

FACTORS THAT CONTRIBUTE TO HUMAN SECURITY RISKS AT ESKOM FACILITIES IN SOUTH AFRICA

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ABSTRACT

Security officials deployed at Eskom facilities are expected to meet high standards of character and loyalty because they frequently handle confidential documents and assets of value, and occupy positions of great trust. The urgent need to have a competent and properly trained private security service, sometimes referred to as private police, is always a topical issue on the agendas of businesses making use of private security in South Africa. Eskom being a national provider of electricity to private homes and business in South Africa, depends greatly on contracted private security companies to provide security to its Physical Protection Systems (PPS). The behaviour patterns of certain security officials deployed at Eskom sometimes gives rise to certain human risks, which result in criminal and policy violations. The aim of this article was to identify the factors that contribute to the human risks, so that they can be mitigated. The study used primary and secondary data to identify factors that gave rise to the human risks at Eskom. Although the study was concentrated in KZN, the findings are generalised to include South Africa. It was found that many of the human risks were related to the behaviour of individual security officials. It is suggested that there should be meaningful engagement between Eskom management, and the contracted security companies to put in place security risk control measures to mitigate these human risks.

1. INTRODUCTION

The South African private security industry is of considerable strategic and economic importance. The security industry's strategic role in ensuring safety and security is highlighted by the great range of human and material resources it deploys to protect and safeguard people and property in Southern Africa (Pillay & Schutte, 2004:121). Comprehensive systems of legislation and regulations exist in South Africa, which aim to ensure that statutory and policy provisions are observed. These include the Basic Conditions of Employment Act 75 of 1997, PSIRA Act 56 of 2001, the Code of Conduct for Security Service Providers, 2003, prescribed under the Private Security Industry Regulation Act (PSIRA) 56 of 2001, and the Labour Relations Act 66 of 1995.

Security companies are obliged by the Private Security Industry Regulation Act 56 of 2001 to provide a reliable, competent and disciplined security service to clients who pay for this service. Since, criminal conduct and policy violations by these security officers compromise the safety and security of their client's assets, the critical question is why some private security companies do not abide by these regulations. South Africa has one of the largest private security industries in the world. It has more officers than the police service and is estimated to be worth R30 billion annually (Wilkinson, 2015). PSIRA's 2013/14 annual report shows that of 1,868,398 registered security officers in South Africa, 487,058 were classified as active. This number includes people employed in security, active guarding, cash-in-transit and armed response businesses. PSIRA's duty is to promote a legitimate private security industry and to ensure that all security service providers act in the public and national interest, as well as in the interests of the industry itself (Berg, 2007:17). By comparison, the South African Police Service employs 194,852 police officials, of whom 103,746 are employed in visible policing and 6,331 are employed in protection and security services. In relation to South Africa's population, there are 806 private security personnel for every 100,000 people (Wilkinson, 2015).

The Private Security Industry Regulatory Authority (PSIRA) security business information brochure (2007:2) outlines the following as some of the entry requirements for people wishing to become security officers:

- They must be citizens of South Africa or have permanent resident status there.
- They must have complied with the training requirements as prescribed.
- They must not have been found guilty of a criminal offence.
- They must not have been found guilty of improper conduct in terms of the Act within the past five years.
- They must be mentally sound.

Many studies conducted on human risks reveal that they affect almost all work environments (Mellon, 2006:1; Salifu & Agbenyega, 2011:51; Prenzler & Milroy, 2012:1). When your security employees pose a risk, it does not only affect Eskom, it affects South Africa nationally and to a limited extent, internationally (Strom, Berzofsky, Shook-Sa, Daye, Horstmann & Kinsey, 2010:36, 66 & 77). One of the factors that exacerbates the risk is entry requirements for the position of a security officer. Often the result is that poorly schooled workers only receive basic security training before being employed as security officers. Pillay and Schutte (2004:126) believe that many security officers join the industry as a relatively easy way to escape unemployment rather than as a result of a desire to be a security officer or to build a professional career requiring advanced skills training at a higher level.

Evans (2008:125) describes job dissatisfaction as a negative sensation about the work itself, which he believes arises from an evaluation of its characteristics. He says that individuals with a high degree of job dissatisfaction have negative feelings about their work; conversely, satisfied persons will have positive thoughts about their job. There is certainly no doubt that security officers often have to work under dangerous and life-threatening conditions with low pay, fewer rest days, no benefits and so forth (Pillay & Schutte, 2004:124). Du Preez (1991:300) mentions that security officers are ultimately the foundation of security companies and need to be properly trained and developed, well remunerated and cared for to achieve significant value for these companies. Another reason is to prevent them from leaving and joining other security companies. Du Plooy and Roodt (2010:2) describe the high turnover rates as having a serious impact on the security industry and mention that security companies can lower the turnover in the industry by showing more commitment to their security officers.

The good reputation of security companies and their successful achievement of objectives are a result of the security officers' effective performance of the required job. Poor performance inevitably results in shoddy results and reputation. Poor management practices can diminish a person's overall quality of life, not just the quality of their work life, and can decrease their motivation, whereas good management has the potential to enhance both (Schermerhorn, 2002:390). In the security industry, security contracts are issued for a limited period; therefore security officers do not know how long their jobs will actually last. Job instability is a burden for security officers, especially when they are breadwinners, because they are unsure whether their jobs are safe or whether they are going to become unemployed. Fischer, Halibozek and Green (2008:485) argue that more regular education and training in the security occupation not only enhances professional development of the occupation but also, in the event of job losses, increases employees' chances of finding employment again.

Security companies' disciplinary codes, management practices applied at Eskom centres and the PSIRA Code of Conduct for security providers must prove to be effective and successful in reducing disciplinary problems. Dalton (1995:231) avers that without proper handling, productivity can suffer, litigation can result, and credibility can be damaged. If security officers working at Eskom facilities fail to remain disciplined, they invariably do not perform as they would have done if they had followed proper procedures. If security officers are constantly struggling against negative organisational perceptions, their ability to achieve social cohesion might be significantly reduced. Building collaborative environments for security officers and their companies requires leadership that engages with the security officers within an ongoing dialogue to achieve common goals and objectives. Purpura (1998:127) explains that employees' personal problems often affect their behaviour on the job. Performing in a disciplined manner requires close and continuous concentration, especially in the type of environment where security is a high priority.

Barefoot and Maxwell (1987:95) believe that supervisors must set a moral tone because they are working at a level higher than that of the security officers. The ability of the supervisor to turn conflict into a supervisory advantage may be the determinant of success or failure in supervision. Implicit in the definition of supervision is an ongoing relationship between supervisor and supervisee, the supervisee's acquisition of professional role identity, and the supervisor's evaluation of the supervisee's performance (Dalton, 1995:172, 173). The social problems in communities where some security officers reside and work, or just work, have a profound effect on disciplinary problems among them that cannot be disregarded. Security companies can have a very important influence on the performance and social success of security officers by encouraging them to get involved in community social improvement activities. In a report titled "Social Security: Issues, challenges and prospects", the International Labour Office (2001:8) notes that people wish to secure a decent standard of living, within a context of security. They can achieve this income security not only through productive employment, savings and accumulated assets (such as land and housing), but also through social protection mechanisms. These mechanisms function not only as a protective factor but also as a productive one.

Workers need income security to make long-term plans for themselves and their families. Workers' income security is also good for the economy, since it makes effective demand more predictable and provides enterprises with a more productive and flexible workforce (International Labour Office, 2001:8). Robbins and Judge (2012:38) state that attitudes have three components – cognition, affect and behaviour – and that in the context of low pay, the statement “my pay is low” is the cognitive component of an attitude, meaning that it is a belief or description of the way things are. Robbins and Judge (2012:38) further explain that affect (as the emotional or feeling segment of an attitude) is reflected in the statement “I am angry over how little I am paid”. The affect can lead to behavioural outcomes. The behavioural outcome of an attitude reflects the intention to behave in a certain way toward someone or something.

Pillay (2001:73) explains that one needs to take cognisance, especially in South Africa with its alarming crime figures, of the fact that the security function is far too critical to be a minimum-wage, short-timer position. According to Kreitner and Kinicki (1998:267), proponents of incentive compensation note that something extra is needed, because hourly wages and fixed salaries do little more than motivate people to show up for work and put in the required hours. Applied in the context of low pay, an example is the wage disparity between security officers in rural and urban areas, where the former continue to earn less than the latter. According to Cascio (2003:432), pay compression is certainly a difficult problem but not so difficult that it cannot be managed by security managers. Indeed, it must be managed if companies are to achieve their goal of providing wages that are perceived as fair. The quality of service delivered by workers is often directly linked to their income levels, and security officers are no different from other workers when it comes to pay disputes. One serious implication of paying the officers lower wages than is due to them is that these poorly paid officers might be tempted to steal from the site, which they are deployed to protect, which can negatively influence Eskom's business in terms of service delivery and profit making.

In addition to the low pay, security officers do not get a transport allowance to travel long distances to their areas of deployment. Most security officers are self-posted and are responsible for their own transport costs, which they pay out of their already diminished, meagre salaries. Stephen and DeCenzo (2007:141) argue it is important that when organisations design their overall compensation package, they should look further than at just an hourly wage or annual salary; they have to take employee benefits into account. Even though the security officer plays an important role in business, the position comes with a low salary, no added benefits like medical aid or housing allowance, and, even worse, they do not seem to be given much recognition. Security officers working at Eskom are the frontline of contact with the public and, if they are not trained properly, may misuse their ‘powers’ and violate the human rights of members of the public. Individual security officers may be answerable to their employers in terms of, for instance, removing ‘undesirables’ from outside a client's premises. It is their responsibility to ensure that their actions do not violate anyone's rights. If they do not receive proper training and education in terms of the law and the rights of the citizen, they may be more likely to abuse those rights (Berg, 2007:23).

Strom et al (2010:77) believe that more training and opportunities for continuing education are needed in the private security industry because individuals seek to display increased competency and professionalism. Similarly, Pillay (2001:73) contends that security providers need to dedicate themselves to providing their employees with education and training commensurate with their responsibilities, which are often to protect assets worth many millions of rand, consisting of physical property, intellectual property, and human resource capital. According to Reynolds (1996:9), many security personnel are conscientious and proficient in their work. At the same time, many are inadequately trained and a potential hazard to the public and their employer. Many of the security officers want to be trained to enable them to work diligently and competently, so that they can contribute positively to the security industry. The career and skills development and training of security personnel must be a continuing concern for both Eskom and security company management (Fisher & Green, 2004:93). Eskom management should ensure that security companies contracted to it are given strict training and orientation, which should also be contractually binding, to ensure that the service they provide to Eskom conforms to the expected standards.

The lack of adequate training in the past has been the major criticism levelled against private security, both within the industry and outside of it, and this can be attributed to ineffective management by security companies. Although providing ongoing training for employees is important in the age of global competitiveness, the specialisation type of training provided is very important (Goetsch & Davis, 2010:31). The training function within the security organisation should be continuous and ongoing (Sennewald, 2011:85). Minnaar (2005:90) makes the point that the presence of better trained security personnel and more employees with higher tertiary-level qualifications in the security industry would result in improved professionalism and better planned and more effective security operations. Dalton (1995:260) believes that the key to any successful security programme is an experienced management team. Security management's responsibility is to ensure that the employee has dignity, has pride in his or her uniform and workplace, and shows personal responsibility at work (Sennewald, 2011:52). Security companies should consider their employees as valuable assets. This asset development should start from the recruitment process, and training and development should continue throughout their employment. Moreover, when looking at the condition of the security industry, it can be seen that competition is becoming increasingly intense, and accordingly security companies need their employees to be disciplined in order to assist the companies to achieve the client objectives stipulated in their contracts. The need for training in the private security industry is an absolute imperative because of the competitive pressures in this sector. Building a good foundation for new employees to feel comfortable is one of the goals of orientation training.

Shift-work is an employment practice for security officers working at Eskom facilities, which is designed to provide security services 24 hours a day. This practice typically sees the security officers working set periods of time during the day and night, when different groups of them work 12-hour shifts and carry out the security tasks required of them during those shifts. These shifts at Eskom centres normally run from 06h00 to 18h00 and from 18h00 to 06h00. The security officers work two day shifts and two night shifts, and then get a two-day rest period before they are back at the Eskom centres to start a new cycle. The shifts are organised and arranged by the contracting security company to ensure that the security officers are on duty at the specified times and are relieved upon completion of the 12-hour shifts by another shift of security officers. The 12-hour shift cycles have seen levels of tiredness increase with the number of hours worked by the security officers, and this is more pronounced during the second half of a shift, especially between 02h00 and 06h00. One common problem experienced with the security officers at Eskom centres is a high level of drowsiness when awake. Increased feelings of fatigue and drowsiness at work make it difficult for the security officers to maintain concentration during work hours. A well-planned shift roster allows for balanced distribution on all shifts, with enough officers working each shift (Du Preez, 1991:145).

In addition, Kantermann, Juda, Vetter and Roenneberg (2010:95) believe that security shift workers are rarely able to lead a stable social life, which in turn results in psychosocial problems and social marginalisation. According to Heriyati and Ramadhan (2012:192), employees with a high level of satisfaction will be motivated to be more enthusiastically engaged in every work process, along with having a high level of commitment in doing their job. It is true that the nature of the environment in which the security guards work demands that they have to be consistently alert and that shift-work, if not structured properly, can seriously affect their alertness, health and well-being (Kantermann et al., 2010:95). Du Preez (1991:146) says that continuous work over a long period of time leads to depletion of energy, weak concentration, boredom, a build-up of tension, fatigue and irritability. The work performance of the security officer will definitely suffer and can cause lower productivity and output, higher error rates, more accidents, poor decision-making, and deterioration in work performance. Happy workers are more likely to be productive workers (Robbins & Judge, 2012:46).

The most important responsibility of a security company is to keep their security guards accountable and to constantly coach them. That role normally falls on the field supervisors, who should be randomly and frequently visiting the site. The way managers treat employees and the interaction of employees at all levels will contribute to the organisational culture (Goetsch & Davis, 2010:117). Positive reinforcement is the most important aspect of coaching, showing the employee that his or her positive behaviours are appreciated and noticed. This motivates him or her to continue behaving positively. It will also send the message that the supervisor is not focusing only on negative behaviour. Motivation is the willingness to do something; it is conditioned by the action's ability to satisfy some need in the individual.

Dalton (1995:261) believes that if you want to receive a quality security performance, you must hire a good company on the basis of its track record. Adequate budgets are critical in this respect. To enable security companies to provide an effective and efficient service to businesses that utilise the service, it is critical that the security managers tasked to manage the operation on behalf of their company are given adequate budgets. Sennewald (1998:61) believes that security management must demand exemplary conduct. Berg (2007:32) says that security businesses/employers have to validate the background and status of those in their employ, in order to "protect the interests of those persons who come into contact with a security officer". There is an increased need for the private security sector to educate employees on the necessity and objectives of security (Sennewald, 2011:29). It is important to ensure that standards set for contractually binding purposes include minimum requirements for the officers themselves. Berg (2007:32) explains that anyone employing the services of a private security company or guard – that is, the client – is legally obligated to ensure that the company or guard is registered under PSIRA, amongst other things.

Rules and regulations in a code of conduct for security officers must promote self-discipline, encourage good behaviour and regulate conduct. Disciplinary rules and suitable punishment for breaking these rules should fulfil the mission of ensuring that effective discipline is maintained and sustained at Eskom plants in KZN. Sennewald (2011:52) says that the development of courtesy on the job starts with mutual respect for fellow security employees. The most important responsibility of a security company is to keep their security officers accountable and to coach them constantly into being effective in their jobs. If security officers believe that their supervisors are in a conspiracy with their top management to make the security officers work harder and longer hours for the same money, it makes practical sense to understand how these beliefs have formed, what their relationship to the actual job behaviour is, and how they might be changed (Robbins & Judge, 2012:38).

Salifu and Agbenyega (2011:50) maintain that discipline implies self-control, restraint, self-respect and respect for others. Discipline therefore calls for sacrifice, perseverance, tolerance, and recognition of human dignity. According to Born, Caparini and Cole (2007:5), improved regulation could contribute to improving the professionalism in the security sector and to boosting public confidence in the private security industry. Dalton (1995:260) believes that the key to any successful security programme is an experienced management team and says that although managers may occasionally experience operational setbacks, their successes will far outnumber their slip-ups. If effective discipline is present among the top management structures in the security companies, and the security officers are also aware of this good discipline, then this is

a good recipe for an efficient service, because what is applied at the top level of a company must be applied at the bottom as well.

Robbins and Judge (2012:47) contend that to control the undesirable consequence of job dissatisfaction effectively, employers should attack the source of the problem, while Sennewald (2011:52) believes that it is security management's responsibility to ensure that the employee has dignity and pride in his or her uniform and workplace, and personal responsibility at work. Development and training of security personnel must be a continuing concern of management, and Sennewald (2011:85) says that the training function within the security organisation should be continuous and ongoing. Minnaar (2005:90) strengthens the argument by making the point that the presence of better trained security personnel and more employees with higher (tertiary) educational qualifications in the security industry have resulted in improved professionalism and in security operations that are better planned and more effective. Employees who have a high degree of satisfaction with a company tend to be more disciplined. Their degree of motivation depends on whether their work gives them the opportunity to satisfy their personal wants and needs while striving to achieve organisational objectives (Du Preez, 1991:128). Company policy also plays a large role in terms of disciplinary procedures and other checks and balances over and above the requirements of applicable legislation. According to Robbins and Judge (2012:174), leaders should establish direction and form policies and procedures in developing a vision for the future, and then they should align people accordingly by communicating this vision effectively to all employees.

Leadership is required for the effective and efficient operation of the system to achieve the ends required. Every institution of society needs leadership more than anything else for it to make its mark (Nadeem & Mudasir, 2012:20). In the modern management world, employee satisfaction is considered one of a company's primary motivators in creating quality, customer satisfaction, and productivity. Satisfied employees will also be more committed to improve continuously and improve the quality of service delivery. The indiscipline of security officers poses a great challenge to supervisors because they are often overwhelmed by the need to motivate security officers. This imposes a heavy burden on supervisors, although they should have a good working knowledge of the principal aspects of the job for which they are responsible (Iannore, 1987:5).

2. METHODOLOGY

The aim of this study was to use primary and secondary data to identify factors that give rise to human risks and to find security risk control measures to mitigate such risks. Qualitative data was collected through interviews with security officers (20), Eskom security supervisors (5), and industry security managers (5) over a period of four months from February to May. The types of questions asked revolved around factors that give rise to criminal and policy violations. Non-probability sampling techniques were used to select the respondents – comprising Eskom supervisors, security managers and security guards. A sample of 20 incident reports was purposively selected from a population of 40 for the Eskom centres in KZN where contract security officers are deployed. The analysis of the data for this study is based on the results of a coding process that organised the data into specific categories of analysis. Certain themes that emerged from the analysis are discussed in this article.

3. RESULTS

3.1 Factors that give rise to human risks that impact on physical protection systems (PPS)

During the study, it became clear that endeavouring to address any issues regarding human risk would require more than a shift in logistical procedures. It would also require a significant shift in the way behaviour of security officers are managed and treated in their workplaces. Many of the respondents who held higher positions in management felt that the security officers deployed to Eskom centres were being demoralised by working long hours for low pay and by having insufficient rest days, which caused fatigue and frustration at being away from their families for long periods of time. Moreover, they felt that they were under-supported by their top management and not given proper respect by their supervisors. All 30 respondents confirmed that they were aware of factors that give rise to human risks that impact on PPS. It can therefore be deduced that the human risks are widespread and are well known at the Eskom facilities. Some key factors identified by respondents were the lack of proper management skills to manage the security officers appropriately, and the low salaries they were paid, which led to dissatisfaction.

One respondent said that the *“Environment is not conducive for security guards to properly conduct the duties of security because the security companies don't treat the guards with respect”*, while another mentioned that *“The different race groups amongst black security guards causes conflict. The different ranks in the structures cause conflict more by the black race groups/cultures. This area is 95% black race group employees”*.

Forty-three per cent (43%) of the respondents did not think that the relationship between the security officers and Eskom contributes to human risks, while 30% of the respondents believed that this relationship contributes to human risk. Some respondents believed that a lack of understanding by certain Eskom employees regarding the role of security officers caused frustration between the parties, leading to the security officers becoming demoralised.

Respondents believed that Eskom did not sufficiently communicate with its employees to advise them that security officers were placed at the Eskom centres to perform an important function, including safeguarding the company assets by performing access control and search duties. Almost all the respondents (97%) believed that the relationship between the security officers and inspectors contribute to human risk. An overwhelming number of the respondents said that there were relationship problems between security officers and company inspectors, citing mainly the lack of respect for each other and cultural differences, which further hampered any progress towards improving working relationships.

Many respondents identified a growing number of social problems in the communities and the influence of criminals, alcohol and drugs. Half of the respondents did not feel that factors in society contribute to human risks, while a smaller number indicated the opposite. One respondent said *"Some family members of the guards have HIV and it becomes the responsibility of the guards to care for that person"*, while another respondent mentioned *"Influence of alcohol and drugs on the guards, criminal influence over the guards in the community is a real problem faced by the security officers"*.

The respondents (93%) were unanimous that low salaries contributed to human risk. The key issue mentioned by the respondents was the low salaries paid to the security officers; this has been interpreted as endemic to their dissatisfaction. One respondent said, *"Our morale is low because we work hard and long hours to earn a low salary. I can't afford many things like educating myself, housing, medical bills"*. Another respondent said, *"I don't work hard or stay disciplined because the money is not enough. It is very low"*.

All the respondents mentioned that Security is a high-risk occupation, so it is necessary for all security personnel to undergo intense training programmes to ensure both the safety and security of the organisation and their own survival. The respondents were further prompted to mention in which way they believed that insufficient training contributes to human risks. Many of the respondents mentioned that insufficient training will result in unprofessional work by the security officers.

One respondent said, *"The guard will lack the necessary skills to do the job and then the behaviour will suffer because people (Eskom, visitors) will shout and be angry when the job is not done properly"*. Another respondent mentioned, *"A lack of training equals a lack of knowledge and understanding of what needs to be done. It then creates arguments and problems for the guard and they become upset and start behaving badly"*.

It was disturbing to learn from many of the respondents that the contract security guards did not fully understand the security requirements of Eskom when they were deployed to the Eskom facility. Some of the respondents went to the extent of saying that insufficient training made the guards look incompetent, because they lacked knowledge of Eskom's security requirements. About half of the respondents indicated that work schedules contribute to human risks. It was established that most of these respondents reside with their families in the same area where they work. They accordingly did not need to travel on their rest days to visit their families.

The researcher asked these respondents to state reasons why they answered "Yes" to whether work schedules contributed to human risk. One respondent said, *"First rest day off is for sleeping, the second day is to get ready for work so where is the time to see our families"*, while another respondent said *"The days to rest and visit our families is too less and we are tired"*.

The two key issues highlighted by the respondents were fatigue owing to inadequate rest periods, and the social factor owing to insufficient time allowed for the security officers to visit their families. Documentary studies on non-conformance reports point to the fact that guards sleep on duty because of the long hours worked without proper rest periods. The majority of the respondents said that they received 4 to 8 days off, while the remaining respondents indicated 8 to 15 days. One respondent explained that the first rest day begins when officers complete nightshift duty, making it difficult for them to go to their tribal homesteads to visit their families. The first rest day is utilised for sleeping. They are then sometimes called to work overtime for shortages on the second rest day. Another respondent explained that they had not been able to visit their families for long periods of time.

Two other respondents provided the following comments:

- "We are called in to work on some of these days due to shortages, then we are tired when we are back on shift."
- "If the guards are not given enough days to rest, they will be ineffective because of fatigue."

The increased level of fatigue and lack of sleep are normally associated with the overtime work put in by the security officers who should be on their two-day rest periods. These security officers are called in to work in place of officers who are absent from active shifts at Eskom centres. It sometimes happens that contract security companies deploy these "off-duty" security officers to work for other clients of the security companies. Documentary studies of non-conformance reports reveal that security officers were often found deserting the site once the inspector had completed the site visit. One respondent mentioned that *"If there is a lack of regular supervision, the guards tend to do their thing in their best interest by sleeping on duty and also leaving the site and bring friends to the site"*. Another respondent said that *"Poor communication with the company, less time to voice out the grievances and work problems, less time for on-site training. No time to develop interrelationships"*.

3.2 Security risk control measures

Having explored the factors, which contributed to human risks that impacted the PPs at Eskom, the undermentioned security risk control measures are proposed. Clear instructions must be given to security companies as to how they must apply their recruitment processes for security officers and supervisors who will be deployed at Eskom facilities. Clearly defined induction programmes for newly appointed private security officers and supervisors must be included, clearly describing Eskom's security policies and procedures. The number of site visits required for each of Eskom's facilities must be written in the security contract and discussed with the security companies. It should be the responsibility of Eskom security management to ensure their compliance.

- The recruitment and development of local labour in remote areas must be compulsory for security companies to demonstrate positive attitudes and social responsibility. This further suggests that Eskom should contract with the local security companies that can provide the maximum number of visits required to Eskom's facilities.

Security companies must adhere strictly to legislative requirements that include paying the security officers according to the PSIRA Sectoral Determination Act, working the required hours as stipulated in the Basic Conditions of Employment Act, and adhering strictly to the Labour Relations Act. Eskom security management must develop and maintain a linear security training standard that must become part of the security contract. Security officers are required to be vigilant and well rested, with a balanced mind. Therefore, Eskom security should consider shift patterns that would suit its facilities and how these shifts should be implemented. Private security company supervisors should receive adequate training on management skills to improve their relationship with security officers. The private security companies must have proper contingency plans in place and employ an adequate number of contingency guards to manage the problem of shortages, making it unnecessary for security officers to work on their rest days. Random Eskom site visits by management of security companies will improve the relationships between security officers and their company. Such visits will also assist with corrective action.

- Leaders (directors/owners) from security companies should visit Eskom plants every quarter (or sooner) to evaluate progress and address complaints from security officers and Eskom plant managers. Directors should endeavour to influence their company's management teams by taking a proactive stance to leadership, regarding both responsibilities and social working relationships.
- Each security company's management team should establish standards of ethics for their security officers and encourage their adherence to these standards. The impact of a lack of discipline on the security officers' morale included anger, fatigue, emotional stress, job burnout and the wish for a viable salary.

4. RECOMMENDATION

To successfully manage the factors contributing to human risks, it is vital that Eskom site managers and Eskom security departments start by entering into meaningful engagement with the contracted security companies to conclude service level agreements.

5. CONCLUSION

It is important for security companies to recognise factors that contribute to human risks as early as possible and to mitigate them in a timeous manner. Eskom should play a greater role in working closely with security companies to form strategic partnerships and also educate its employees on the important role played by the security guards. In order to deal effectively with the factors that contribute to human risk, one must look at the social situation and at how security officers interrelate in the social environment.

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