

LECTURE 09 • PSM-28 • 2 H

Security and Human Resource Management

Purpose. Connect workforce planning, leadership, competence, contractor assurance, wellbeing, reporting and documentation to dependable security performance.

Learning outcomes supported. 4, 5, 6, 9 and 10

Suggested time plan: Read and annotate 25 min | Research and collect evidence 35 min | Create the required output 50 min | Review 10 min | Total 2 h

Research questions

1. How should staffing be matched to threat, operating demand and critical security posts?
2. Which management behaviours encourage reporting while preserving fairness and trust?
3. What evidence proves that training changed performance rather than only recording attendance?

Independent-learning activity

4. Define a fictional security workforce covering supervisors, officers, control-room staff and contractors.
5. Identify staffing, competence, fatigue, conduct and insider-risk vulnerabilities.
6. Create a 90-day workforce improvement plan with actions for selection, induction, supervision, exercises and wellbeing.
7. Choose six indicators and explain how each will be interpreted without creating perverse incentives.

Recommended further reading

[NPSA: Ongoing Personnel Security and Insider Risk Guidance](#)

[NPSA: Security Culture Tool](#)

[ICO: Employment practices and monitoring workers](#)

[IMO: SOLAS Chapter XI-2 and the ISPS Code](#)

Also use the corresponding London Gateway College lecture material and any tutor-approved local or sector source.