers, according to the statistical data generated from CoESS in around ± 57.58% of European countries. The training program content may vary from country to country, but most definitely several aspects should be concerned, such as: human resources, communication, analytical skills, decision-making skills, private security relevant professional competences etc.

Based on the above, we may note that management is a necessary element for private security companies' operations, however there is still a remaining paradigm regarding the management in specific working conditions in which private security industry operates on a global level. On one hand there is intense need for private security workers and lack of workers in the labour market, on the other hand private security employees are paid with low wages, there is existing high rate of staff-turnover etc. In this operating environment a clear challenge remains to further motivation of owners, managers and workers (Blaškova, 2017) and implementation of human resource management processes in the fields of: employment planning, recruitment and selection of staff, training of employees, etc. (Novak, 2008).

Skills and competences, training of security managers and employment processes such as recruitment of private security employees are not the only key points determining quality. Additional vital issues remain in terms of deontological code of conduct which is applied by the management team, clearly indicated standards of communication, responsibility etc. that are all identified from relevant employers' and workers organizations regarding private security quality and should be taken in consideration for further debates.

To resume, the security management and security managers in organizations play a significant role in providing private security in states, therefor they should be considered as an important quality criteria and highly relevant factor that reflects and contributes for the quality of private security.

4.3 Professional capacities of the legal entity to perform private security

Professional capacities of the legal entity to perform private security refer to the operational work of the private security companies on a day-to-day basis, regarding the fulfilment of a security duty and tasks. According CoESS and Uni-Europa as noted in the document "Buying quality private security services" Professional capacities of the legal entity to perform private security consider the following: standard operating procedures (SOPs) and quality control.

A Standard Operating Procedure (SOP) is a set of written instructions that document a routine or repetitive activity followed by an organization, according to the Guidance for Preparing Standard Operating Procedures (SOPs) of the United States Environmental

Protection Agency from 2007. The development and use of SOPs are an integral part of a successful quality system as it provides individuals with the information to perform a job properly and facilitates consistency in the quality and integrity of a product or end-result. SOPs detail the regularly recurring work processes that are to be conducted or followed within an organization. They document the way activities are to be performed to facilitate consistent conformance to technical and quality system requirements and to support data quality.

The development and use of SOPs minimizes variation and promotes quality through consistent implementation of a process or procedure within the organization, even if there are temporary or permanent personnel changes. SOPs can indicate compliance with organizational and governmental requirements and can be used as a part of a personnel training program, since they should provide detailed work instructions.

Regarding the private security industry, the standard operating procedures are defined by having an operational working plan with several necessary elements, such as: performance monitoring; mandatory reports; clear methodology for job rotation; capacity to change a worker due to dismissal, illness or other reasons, etc.

The operational plan should further meet the quality and safety requirements and should include details of: Schedule of duties; Standard operating procedure; Mobilization and support plan; Transition plan; Performance monitoring assessment; Training plan/exercises; Reversibility plan; Accountability systems/structures; Disaster recovery/business continuity; Management model etc. According to this quality criteria additionally the quality control is set on 2 levels: external and internal. External quality control by a third party refers to the application of standards in the operation, and internal control can be determined by internal acts of the company.

Regarding the above explained quality criteria, bearing in mind the nature of the work of private security, it is considered that private security companies have established standard operating procedures and place into effect, however the content, functionality and efficiency should be additionally examined. Moreover, in certain specific fields of work unified standard operating procedures should be defined, that will unify the work among different companies regarding the same activity (duty, task) and will provide a guarantee for compliance on an industry level and in the security sector in a broader sense.

4.4 Broader legal framework and special regulations that complement private security work

Based on the private security public powers, especially due to the use of means of force and possible restrictions on the fundamental rights and freedoms of the citizens, it is necessary that private security is regulated by different special acts. In that sense, it is completely justified that in addition to the *lex specialis* Law on Private Security, the profession is regulated by other special laws, such as: The Law on Weapons, the Law on Personal Data Protection, especially in video surveillance etc., General Data Protection Regulation (GDPR), the Law on Police, the Law on Internal Affairs etc. The authority to control the application of special laws is delegated to the relevant state bodies such as the Ministry of Interior, the Agency for Personal Data Protection and others. Hence, in order to guarantee high quality in

operations private security companies have to implement a broad range of relevant special regulation.

4.5 Social responsibility of private security companies

Security is fundamental to people's livelihoods; thus, security companies are closely related with society. Private security companies fulfil the needs of society and society provides the companies with resources and safe and *secure society* is capable of maintaining its vital *functions.*

Corporate social responsibility (CSR) is how companies manage their corporate processes to produce an overall positive impact on society, nurturing relation with different stakeholder, that have a strong influence and are of fundamental importance for the private security work (this includes authorities, customers, suppliers, employees, media, local resident and trade union are others stakeholders with a vital influence. The World Business Council for Sustainable Development (WBCSD) defines CRS as "the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large" (Hopkins, 2006:2). EU defines CSR as "A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis."

Best practices regarding CSR are provided by the multinational private security companies such as Securitas AB with over 300,000 employees in 53 countries worldwide and G4S as the world's largest security company measured by revenues, with over 533,000 employees and operations in more than 85 countries. Securitas AB focus on decreasing emissions from vehicle fleet, fuel consumption and energy consumption, and strive to minimize the environmental impact also by reducing business travel (using video conferencing), electricity, water, paper consumption, recycle materials etc. G4S is signatory to the UN Global Compact world's largest ESG initiative, the Global Compact sets out 10 universal principles on human rights, labour, environment and anti-corruption. G4S has declared progress of its environmental management through the Carbon Disclosure Project and had committed to achieving net-zero carbon emissions by 2050, in line with Science Based Targets.

Conclusion

In the modern changing world with intense globalization and urbanization, emerge of new technologies, demographic, social and economic changes, new security risks and threats the role of private security has been emphasized. The private security has undertaken security responsibilities at critical infrastructure, public events, housing and commercial buildings etc. and is recognized as an important contributor for crime prevention, together with the police. Hence, the growth and importance of the private security refers to defining and further regulating the quality in performing private security.

The quality of private security has not been directly regulated intrinsically. The existing special laws on private security and corresponding acts regulate the minimum criteria for private security licenses, however, due to the significance of the topic the European association of private security employers CoESS and European association of employees (union) Uni-Europa had agreed on identifying the most important, key aspects of

private security work that can imply universal and objective quality and are explained in the document "Buying private security services". In that sense, 5 key aspects may be identified as quality criteria for the private security: private security workers, security management, and professional capacity of the company for private security operations, special regulations and social responsibility.

However, the existing contemporary living and working environment are even more challenging for implementing and further retaining quality in the private security companies. The labour and skills shortages remain one of the most significant challenges for the management and for the industry in general. Additionally, the dynamic security architecture asks for continuous training of employees in specific fields of work, such as critical infrastructure protection, risk management, crowd control at public events etc. Moreover, it is increasingly important to formalize standard operative procedures, work plans and other formal acts aiming at maximum guarantee of efficient and effective private security work. And finally, together with the core business to protect individuals, businesses and property, private security companies face a social responsibility to provide for the society an extra value for better livelihood of all citizens.

Finally, we can conclude that it is highly important that quality criteria for the private security companies are formally recognized and defined, and appropriately implemented in operations and day-to-day work, aiming at efficient and effective security of private persons, businesses and property in states.

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