



## Security Toolkit: Appendix A

# Security Program Self Assessment Checklist with Action Plan

### How to Use this Tool:

1. This checklist should be completed by a multidisciplinary committee or task force, and followed up with a recommended action plan.
2. Committee membership should be diverse and include: management; staff; joint health and safety committee (JHSC) members and/or health and safety representatives (HSRs); and union members. Members might come from departments such as client care programs; environmental services, maintenance and support programs; human resources and occupational health and safety; education; security services; and other relevant functions as the organization sees fit. Each organization will need to establish its own committee structure. Some may want to use existing groups such as a workplace violence prevention steering committee or JHSC.
3. The committee should include a lead who coordinates activities and liaises with management. Members of management need to be appointed as key facilitators / report reviewers. Common terms of reference should be established to ensure clarity of goals, roles and responsibilities.
4. The completed organizational risk assessment (ORA) should be consulted prior to completing the checklist in order to identify security-related risks and recommended controls.
5. There are 12 areas of assessment in the checklist. Review each of the 12 statements and use a checkmark to indicate 'Yes', 'No', 'Partial', or 'N/A' for not applicable. For each 'Yes', to the 12 statements, check the Key Elements that apply to the workplace. Where 'Partial' or 'No' to the statement is selected you may have some Key Elements in place so check the boxes for the ones in place. Each 'No' or 'Partial' will require further action.
6. Document what is and isn't in place, using relevant documents — e.g., training records — as evidence. Be specific where possible.
7. Ensure all committee members understand how to use the tool prior to commencing its use.
8. When the checklist portion is complete, proceed to the Action Plan portion.
9. Review each statement under 'Security Program Key Elements' to identify gaps e.g. those stating "partial" or "no".
10. Based on the gaps, determine the actions necessary to reduce them. Further investigation may be required, as well as additional resources and training.
11. Assign responsibilities to the appropriate person.
12. Identify a target date for completion. (Enter the completion date only when the activity is completed.)
13. Report on findings from Appendix A, and deliver to senior management for consideration and action.

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Item	Key Element Checklist	N/A, Yes, No, Partial	Comments	Resource/Rationale	Action Plan	Person Responsible.	Target Date	Date Complete
<b>1.0</b>	<b>There is commitment from senior management to develop, implement and maintain a security plan and program.</b>							
	There is senior leadership commitment to: <ul style="list-style-type: none"> <li><input type="checkbox"/> Allocate financial and human resources</li> <li><input type="checkbox"/> Appointment of a security program administrator or leader</li> <li><input type="checkbox"/> Establishment of a multidisciplinary steering committee, including JHSC representatives</li> <li><input type="checkbox"/> Provision of adequate training to support assigned security functions and responsibilities</li> <li><input type="checkbox"/> Oversee development, implementation and monitoring of the security plan and program</li> </ul>	<input type="checkbox"/> N/A <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial		PSHSA (2006) Hollier (2014)				
<b>2.0</b>	<b>There is a security administrator or designated leader who is qualified and authorized to oversee the security program.</b>							
	The security administrator: <ul style="list-style-type: none"> <li><input type="checkbox"/> Has primary responsibility within the organization for the security program and training or</li> <li><input type="checkbox"/> Functions in a security capacity that is in addition to the individual's primary role within the organization</li> <li><input type="checkbox"/> Has the training and competency to oversee the program</li> <li><input type="checkbox"/> Has policy-making authority</li> <li><input type="checkbox"/> Has the authority to address an imminent threat of danger, and</li> </ul>	<input type="checkbox"/> N/A <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial		Supervisor- The Saskatchewan Employment Act 3-1(l)(dd) Canadian General Standards Board. (2008).				

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	implement necessary measures in response to it <input type="checkbox"/> Is consulted in building renovations and new building planning — e.g., regarding architectural design principles such as CPTED (Crime Prevention Through Environmental Design) and care principles <input type="checkbox"/> Is involved in the workplace violence risk assessment process and the design of all safety plans <input type="checkbox"/> Promote and support security awareness campaigns and develop a culture of security, safety and awareness.			International Association for Healthcare Security and Safety (2012)  Crime Prevention Through Environmental Design				
3.0	Security roles and responsibilities are clearly articulated in the job descriptions.							
	Security guard roles and responsibilities include: <input type="checkbox"/> Carrying out responsibilities of a security officer under the Criminal Code, in areas of common law and case law; protection of other persons; defense of property; self-defense, seizure and use of force; and under provincial and municipal legislation — e.g., trespass and provincial-offences legislation and parking by-laws, and duties as outlined by the employer (CAN/CGSB-133-2008)	<input type="checkbox"/> N/A <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial		Supervisor- The Saskatchewan Employment Act 3-1(l)(dd)  Canadian General Standards Board. (2008).  International Association for Healthcare				

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Item	Key Element Checklist	N/A, Yes, No, Partial	Comments	Resource/ Rationale	Action Plan	Person Responsible.	Target Date	Date Complete
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Conducting patrols and inspections; guarding; and fulfilling routine service requests</li> <li><input type="checkbox"/> Responding to emergencies in compliance with the organization's policies and procedures</li> <li><input type="checkbox"/> Reporting hazards and deficiencies, and ensuring corrective actions are taken</li> <li><input type="checkbox"/> Completing documentation in accordance with accepted security standards</li> <li><input type="checkbox"/> Carrying out other responsibilities as required by the manager/administrator – e.g., representing security on committees, etc.</li> <li><input type="checkbox"/> Participating in investigations related to security matters, and communicating findings to the security administrator as required</li> </ul> <p>Security by non-security guard personnel roles and responsibilities</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Carrying out responsibilities as required by the security administrator/manager e.g. access control, building security, workforce security training, including having adequate training to support assigned security functions and responsibilities, video surveillance etc.</li> </ul>			Security and Safety (2012)				

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	<ul style="list-style-type: none"> <li><input type="checkbox"/> Conducting walk-through inspections and investigations</li> <li><input type="checkbox"/> Responding to emergencies in compliance with the organization's policies and procedures</li> <li><input type="checkbox"/> Reporting hazards and deficiencies, and ensuring corrective actions are taken</li> <li><input type="checkbox"/> Completing documentation in accordance with accepted policies and procedures</li> <li><input type="checkbox"/> Communicating findings to the manager/administrator as required</li> <li><input type="checkbox"/> Other duties as assigned</li> </ul> <p>Managers roles and responsibilities</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure all employees understand the relevant security policies and procedures.</li> <li><input type="checkbox"/> Ensure employees attend the required training, and maintain records of training.</li> <li><input type="checkbox"/> Enforce security policies and procedures related to your area of authority.</li> <li><input type="checkbox"/> Inspect the workplace under their authority for security concerns and implement corrective actions.</li> <li><input type="checkbox"/> Respond to workplace violence and security reports, participate in investigations and develop corrective actions.</li> </ul>							

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Item	Key Element Checklist	N/A, Yes, No, Partial	Comments	Resource/ Rationale	Action Plan	Person Responsible.	Target Date	Date Complete
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Communicate to employees any security concerns and corrective action taken, if any.</li> <li><input type="checkbox"/> Promote and support security awareness campaigns and develop a culture of security, safety and awareness.</li> </ul> <p>Workers roles and responsibilities</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Participate in security-hazard recognition and controls.</li> <li><input type="checkbox"/> Comply with security policies and procedures as required.</li> <li><input type="checkbox"/> Respond to a security incident within the scope of knowledge and training.</li> <li><input type="checkbox"/> Attend regular security and workplace-violence prevention training.</li> <li><input type="checkbox"/> Report any security hazards or incidents to the supervisor or employer immediately.</li> <li><input type="checkbox"/> Cooperate in any investigations as required.</li> </ul>							
4.0	Security plays a key role in client management.							
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Policies and procedures identify security responsibilities and scope in client-intervention activities.</li> <li><input type="checkbox"/> These activities may include performing client watches, holds, restraints, and seclusions relative to</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> N/A</li> <li><input type="checkbox"/> Yes</li> <li><input type="checkbox"/> No</li> <li><input type="checkbox"/> Partial</li> </ul>		Canadian General Standards Board. (2008).				

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	<p>the client’s medical evaluation or treatment.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Client-intervention activities are documented.</li> <li><input type="checkbox"/> Security training aligns with skills and experience required for client management.</li> <li><input type="checkbox"/> Collaborative training with clinical staff includes de-escalation, proper client restraint techniques, safe take down and non- violent crisis intervention.</li> </ul>			International Association for Healthcare Security and Safety (2012)				
5.0	Security plays a key role in emergency management.							
	<ul style="list-style-type: none"> <li><input type="checkbox"/> The organization maintains an emergency management program to identify and address threats/hazards/emergencies that may impact the facility and its operations.</li> <li><input type="checkbox"/> Personnel may be assigned to fulfill security functions such as monitoring and having authority over the general security of the facility and its people; management scene/facility protection; and traffic control.</li> <li><input type="checkbox"/> Security provides key support around communicable- disease management, and is able to activate, adapt and supplement processes and mechanisms in order to continue the provision of a safe care environment.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> N/A</li> <li><input type="checkbox"/> Yes</li> <li><input type="checkbox"/> No</li> <li><input type="checkbox"/> Partial</li> </ul>		International Association for Healthcare Security and Safety (2012)				

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	Planning for outbreaks includes identification of essential security services, and measures to address shifting demand for security resources.							
<b>6.0</b>	<b>The organization has conducted a risk assessment to assess security program needs.</b>							
	<p>The organization:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Identifies people and property assets to be protected</li> <li><input type="checkbox"/> Regularly reviews existing security measures and procedures, including an: <ul style="list-style-type: none"> <li><input type="checkbox"/> Inventory of policies and procedures in place</li> <li><input type="checkbox"/> Inventory of security and security-related equipment</li> <li><input type="checkbox"/> Inventory of security personnel</li> </ul> </li> <li><input type="checkbox"/> Conducts risk assessments of environmental security</li> <li><input type="checkbox"/> Analyzes internal documents such as security logs and security incidents; client/workplace violence incidents and hazard reports; local police crime statistics; use of force statistics, information from similar organizations; legislative requirements; and security standards</li> <li><input type="checkbox"/> Conducts security program climate surveys in the workplace</li> <li><input type="checkbox"/> Includes related questions in staff engagement/satisfaction surveys,</li> </ul>	<input type="checkbox"/> N/A <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial		International Association for Healthcare Security and Safety (2012)  PSHSA (2006)				



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Item	Key Element Checklist	N/A, Yes, No, Partial	Comments	Resource/ Rationale	Action Plan	Person Responsible.	Target Date	Date Complete
	<p>and applies findings to organizational planning</p> <p><input type="checkbox"/> Makes security planning part of organizational planning.</p>							
<b>7.0</b>	<b>There is a documented security program in place and evidence of program implementation.</b>							
	<p>The documentation/evidence includes:</p> <p><input type="checkbox"/> The organization maintains an Written security policy demonstrating senior management commitment; goals; definitions; scope; roles and responsibilities; and commitment to annual review and evaluation</p> <p><input type="checkbox"/> Written procedures and protocols for clinical and non-clinical situations, in both preventive and protective contexts — e.g.:</p> <ul style="list-style-type: none"> <li>o Prohibition of carrying firearms and weapons</li> <li>o Prevention of and response to targeted violence</li> <li>o Prisoner client security</li> <li>o Client management</li> <li>o Communications</li> <li>o Training needs assessment ; training matrix; and training requirements for security personnel and administrators</li> <li>o Use of force</li> <li>o Premises safety</li> <li>o Home health security</li> </ul>	<p><input type="checkbox"/> N/A</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Partial</p>		<p>Canadian General Standards Board. (2008).</p> <p>International Association for Healthcare Security and Safety Handbook (2012)</p> <p>PSHSA (2006)</p> <p>PSHSA (2012)</p> <p>Fast Fact: Protecting workers working alone</p> <p>PSHSA (2010)</p> <p>Fast Fact: Tips for guarding your</p>				

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Item	Key Element Checklist	N/A, Yes, No, Partial	Comments	Resource/ Rationale	Action Plan	Person Responsible.	Target Date	Date Complete
	<ul style="list-style-type: none"> <li>○ Security staffing and deployment based on risk assessment</li> <li>○ Duties and expectations of security staff</li> <li>○ Searching clients and client areas for contraband</li> <li>○ Response to critical incidents</li> <li>○ Active shooters</li> <li>○ Incident reporting and investigation</li> <li>○ Covert investigations; drugs</li> <li>○ Policies for community</li> <li>○ Policies for long-term care</li> <li>○ Safe travel</li> <li>○ Organizational risk assessment</li> <li>○ Client risk assessment</li> <li>□ A training program for security personnel/administrators/persons in charge of security</li> <li>□ All-staff/management awareness training and communication</li> <li>□ Visitor/client awareness communication</li> <li>□ Access control — e.g., staff ID, facility-restricted access, emergency lockdown, approaching persons of interest, visitor access, signage</li> <li>□ Physical security systems — e.g., electronic security, video surveillance,</li> <li>□ High-risk areas</li> <li>□ Emergency responses and codes</li> </ul>			<p>personal safety on home visits</p> <p>The NHS Staff Council (2009) Improving Safety for Lone Workers Carlson (2011) Dooley (2014) Fox &amp; Whitehorn (2014) Hollier (2014) Morris &amp; Oswalt (2014) See Security Policies List Document</p>				

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	<ul style="list-style-type: none"> <li><input type="checkbox"/> Emergency / incident management security procedures</li> <li><input type="checkbox"/> Infectious disease outbreak / pandemic procedures</li> <li><input type="checkbox"/> Emergency Department security</li> <li><input type="checkbox"/> Annual (or more frequent) reviews of the organization's security program</li> <li><input type="checkbox"/> JHSC / HSR consultation regarding security policy development, revision and training</li> <li><input type="checkbox"/> Security participation in committees and clinical teams.</li> </ul>							
8.0	There is a security training and awareness program.							
	<p>The program ensures that:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Any individuals providing security services are trained to meet regulatory or legislatively required standards for security training and industry-standard practices for healthcare.</li> <li><input type="checkbox"/> Security orientation and education needs of general staff are identified and an orientation/education program is in place.</li> <li><input type="checkbox"/> The program includes provisions for:               <ul style="list-style-type: none"> <li><input type="checkbox"/> A training matrix for security personnel</li> <li><input type="checkbox"/> Security administrators with on-site security personnel</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> N/A</li> <li><input type="checkbox"/> Yes</li> <li><input type="checkbox"/> No</li> <li><input type="checkbox"/> Partial</li> </ul>		<p>Canadian General Standards Board (2008)</p> <p>International Association for Healthcare Security and Safety Handbook (2012)</p> <p>Private Investigator and Security Guard Training Manual</p>				

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	<ul style="list-style-type: none"> <li>o Security administrators without on-site security personnel</li> <li>o Worker and management training, with matrices including awareness training and training campaign</li> <li>o Personal protective equipment</li> </ul>			Ministry of Justice Hollier (2014), Morris & Oswald (2014)				
<b>9.0</b>	<b>Security equipment is available and maintained.</b>							
	<p>Examples include:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Video camera surveillance</li> <li><input type="checkbox"/> Access control systems</li> <li><input type="checkbox"/> Intrusion alarms</li> <li><input type="checkbox"/> Personal alarms, panic buttons, GPS/cellular distress systems</li> <li><input type="checkbox"/> Personal protective equipment</li> <li><input type="checkbox"/> Other – e.g., security staff personal protective equipment</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> N/A</li> <li><input type="checkbox"/> Yes</li> <li><input type="checkbox"/> No</li> <li><input type="checkbox"/> Partial</li> </ul>		International Association for Healthcare Security and Safety Handbook (2012)				
<b>10.0</b>	<b>Work environment design or redesign takes into account security needs.</b>							
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Security is considered in new and existing work- environment design or redesign.</li> <li><input type="checkbox"/> Security is considered in planning external premises – e.g., lighting, parking lot safety, etc.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> N/A</li> <li><input type="checkbox"/> Yes</li> <li><input type="checkbox"/> No</li> <li><input type="checkbox"/> Partial</li> </ul>		International Association for Healthcare Security and Safety Handbook (2012)  Crime Prevention				

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				Though Environmental Design (n.d.)				
11.0	The security program addresses incident reporting and investigation.							
	<input type="checkbox"/> All related security incidents, accidents and hazards are reported and investigated promptly to: <ul style="list-style-type: none"> <li><input type="checkbox"/> Identify immediate and root causes</li> <li><input type="checkbox"/> Implement timely corrective actions and/or recommendations</li> <li><input type="checkbox"/> Ensure appropriate JHSC/HSR involvement — e.g., in the event of critical / fatal injury investigations</li> <li><input type="checkbox"/> Provide for hazard, accident and illness summaries and notifications per the OHS Act</li> </ul>	<input type="checkbox"/> N/A <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial		PSHSA (2006)  The Saskatchewan Employment Act. The Occupational Health and Safety Regulations, 1996				
12.0	The security program includes process for evaluation.							
	<input type="checkbox"/> Security quality indicators — both leading (e.g., training, patrol frequency, etc.) and lagging (e.g., use of force percentage, incident rate, loss time) — have been selected and are used for evaluation. <input type="checkbox"/> The program is evaluated at least annually.	<input type="checkbox"/> N/A <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partial		PSHSA (2006)				

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Item	Key Element Checklist	N/A, Yes, No, Partial	Comments	Resource/ Rationale	Action Plan	Person Responsible.	Target Date	Date Complete
	<input type="checkbox"/> The JHSC/HSR is consulted in program revisions and training. <ul style="list-style-type: none"> <li>o Security and safety improvements are considered by senior management and recommendations are implemented as required.</li> </ul>							