

CERTIFIED SECURITY GUARDS TRAINING PROGRAMME: TOWARDS SECURITY SERVICE INDUSTRY REFORM

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ABSTRACT

The Certified Security Guards (CSG) programme was initiated as a response to the increasing issues related to the security service industry in Malaysia; the increasing demand on private security services and its performance in maintaining security in private and designated premises. The Government has put in considerable efforts to maintain the standard of the services the industry provides. The Ministry of Home Affairs (MOHA), given the task to protect and maintain public security and safety, has identified key challenges in the industry. These challenges revolve around the issues of availability and retention of quality manpower. Therefore, during the National Blue Ocean Strategy (NBOS) Summit, an NBOS initiative known as the CSG programme was developed specifically to address these challenges. Starting 1 May 2014, security companies licensed by the ministry were required to enrol their security guards in the CSG Training Programme. In addition, in order to qualify for the private licence renewal, security companies are required to fulfil the conditions as stated in the CSG Training Programme. Hence this paper aims to give an in-depth examination of the CSG training programme and its role in improving the security service industry. A study was also conducted to evaluate the trainers of the CSG Training Programme, as well as to assess the modules and the overall programme. Descriptive analysis showed that the majority of programme participants gave a positive assessment on the CSG training programme, an indication of the strength of the programme in improving the quality of their work and increasing their knowledge in private security guarding.

Keywords: *Certified Security Guard (CSG), Ministry of Home Affairs (MOHA), security service industry, security guard, training*

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1. INTRODUCTION

Not unlike other nations around the world, security remains an integral aspect of life in Malaysia. The Malaysian Government is steadfast in creating a safe living environment for its 30 million citizens. The Ministry of Home Affairs (MOHA) is tasked with protecting and maintaining the country's internal security and public safety. In our efforts to safeguard public security and safety, we have fostered a strong collaboration and cooperation between MOHA, the police and private security companies. Law enforcement agencies and private security share many of the same goals, such as preventing crime and disorder, thus ensuring the safety, life and property of the people. Therefore, the cooperation between the police and private security represents a natural extension of community policing. It is in the interest of the nation that private security companies maintain a high level of professionalism, so that they can provide quality services to the public. It is with this in mind that, MOHA together with Royal Malaysia Police (RMP) and Security Services Association of Malaysia or in the national language, *Persatuan Perkhidmatan Kawalan Keselamatan Malaysia* (PPKKM), initiated the Certified Security Guard (CSG) training programme.

The CSG training programme was initiated in response to the various problems and issues faced by the security service industry over the years. One major incident that had eroded the public confidence in the security services industry was the Ambank tragedy, where an armed security guard shot dead a bank officer at Ambank Subang Jaya Branch in September 2013 (*Berita Harian*, 2013) This unfortunate incident, brought to light the fact that the security services industry had gradually been declining in terms of quality and standards.

The remainder of this paper is organized under the respective headings. The first section gives an overview of the security service industry in Malaysia, focusing on the backbone of the industry which is manpower, mainly the roles and duties of security guards. The next section identifies the key challenges faced by the industry that led to the development of the CSG training programme under the NBOS initiative. An indepth examination is also carried out on the CSG training programme and its collaborations in improving the security services industry. Last but not least the final section concludes with the findings of the effectiveness of the CSG training programme.

2. OVERVIEW OF THE SECURITY SERVICE INDUSTRY IN MALAYSIA

Freedonia Group (2015) forecasted in World Security Services - Demand and Sales Forecasts, Market Share, Market Size, Market Leaders that the global demand for private contract security services will increase 6.9 percent per year to \$267 billion in 2018. It also stated that developing countries in Asia is said to be one of the areas where the fastest gains will occur.

In Malaysia, the security services industry plays a number of important roles, namely guard services, alarm monitoring, armoured transport and security consulting. The growth in private security has been driven in part by the increasing level of outsourcing of security functions in areas including commercial and residential security and infrastructure protection. In the 1990's, Malaysia saw a boom in the security services industry with the establishment of over 500 security companies, a rise of 60% from the 1980's.

According to the Security and Public Order Division (2016), which is the division in MOHA responsible for the monitoring of the security services industry, that the industry is the exclusive domain of Malaysian players with 800 security companies currently operating in Malaysia. The industry mainly focuses on unarmed guarding (static guards), armed guarding and maritime security; with unarmed guarding constituting the biggest service provided by the industry. Unarmed guarding is mostly employed by housing managements and commercial businesses, while the second largest service, armed guarding, comprises of cash and valuables in transit, armed guards at banks and gold trading establishments and private bodyguards. On the other hand, since 2015 the Malaysian Government has only allowed local security companies to provide maritime security services in Malaysian Territorial Waters. According to the Security Services Association of Malaysia, the security services industry in Malaysia is now estimated to be worth RM5 billion.

2.1 Government Policy and Legislations

Private security companies are issued with a licence to provide the public with security services by MOHA and are governed by the Private Agency Act 1971. At the same time, these companies must also adhere to government policy and legislations laid down under the following set of guidelines and regulations:-

- i. Guidelines for Application, Private Agency Licence Renewal Processing and Enforcement

- ii. Standard Operating Procedure (SOP) No.1/2010 – Use and Control of Firearms By Licensed Private Agencies under the Private Agency Act 1971
- iii. Private Agency Circular 1/2010 – Restructuring of Board of Directors / Shareholders of Security Companies
- iv. Private Agency Circular 2/2010 – Guidelines for Employing Members of the People’s Volunteer Corps and Civil Defence Department as security guards
- v. Private Agency Circular 3/2010 – Guidelines for Application to set up Private Agency Branch.
- vi. Private Agency Circular 4/2010 – Regulations on the Management of Private Agencies.
- vii. Standard Operating Procedure No.2/2010 – Regulations for Cash in Transit and Cash Valuables in Transit (CVIT)
- viii. Private Agency Circular 1/2007 – Security Guards Training Programme
- ix. Private Agency Circular 2/2006 – Guidelines for Employing Nepalese Ex-Military as Security Guards

The pre-requisites for setting up a security service company in Malaysia are as follows:-

- i. At least one of the shareholders should be a former high ranking officer of the Royal Malaysia Police or Malaysian Armed Forces with a minimum rank of SAC or Colonel. He or she must own 30% of the company’s share equity; or be a Grade 52 or above former public service officer in the management and professional group, who has served in the government security sector for at least five years or has a security course certificate and holds 30% of the company’s share equity.
- ii. Shall form a private limited company
- iii. Paid-up capital of at least RM300,000.00
- iv. 70% Bumiputera shareholders

2.2 The Security Services Association of Malaysia

Once security licences have been approved and accredited by MOHA, security companies are required to apply for membership with the Security Services Association of Malaysia (PPKKM). All security companies must remain as valid members of this association.

PPKKM is a non-governmental organization registered with the Registrar of Societies under the Societies Act 1966. The organization comprises security companies registered and licensed by MOHA.

According to the Security Services Association Malaysia (2016), its objectives are:-

- i. To foster close understanding, goodwill and cooperation between members and to provide a platform for members to exchange ideas, knowledge, information and experience in all matters of common interest and mutual concern.
- ii. To educate, train and inform members on the methodologies, developments and progress on all aspects of the private agency business and pursuant to the Association; and shall conduct surveys and studies, hold conferences, seminars, training programmes and classes for members of the Association.
- iii. To render advice, guidance and assistance to members in the set-up, running and operation of their private agency business; and in this respect the Association shall assist members to place orders for and/or to purchase equipment and other paraphernalia connected with the business of private agencies; and to negotiate for and to purchase at the members' request group and other types of insurance covers and policies.
- iv. To establish, foster, encourage and uphold ethical and professional standards of work, code of conduct and ethics for its members.

2.3 Security Guards

The security services industry in Malaysia is a manpower intensive industry and security guards make up a large percentage of its total workforce. Until May 2016, there are 164,949 registered security guards employed by the 800 licenced security companies throughout Malaysia. Out of those, 136,628 are Malaysians and 28,321 are Nepalese (Security and Public Order Division, MOHA, 2016).

2.4 Roles and Duties of a Security Guard

While police officers and other enforcement agencies are tasked to enforce law and order, prevent crime, pursue, apprehend and prosecute criminals, and ensure safety and security of the public, security guards play a preventive role. A security

guard's role is to protect people and prevent damage or destruction to property. In essence, their job is to deter crime, to be vigilant for impending dangers as well as to report the crimes that they encounter (Expertsecuritytips.com, 2015). The roles and duties of a security guard are as follows:-

i. Security Guards as Deterrence

Security guards should remain visible as a deterrent to criminals. Their visible presence in public places such as business establishments and residential areas would discourage potential burglars, shoplifters, muggers, and other criminals. Therefore, being visible is one of the ways by which a security guard thwarts theft, damage, or personal injury.

ii. Be Vigilant for Impending Dangers

A security guard watches out for any suspicious activity that may cause harm. For this reason, he must have very keen senses of sight, hearing, and smell. He should be able to smell a burning cable or a chemical leakage before anyone else does. He should be able to detect strange sounds, such as when someone is secretly trying to break open a locked door. He should be able to sense when someone is trying to divert his attention away from his duty, and should also be able to always interpret his surroundings swiftly and precisely.

iii. First Responder During Crisis

In the event of a crisis or disturbance, the security guard will be the first one to be at the scene, and is often the one who makes the emergency call to the police, fire or ambulance services. Not only does a security guard have to be alert; he also has to act fast to control a situation. How a security guard responds to crisis varies depending on the threat, therefore, a security guard must know the best response to take in every situation.

It is important that security guards understand the role that they play in preventing crimes so that they can perform their duties to the best of their abilities and provide quality services that are demanded and expected by the public. A study by Reduan (2012) listed out the primary duties and tasks of a security guard, which are as follows:-

- i. To monitor and control access at building entrances and vehicle gates;
- ii. To patrol industrial and commercial premises to prevent and detect signs of intrusion;

- iii. To ensure the safety of employees, visitors and other people;
- iv. To prevent losses and damage by reporting irregularities; informing violators of policy and procedures; restraining trespassers;
- v. To monitor alarm systems or video cameras and operate detecting/emergency equipment;
- vi. To drive and guard armoured vehicles to transport money and valuables to prevent theft and ensure a safe delivery; and
- vii. To escort or drive motor vehicles to transport individuals to specified locations and to provide personal protection.

3. KEY CHALLENGES IN THE INDUSTRY

Even with the rapid growth of the security services industry in Malaysia over the last few years, there still remains a number of challenges that can severely impact the future potential of this industry. These challenges revolve around the issue of availability and retention of quality manpower and managing costs associated with compliance with regulations and guidelines.

3.1 Unqualified Security Guards

As mentioned earlier, the private security services industry is manpower intensive. However, the availability of quality manpower is one of the key issues plaguing the industry. The majority of private security companies do not offer attractive wages other than the stipulated minimum wages, thus making it difficult to attract and sustain qualified personnel. Furthermore, many security companies do not invest significantly in training and human resource development, resulting in poor delivery service. This issue is even more pressing when taking into consideration that some security guards are supplied with firearms. Sufficient and continuous training is essential for the safe handling and execution of a firearm, without which it may lead to injuries and fatalities. Finally, some companies, faced with acute manpower shortage, choose to hire individuals without proper candidate screening or vetting, resulting in the employment of security guards with criminal records and/or drug abuse.

3.2 Illegal Migrant Workers as Security Guards

The government of Malaysia has specified that only former police or military personnel from Nepal can be employed as a security guard in the country

(Ministry of Home Affairs, 2016). However, based on enforcement operations carried out by the Department of Immigration, 1,090 illegal immigrants working as security guards were detained within the period of 2013 – 2015 (Security and Public Order Division, MOHA, 2015). This is mainly because some establishments, especially the management of residential areas and commercial properties, choose to illegally employ foreign security guards without going through a licensed security company. This activity may inadvertently pose a security risk to the public as these illegally employed security guards were not vetted and may have criminal records. Their lack of training and language barrier also hinders them in performing the duties of a security guard.

3.3 Abuse of Private Security License

As of 2015, MOHA has detected cases where companies lease or rent their licenses to others and in extreme cases, to crime syndicates which are known to misuse these services to harass and intimidate residence and building owners and also to employ illegal immigrants and gang members as security guards. They also abuse the private security licences to acquire firearms. Although these are rare and isolated cases, MOHA is treating the matter seriously so that it does not escalate any further.

3.4 Exploitation of Workers

The majority of those employed as security guards only required a basic level of education. As such, many are exploited by employers due to their lack of knowledge on workplace rights. Even though the Malaysian government impose high penalties on employers who violate the Malaysian Labour Law, many employers still fail to follow the law because they think it is cheaper to break the law, and/or they simply fail to educate themselves and their management on workers' rights.

4. CERTIFIED SECURITY GUARDS AND THE SECURITY SERVICE INDUSTRY

After extensive study of the issues and challenges faced by the security services industry, the Government of Malaysia through MOHA had developed and initiated the CSG training programme to address the industry challenges.

On 28 June 2014, the Honourable Dato' Seri Dr. Ahmad Zahid Hamidi, Minister of Home Affairs officiated the launching ceremony of the CSG training programme

at the Police Training Collage in Kuala Kubu Baru. The CSG as part of the government National Blue Ocean Strategy (NBOS) initiative, is a training programme to tackle the issues of availability and retention of quality manpower, with compliance to regulations and guidelines.

4.1 National Blue Ocean Strategy

NBOS is a new approach in civil governing taken by the Prime Minister of Malaysia, Dato' Sri Mohd Najib Tun Hj. Abdul Razak to be adapted and implemented by the government. As Malaysia continues its ambitious journey towards becoming an advanced nation by 2020, Blue Ocean Strategy (BOS) has been chosen to deliver programmes and services to the public that are high-impact, low cost, and rapidly executed. Through NBOS, over 80 ministries and agencies – from the police and military, to women, youth and higher education organizations – are collaborating to formulate and execute creative blue ocean strategy initiatives that are transforming the country (National Blue Ocean Strategy, 2016).

Blue Ocean Strategy was inspired by Chan Kim and Mauborgne (2005). In their book titled *Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant*, the authors argued that leading companies will succeed not by battling competitors, but by systematically creating “blue oceans” of uncontested market space ripe for growth. The strategy represents the simultaneous pursuit of high product differentiation at low costs, thereby making competition irrelevant.

This new approach was adapted and implemented by the government in 2009. The “Ocean” in NBOS represents public service while “Blue Ocean” symbolises new areas to explore to bring about new opportunities for public services to serve the people better. Malaysia has now moved from the Red Sea Strategies (the traditional competition-based strategies) to the Blue Ocean Strategy that focuses on productivity, creativity and innovation. This is done through close cooperation between all ministries and government agencies across the federal, state and local government. According to National Blue Ocean Strategy (2016), there are three principles of fair process (the 3Ps) that need to be held to implement this strategy, namely:-

- (i) The involvement of everyone from ministers and civil servants to the people;
- (ii) A description of the importance of the NBOS programme to be understood by all parties; and
- (iii) The clarification of responsibilities so that all parties understand their respective roles.

As of 9 June 2016, MOHA has been involved in 29 initiatives under NBOS, both as initiative owners or as members. (National Strategy Unit, 2016)

4.2 Objectives of Certified Security Guards (CSG)

CSG is a joint initiative between MOHA, Royal Malaysian Police and the Security Services Association of Malaysia (PPKKM) that provides training programmes for security guards. The initiative aims to address the various problems and issues faced by the security services industry in recent years, with continuous engagement with the industry to promote benefits and rewards of CSG. The main objectives of the CSG Training Programme are:-

- i. To produce trained security guards with certification from the police;
- ii. To reduce dependency on foreign workers;
- iii. To improve the image of the country's security industry; and
- iv. To improve the public perception of public safety.

4.3 CSG Modules

Security guards will attend the six days of the CSG Training Programme supervised by qualified police trainers. The CSG Training Programme consists of modules relevant to the needs of a security guard, which can be divided into three sections:-

- i. **Physical and self-defence**

These modules focus on outdoor physical training comprising Physical Exercise/Marching, T-Baton, Martial Arts and Religious Activities.

- ii. **Academic**

The participants are taught on legal aspects, codes of conduct and their rights as a security guard through classroom modules of Orientation Training Programme, Introduction to Industrial Safety, Employee Rights and Responsibilities of the Employer, Making Police Report, Introduction to Court Proceedings, Cash in Transit, Private Property Rights, Motivation and Employee Loyalty and Effective Communication.

- iii. **Practical Training**

Participants are provided with practical exposure to various aspects of security measures such as Prevention and Fire Fighting, First Aid, First Response Officer, Patrol, Traffic Control, Control of Restricted Areas and Introduction to Firearms and Licensing.

Currently, the CSG Training Programmes are conducted at thirteen police training centres and selected RELA training centres. The training centres are divided into five zones (the North, East, Central, and South of West Malaysia, as well as Sabah and Sarawak) to meet the needs of all security companies located across the country. All of these training centres can accommodate up to 25,000 trainees a year.

Before they can attend the CSG training programme, every security guard must be certified fit by a doctor and pass the security screening conducted by the police. Following which, security clearance is mandatory before they can be appointed as a security guard.

Between 4 May 2014 until May 2016, a total of 31,946 security guards have attended the CSG training programme, comprising 30,285 male security guards and 1,661 female security guards (Security and Public Order Division, MOHA 2016).

5. RESEARCH ON CERTIFIED SECURITY GUARDS (CSG) TRAINING PROGRAMME

In order to assess the quality and effectiveness of the CSG training programme, MOHA had conducted a preliminary study on the implementation of the training programme from the security guards' perspective. In November 2015, Security and Public Order Division and Institute of Public Security of Malaysia (IPSOM) conducted a study to assess the quality and effectiveness of the CSG training programme. A total of 303 respondents [266 men (89.6%) and 37 (10.4%) women] participated in this study. The research tool used in this study was a set of questionnaires containing 33 questions or statements. It is divided into five sections: general information, an assessment of the CSG instructors, the CSG training programme contents, an assessment of the CSG training programmes, and the evaluation of the CSG training programme Secretariat.

5.1 Objectives of the Study

The objectives of this study are:-

- i. To assess the instructors of the CSG training programme, including their lesson planning, knowledge on the subject taught, presentation skills, ability to attract participants and overall rating;
- ii. To determine whether the CSG training programme's curriculum meets the programme's objectives, as well as the participants' needs

- (whether or not the programme helps improve their quality of work related to their work scope, provides relevant knowledge, and whether the programme provides adequate discussion sessions);
- iii. To evaluate the participants' level of understanding, the administration and facilities provided, the overall training environment and the quality of food and refreshments provided; and
 - iv. To assess the Secretariat of the CSG training programme in terms of the registration process, information and briefing, cooperation and assistance as well as an overall assessment.

5.2 Impact Assessment

An NBOS initiative has three main elements: immediate implementation, minimum cost and high impact. In addition, such initiatives not only promote collaboration among government agencies, but also engage private agencies and Non-Governmental Organisations (NGOs). In other words, NBOS is a tool to drive innovative ideas and practices that are high-impact and with precise execution of plans. The main focus of implementing NBOS is to achieve high-impact results through inter-agency collaborations with minimum cost and utilising existing resources.

NBOS is also the focal point of efforts in transforming the government and serves as the backbone of the integration and synthesis of other programmes such as the 10th Malaysia Plan (RMK-10), GTP and ETP. Successful NBOS initiatives help stimulate rapid and sustainable growth in Malaysia and help create a high-income and harmonious society.

Hence, this study IPSOM on CSG training programme will evaluate the quality and effectiveness of the implementation of the training programme. Feedback and findings of this study will be used to improve existing CSG training programmes, which will in turn help produce quality security guards who are well trained and will reduce the industry's dependence on foreign labour.

5.3 Outcome of the Study

The results of the research showed that the majority of those who participated in the CSG Training Programme were first time attendees. This is in line with the May 1, 2014 directive, in which every security company licensed by the Ministry of Home Affairs is obliged to ensure that all their security guards attend the CSG training programme. Furthermore, as per the condition for private licence renewal from 2014 onwards, all security companies must fulfill the minimum CSG training quota as required by MOHA.

The majority of participants also gave a very positive assessment of the CSG training programme's instructors as the instructors made good preparation before teaching. Knowledge of instructors about the topics that have been set was also good. They possessed expertise in delivering lectures and could attract the attention of the participants. Therefore the overall assessment of the respondents is that the trainers were good.

To further improve the CSG Training Programme, feedbacks were collected from the respondents, some of their suggestions are:-

- i. Trainers could be more animated in their presentations by including humorous, motivational anecdotes and be friendlier with the participants;
- ii. The current trainers should be maintained for future CSG training programmes;
- iii. More practical training should be included in the module, such as firearms handling, shooting lessons, basic drills and self-defence classes, civil defence as well as first-aid classes; and
- iv. The trainers should be more strict on discipline to ensure better in-class obedience from the participants.

In this respect, it is proposed that a module on improving discipline and integrity be included in future CSG training programme to produce disciplined security guards with integrity.

The respondents also gave a very positive assessment of the content of the training programme in which the objectives and needs of the participants were met. The modules also helped improve the quality of their work and increased their knowledge and experience. The discussion sessions provided were also sufficient.

There were also some suggestions received from the respondents to promote camaraderie among the participants, such as:-

- i. Providing co-curricular activities in the afternoon, such as basketball or volleyball;
- ii. Organising religious programmes every Thursday and Friday night; and
- iii. Allocation for prayer and the time of the modules.

The majority of participants also gave very positive assessments of the CSG training programme, and said that their understanding of the training programme was good. They also gave satisfactory comments on the administration, facilities and overall learning environment provided. In addition, the refreshments and discussion sessions were good and sufficient as well.

The respondents also said that they would recommend the CSG training programme to their colleagues. All of them agreed that this training programme should be continued. Besides that, praises were also given to the programme's secretariat for their smooth registration process, information brief and its cooperation and assistance throughout the course of the curriculum.

The objective of the CSG training programme is to produce quality security guards who are well trained and authorised by the police, thus improving the image of the country's public security and improving the public perception on public safety while reducing dependence on foreign workers and unauthorised security guards. MOHA will continue to engage all parties such as the Security Services Association of Malaysia (PPKKM), industry players and consumers to implement this CSG initiative, while enhancing the overall quality of the industry's image and security guards, in addition to turning this into a respectable profession.

Furthermore, the Ministry will also seek cooperation from other government agencies, private businesses, housing co-management institutions and society in general to ensure that the security guards on duty in their areas are CSG-trained security guards. MOHA considers the implementation of the CSG training programme as a two-fold process, where CSG can ensure that all local security guards are endorsed by the police, and at the same time, the CSG training programme serves as a platform for the Ministry to apply pressure on security companies who do not comply with the rules by ceasing their operations.

6. CONCLUSION

Due to the success of the CSG training programme, MOHA took the opportunity to promote NBOS at the international level by presenting a paper on CSG in Jakarta, Indonesia in conjunction with a security seminar organised by the Security Services Association of Indonesia held from 2 – 4 May 2016. Participants of the seminar, especially representatives from the Indonesian Police were particularly interested in our CSG training programme because it encourages strong collaboration between the Government and the security industry. As a result of the seminar, the Indonesian Police and the Security Services Association of Indonesia have expressed their interest to collaborate with MOHA and the Security Services Association of Malaysia (PPKKM) to explore the opportunity to replicate Malaysia's CSG training programme in Indonesia. The Security Services Association of Malaysia (PPKKM) will pursue the matter with their Indonesian counterpart.

The security services industry in Malaysia is a robust industry with great future growth potential. However, certain setbacks and issues have adversely affected confidence amongst consumers. In considering the important role this industry plays, not just in terms of fiscal contribution to the Malaysian economy, the Malaysian Government has come up with a few strategies to invigorate this industry as added measures to crime prevention.

Being a labour intensive industry, it is understandable that much of its woes focused on the lack of quality manpower. Therefore, the CSG training programme is a timely and necessary initiative that can remedy the problem of unqualified security guards. The training aims to groom existing local security guards into becoming more qualified and professional personnel. The intensive and thorough modules developed by the MOHA and the Royal Malaysia Police that are conducted by capable trainers will provide the security guards with the skills and knowledge required to perform their duties.

Finally, the study conducted by Security and Public Order Division and IPSOM has shown that the CSG training programme meets the objectives and expectations of participants and is further enhanced by the quality of the instructors. Nevertheless, there are also a number of improvements that need to be considered such as increasing practical training, lectures, organizing religious events as well as including modules that focus on participants' discipline and integrity.

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