



COMMISSIONAIRES

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January 2012

A Review Of The Leadership and Managerial Responsibilities of Site Managers And Their Assistant Site Managers

Site Managers and Assistant Site Managers play a pivotal role in the successful operation of Commissionaires Newfoundland and Labrador Division. Experience clearly establishes that the strong leadership of the Site Managers is essential to developing and maintaining an effective and efficient site. A proficient Site Manager exhibits behaviours at levels of effectiveness that are virtually certain to influence other Commissionaires positively and result in strong employee performance. Site Managers occupy one of the most important roles in the Commissionaire organization. In these times of competing demands and the stress of timelines and outcomes, the demands on the role of the Site Manager are becoming even more complex. Effective and efficient Site Managers understand their multiple roles of representing senior management of the Corps, their staff's concerns and meeting the requirements of their client simultaneously. That is why it is so critical that we employ only those of the highest calibre to serve as Site Managers.

Some of the duties associated with the role of Site Manager include:

- Motivating employees
- Effective written & oral communication
- Managing time
- Scheduling

- Employing casuals
- Delegating effectively
- Planning and organizing
- Decision making and empowerment
- Performance appraisal
- Building morale
- Client relations
- Coaching and counselling
- Building trust
- Training new employees
- Handling investigations and complaints
- Conducting meetings

In conducting their duties and responsibilities, Site Managers should be particularly cognizant of the following requirements:



Security Clearances

All Commissionaires must be Security Cleared to at least Reliability Status. Site Managers should keep a file on each Commissionaire at their site. A copy of the Commissionaires Security Clearance should be kept in that file. The Site Manager needs to be aware of the expiry date of all Security Clearances for their site. Having a Commissionaires working on site without a valid Security Clearance is a serious breach of security. Government classified information is governed by the Treasury Board Policy on Government Security, the Security of Information Act and Privacy Act. Only those that are deemed to be trustworthy and have been cleared are allowed access to sensitive information. Make sure all of your Commissionaires are security cleared.

Many sites are now asking that Commissionaires be security-cleared to secret level. Encourage your Commissionaires to apply for secret level. The application is very detailed and any information left out will only delay processing. Applications can be completed online and submitted to our office. The address is <http://www.tbs-sct.gc.ca/tbsf-fsct/330-60-eng.pdf>

We will not accept hand written applications. They are too difficult to read and prone to error. Applicants must submit all information on immediate family members including the family of their spouse. Details on em-

ployment and address locations for the past ten years are required. Complete the application on line, ensure all relevant information is included, print out the application and forward it to HQ Division for processing.

First Aid

All Commissionaires must be First Aid qualified. Site Managers should include copies of First Aid certificates on the employees file and be aware of the expiry date of all certificates.

When a Commissionaire requires a course simply contact St.John's Ambulance and register that individual. Please ensure that all Commissionaires have a valid First Aid certificate and are fully qualified to render first aid should the need arise.

Commissionaires Security Officer's Course

It is the policy of Commissionaires Newfoundland and Labrador Division to conduct training in accordance and in compliance with the standards set by the Canadian General Standards Board (CGSB). All training offered by the Corps must comply with these standards and with other relevant pro-

vincial standards. Training is conducted under the authority of the National Board and is delegated to the NBMC and the respective Divisions whose mandate is to provide highly trained Commissionaires to their clients.

Our online training has moved from our former service provider at CoursePark to a new partnership with Ottawa Division. Virtual trainers from Ottawa Division will register each employee and contact them by email indicating that they may begin the course. Course topics include: the security industry, security procedures, note taking and report writing, Canadian legal system, legal authorities, effective communication,

sensitivity training, customer excellence, emergency response, use of force theory, occupational health and safety. The Commissionaires Security Officers Course is a nationally certified course that will help ensure that our Commissionaires remain the best trained personnel in the security industry. The skills and knowledge derived from this course will be of immense benefit in carrying out the duties and responsibilities required of our security personnel.

Under normal circumstances, Commissionaires must complete their online training prior to the start of employment. During the change over we have allowed Commissionaires to complete their course while employed as long as they have obtained specific job site training.

Site Managers must ensure that all Commissionaires on their site have completed the Commissionaires Security Officers Course. Copies of their reports should be held on file.



Please canvass the employees on your site to determine if they have all completed the course. If a Commissionaire has not completed the course please contact the Dir of Operations immediately and that individual will be set up on line and given an ample block of time to complete the course.

Any Commissionaire who fails to complete the course by the assigned date will be removed from the site, unless there are some extenuating circumstances, until such time as the course is completed to our satisfaction.

Performance Appraisal

All Commissionaires in Newfoundland and Labrador Division must undergo **yearly** appraisal within the professional development process. Senior Management of CNL recognizes that all of our security personnel are competent, dedicated professionals who want their excellent performance recognized in a formative way.

Assessing employee performance is both necessary and challenging. It is necessary because employee performance assessments offer Senior Management and Site Managers an additional mechanism to ensure accountability for results and reinforce the importance of strong leadership practices. Regular and formal performance reviews are critical to maintaining and improving overall productivity in Commissionaires-Newfoundland and Labrador Division.

Site Managers must complete a yearly performance appraisal on each employee working at their site and must complete a self assessment on themselves. We have now simplified this process by putting the appraisal forms online. The forms are available under member login. Once you login as a commissionaire you must log in again as a supervisor. Use your Corps number and the supervisor password. Select "Supervisor Tools" then select the Self Assessment or the Commissionaires Performance Assessment. After the document is completed hit the submit button and it will be emailed directly to the Dir Ops & Trg who will in turn upload it to that individual's personnel file.

It is the responsibility of the Site Manager to ensure that every Commissionaire on site is appraised each year and that they complete the Self Assessment each year on themselves. Copies emailed to the office are placed on the employees personnel file. National auditors visit our Division each year and expect to see performance appraisals conducted on all of our employees in accordance with our ISO certification.

If you have not completed the performance appraisals for your site you are asked to do so immediately

Occupational Health & Safety

Site Managers must understand their role in preventing injury and illness in the workplace. All employees must be trained to ensure that they are knowledgeable about their job and that they can do their jobs in the safest and healthiest way. Familiarize yourself with Occupational Health and Safety rules and regulations. Conduct regular inspections of the work site to ensure there are no safety concerns. Ensure that all Commissionaires are provided with the safety equipment they require to do their jobs safely. Reduce risk and stay alert to potential hazards.

Email/Website

Every Commissionaire has been provided with a an official Commissionaires email address. This is the only email address we will use to communicate with our employees. Encourage employees to use their email and to check their inbox regularly. Communicate with the employees on your site through the Corps email which will ensure increased usage.



Encourage Commissionaires to visit the Corps website of-

ten. In particular make sure all Commissionaires understand how to view and bid on jobs during the quarterly job postings. Site Managers should also know how to log into the member login area in order to complete and submit incident reports.

Institutional Acts

From time to time you will be asked to provide important information to HQ Division. This information is required to update our files or to complete certain tasks required by HQ or by National Office. Please make sure this information is provided in a timely fashion. Recent examples include an updated Client and Site Manager form.

While most have returned this form there are a number still outstanding. We have also requested that Site Managers assist us by providing head and shoulders photos of Commissionaires on site. Again most Site Managers have submitted these photos others have not.

As we complete our transfers from a paper based to a software based HR program there will be less and less requirements for updates as all relevant information will be kept on central file.

Institutional acts are critical to the successful operation of any business enterprise. Without the smooth flow of information between HQ and the field locations problems will exist. Site Managers are asked to deal with these re-

quests as quickly as possible. Failing to respond to these requests is not acceptable and where a persistent pattern exists site management changes will result.

Site Manager's Meetings

Online Site Manager's meetings are held at least once a month where possible. It is mandatory that all Site Manager's be avail-



able for these meetings. Site Managers can participate through teleconference and by computer by logging into the site address provided by the Dir of Ops & Trg. Site Manager's meetings are the single most important means to remain updated about current issues and concerns.

Casual Lists

All Site Managers are expected to keep a casual list of employees who can serve as replacements when site employees are sick, on leave, or absent for any other reason.

Site Managers should keep their list updated at all times. When an employee calls in sick, the Site Manager is expected to begin the process of calling members on the casual list until they can find a suitable replacement.

When new applicant's are hired by HQ Division, their names will be provided to Site Manager's in order for them to be added to the site casual lists.

Incident Reports

Section 8 of the Commissionaires Policies and Procedures Manual outlines the procedures to follow in order for Site Managers to be in compliance with the Corps policy on Progressive Discipline. In the case of minor infractions, the Site Manager will explain the nature of the unacceptable performance, clearly explain the desired level of performance and provide more training, coaching, motivation, or other supervisory techniques as appropriate to assist the employee in improving. More significant infractions must be reported through the online incident report. Site Managers must go to the member login section of the web site and log into the supervisors tools where they will find the incident report form. Using this form will ensure that we have accurate and up to date records on all incidents including dates, times, witnesses, etc all of which is critically important to understanding the nature and significance of the incident.

New White Shirts Now Available For All Sites

Commissionaires Newfoundland and Labrador Division has now partnered with Ottawa Division for the purchase of uniforms and equipment. Because of the size of Ottawa Division we can take advantage of economy of scale pricing. The negotiations with Logistik Unicorps seemed to have stalled over prices per unit therefore we have elected to take advantage of the offer by Ottawa Division to supply us with most of our clothing needs.

The move to use Ottawa Division has not deterred us from our intention of removing blue shirts from the approved list of clothing in favour of new white shirts with appropriate logos. The blue shirt, blazers, grey trousers, etc will be discontinued as approved dress.

We have started the process of issuing white shirts to all sites. Those in the St.John's area have already started to make the switch. Site Managers outside of the St.John's area should



draw up a list of necessary shirt sizes and email that list to agibbons@commissionaires.nl.ca

All blue shirts must be returned to the Site Manager who must make arrangements to have them shipped back to HQ. The

new white shirt has the words Security/Securite embroidered above the right pocket and the Commissionaires logo on the left. The White Shirt will always be worn with a tie. Wearing the tie is mandatory. Medal ribbons can also be worn as in the past. In the case of our Airport employees, both sleeves will also feature the Airport crest. Commissionaires working at St.John's Airport will also be wearing a white forage cap.

It is our hope to have all Commissionaires in the new white shirts by the end of January. All Commissionaires including Site Managers will be required to adopt the new dress. The only exceptions will be Corrections Canada where uniforms are not worn and the Longpond Industrial Site.

Increasing Your Security Level From Reliable To Secret

More and more of our clients are now requesting that Commissionaires be cleared to Secret Level. As you know, Commissionaires must be cleared Reliable in order to work at any of our sites. Making application for Secret Security Clearance is much more time consuming as the applicant must include the names and addresses of all family members along with that of their spouse.

Additionally, the applicant must account for their place of residence for the past ten years and there can be no gaps in the information provided. In many cases, we are receiv-



ing applications with far too much information missing to properly submit the forms.

Commissionaires wishing to apply for Secret Status should download the forms from the Internet and complete them online. Once the forms are complete they can be delivered to Commissionaires and we can enter the information into the system as required. Hand written applications are generally to difficult to decipher. Those completed online are typed and easy to follow.

To download and complete the form please go to <http://www.tbs-sct.gc.ca/tbsf-fsct/330-60-eng.pdf>

Occupational Health & Safety

Whether you own a home or business, you have certain legal responsibilities and an obligation to ensure that anyone who may find themselves on your property is reasonably safe.

Much like parents would babyproof their home, if you own a home or business you must take the time to carefully inspect your property for potential slip and fall hazards, and do what you can to

prevent injuries.

- Keep up with snow and ice removal on and around your property.



- Make sure there's enough lighting, especially in stairwells.

- Repair or replace loose or missing handrails.
- Smooth out damaged or uneven surfaces in parking areas, walkways or steps.
- Repair or replace damaged floor coverings such as loose tiles or ripped carpet.
- Keep washroom areas and decks around hot tubs or pools clean and dry.

Inspect your property regularly this winter and keep up with these maintenance tips to prevent injuries.

Holiday Season Safety

Health Canada recently published a helpful list of [ways you can stay safe during the winter holidays](#). Here are a few of our favorite tips.

- Keep a close watch on candles and fireplaces. Make sure children, paper, fabric and flammable items are well away from the flames. Use sturdy candle holders and clip the wick short before lighting.
- Choose age-appropriate toys for gifts. Packaging mate-

rials, batteries and small pieces on toys meant for older children can be hazards for toddlers.

- Prevent allergic reactions. When choosing clothing or cosmetic gifts, find out if your loved one or friend has any allergies prior to purchasing.
- If you decorate with a real tree, make sure it's always well hydrated and away from high-traffic areas and sources of heat. Also, remember to recycle your tree after the holidays as soon as the needles start to fall.

For real and artificial trees, avoid sharp decorations and use

a sturdy stand. Use only CSA, ULC or C-UL approved indoor lights, and avoid using bubbling lights around children and pets to prevent potential chemical burns from broken bulbs



Job Postings

Commissionaires are reminded that 15 January, 2012 is the deadline for this round of the quarterly job postings. In order to apply online, visit our website at <http://www.commissionaires.nl.ca/>

Select Member Login. The Commissionaire ID is your Corps employee number and the password is commissionaire

Select Internal Jobs to view all jobs that are available

and select Internal Application to complete and insert your application online.

Your application is placed on file for consideration after 15 January, 2012. Successful candidates will be notified shortly

after 15 January. Once a Commissionaire has been notified that they are the successful applicant, they must email the Director of Operations indicating in writing that they accept the position.



Fingerprinting and Vulnerable Sector

Commissionaires is the trusted choice for all your identification needs. We offer a full range of identification solutions and our friendly, knowledgeable staff can assist you in the process from start to finish.

Fingerprinting

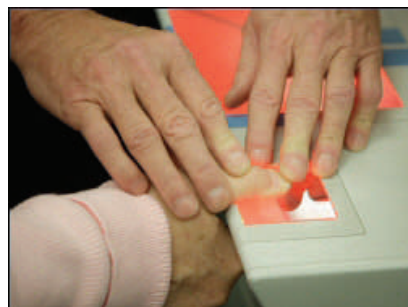
Commissionaires offers cutting-edge digital fingerprinting services for the fastest, most reliable results available. As one of only two providers, Commissionaires has clearance from the RCMP to capture fingerprints and submit them directly to the Canadian Criminal Real Time Identification Services for processing. This reduces the RCMP processing time to as little as 72 hours, which means your fingerprinting results will be in the mail to you in as little as three

business days after your submission. In addition to offering digital fingerprinting, we still offer traditional ink & roll fingerprinting with a processing turnaround time of approximately 120 days.

Police Checks (CPIC)- Certificate of Conduct

Commissionaires provides police clearances for the purposes of employment, visa applications and foreign travel / work permits. We provide police clearances, depending on your requirements, using either your name and date of birth only, or using your fingerprints, taken using our fingerprinting process.

Police clearances, also referred to as criminal background checks, criminal records checks, police checks, police certificates or CPIC checks, are processed through the National Canadian Police Information Centre (CPIC) database, providing results in as fast as 48 hours. Knowledgeable, friendly Commissionaires' staff can assist you with the process and the necessary paperwork. All results are strictly confidential and are released directly back to the applicant unless otherwise requested by signing a third party consent waiver.





**Happy Birthday To The Following
Commissionaires Celebrating Birthdays in
January 2012**

Henry Carew

Harvey Barrett

Ken White

Dave McIntyre

James Boone

Andrew Squires

Ada Tucker

James Lynch

George McNaught

Kerry Clowe

Mona Barnes

Peter Stanley

Paul Atkinson

Debra Lynne Gilbert

Gary Slade

Jason Morgan

Patrick O'Neill

Matthew Pitts



**From the CEO, the Board of
Governors and the
HQ Staff of Commissionaires
Newfoundland and Labrador
Division**

