



Security Officer Supervision and Guarding Operations Management

3 days

20 training hours

08:30 to 16:30 daily

18 scheduled dates

Guarding remains the backbone of most South African security programmes, yet posts fail when supervisors cannot brief teams, manage rosters or hold officers accountable at handover. This course equips guarding supervisors and site managers to run disciplined manned posts, from beat planning and access screening to occurrence book discipline and shift changeover. It is grounded in the realities of running a contract site under PSIRA regulated conditions.

Course objectives

This programme builds the practical capability to plan, control and evaluate the work it covers, to a standard the delegate's own organisation can rely on. By the end of the 3 days, delegates should be able to:

- Plan guarding deployments, beats and post orders that match the assessed risk of a site.
- Brief and debrief officers at shift changeover so that no information is lost at handover.
- Supervise access control, visitor screening and search procedures at gates and reception.
- Maintain accurate occurrence books, pocket books and duty registers that support later investigation.
- Manage officer discipline, absenteeism and fatigue while sustaining morale on long shifts.
- Coordinate with the control room and client during routine operations and escalations.

Learning outcomes

On successful completion of the course, delegates will be able to:

- Explain the responsibilities, authority and limitations of a guarding supervisor.
- Analyse site requirements and translate them into practical guarding deployments.
- Allocate officers to posts according to operational requirements and available resources.
- Conduct structured pre shift briefings and post shift debriefings.
- Supervise access control points and identify weaknesses in screening procedures.
- Recognise common access control vulnerabilities and implement corrective measures.
- Ensure that incidents, observations and important operational information are recorded and escalated.
- Recognise the operational impact of absenteeism, fatigue, poor morale and inadequate staffing.
- Establish appropriate supervisory structures and manage a team of security officers.
- Develop or review post orders and beat instructions.
- Identify weaknesses in guarding coverage and recommend corrective actions.
- Perform effective shift handovers and ensure continuity of critical information.
- Monitor visitor, contractor and vehicle access procedures.
- Maintain professional and accurate occurrence books, pocket books and duty registers.
- Manage routine disciplinary and performance issues within the supervisor's authority.
- Apply practical techniques for maintaining officer morale and operational discipline.

- Communicate effectively with control room personnel and client representatives.
- Conduct structured post inspections and supervisory audits.
- Recommend practical improvements to guarding procedures and site performance.
- Prepare clear and professional operational reports.
- Identify non compliance and operational weaknesses during inspections.
- Demonstrate a systematic and accountable approach to managing guarding operations.

Who should attend

Guarding supervisors, shift leaders, site supervisors and site managers, security operations managers, contract managers, security team leaders, control room supervisors who coordinate guarding, and security managers responsible for contracted guarding services. It also suits officers preparing to take on supervisory responsibility. The content is drawn from commercial property, office buildings, retail and shopping centres, residential estates, industrial sites, warehousing and logistics, construction sites, education and healthcare campuses and mixed use developments.

RECOMMENDED ENTRY LEVEL

Delegates should preferably have practical experience in security guarding or security operations. Previous supervisory experience is useful but is not essential for personnel preparing to move into a supervisory role. Delegates should also be familiar with their own organisation's policies, site procedures and the regulatory requirements that apply to their duties.

Course modules at a glance

Module	Topic	Main competency
01	The supervisor role and span of control	Effective team leadership and accountability
02	Post orders, beats and deployment planning	Effective deployment of guarding resources
03	Access control, visitor and vehicle screening	Effective gate and access management
04	Shift briefing, handover and changeover	Operational continuity and communication
05	Occurrence books and duty documentation	Accurate and defensible security records
06	Discipline, absenteeism and fatigue	Effective personnel management
07	Client liaison and reporting standards	Professional client and stakeholder communication
08	Post inspection, audit and quality assurance	Continuous monitoring and operational improvement

The 3 day programme

Each training day runs 08:30 to 16:30 with morning and afternoon breaks and a lunch break. Timings can be adjusted to suit an in house group or a client's shift pattern.

Day 1: Supervisory foundations, deployment and access control

Time	Session	Key topics	Activity
08:30 to 09:00	Registration and introduction	Introductions, expectations, course overview, delegate experience	Delegate introductions
09:00 to 10:00	Module 1: the supervisor role and span of control	Supervisor responsibilities; authority and accountability; leadership and management; span of control; communication; professional conduct	Group discussion on what makes an effective supervisor
10:00 to 10:15	Tea break		
10:15 to 11:30	Module 1 continued	Managing security officers; setting standards; delegation; monitoring performance; supervisor decision making	Supervisory scenario exercise
11:30 to 12:30	Module 2: post orders, beats and deployment planning	Site security requirements; post allocation; beat planning; patrol coverage; staffing requirements; relief arrangements; post instructions	Site deployment planning exercise
12:30 to 13:15	Lunch		
13:15 to 14:30	Module 2 continued	Developing and reviewing post orders; matching posts to risks; identifying gaps; managing changes to deployment	Group post order exercise
14:30 to 14:45	Tea break		
14:45 to 16:00	Module 3: access control and screening	Access control principles; employee access; visitor management; contractor control; vehicle screening; search procedures; identification and authorisation	Gate control case study
16:00 to 16:30	Day 1 review	Key lessons; questions; knowledge check; preparation for day 2	Quiz and facilitated discussion

WHAT DELEGATES TAKE AWAY FROM DAY 1

- The supervisor's role and responsibilities
- Effective team supervision
- Deployment and post allocation
- Beat planning
- Post orders
- Access control
- Visitor and vehicle screening
- Supervisory decision making

Day 2: Shift management, documentation and officer performance

Time	Session	Key topics	Activity
08:30 to 08:45	Day 1 recap	Review of the previous day's learning	Interactive recap
08:45 to 10:00	Module 4: shift briefing and handover	Pre shift briefings; briefing content; incident updates; changes to threat levels; equipment; staffing; outstanding matters	Briefing simulation
10:00 to 10:15	Tea break		
10:15 to 11:30	Module 4 continued	Handover discipline; debriefing; shift changeover; transfer of information; communication failures	Handover role play
11:30 to 12:30	Module 5: occurrence books and duty documentation	Occurrence book principles; chronological entries; accuracy; objectivity; corrections; signatures; pocket books; duty registers	Documentation exercise
12:30 to 13:15	Lunch		
13:15 to 14:15	Module 5 continued	Recording incidents; recording observations; preserving an audit trail; identifying poor entries; documentation for investigations	Review and correct sample entries
14:15 to 14:30	Tea break		
14:30 to 15:30	Module 6: discipline, absenteeism and fatigue	Attendance management; absenteeism; lateness; misconduct; performance problems; fatigue; long shifts; officer welfare; morale	Supervisor case studies
15:30 to 16:15	Module 6 continued	Giving instructions; counselling; corrective action; escalation; maintaining fairness and consistency; motivating officers	Difficult conversation role play
16:15 to 16:30	Day 2 review	Knowledge check; lessons learned; questions	Group reflection

WHAT DELEGATES TAKE AWAY FROM DAY 2

- Conducting professional shift briefings
- Managing shift handovers
- Maintaining continuity between shifts
- Completing operational documentation
- Managing occurrence books
- Recording incidents and observations
- Addressing absenteeism
- Managing fatigue
- Handling performance and discipline issues
- Maintaining team morale and accountability

Day 3: Client liaison, inspections, reporting and quality assurance

Time	Session	Key topics	Activity
08:30 to 08:45	Day 2 recap	Review of documentation, discipline and handover principles	Interactive recap
08:45 to 10:00	Module 7: client liaison and reporting	The supervisor and client relationship; communication protocols; escalation; service expectations; reporting standards; professional conduct	Client communication scenario
10:00 to 10:15	Tea break		
10:15 to 11:30	Module 7 continued	Incident reporting; daily and shift reports; communicating operational problems; managing complaints; confidentiality and professionalism	Report writing exercise
11:30 to 12:30	Module 8: post inspection, audit and quality assurance	Purpose of inspections; inspection frequency; checking officer alertness; uniform and equipment; post orders; access control; documentation; patrol compliance	Inspection checklist exercise
12:30 to 13:15	Lunch		
13:15 to 14:15	Module 8 continued	Identifying non compliance; corrective actions; quality standards; trend identification; recurring problems; follow up inspections	Site audit case study
14:15 to 14:30	Tea break		
14:30 to 15:30	Integrated guarding operations exercise	Deployment; briefing; access control; incident escalation; documentation; handover; client communication	Full operational simulation
15:30 to 16:00	Course review and assessment	Review of all eight modules; knowledge assessment; practical assessment	Written and practical assessment
16:00 to 16:30	Feedback and close out	Delegate feedback; action planning; key lessons; implementation at site level	Individual action plan

WHAT DELEGATES TAKE AWAY FROM DAY 3

- Communicating professionally with clients
- Escalating operational issues appropriately
- Producing clear security reports
- Conducting structured post inspections
- Identifying guarding deficiencies
- Applying quality assurance principles
- Following up on corrective actions
- Integrating supervision, deployment, documentation and reporting into one operational system

How the course is taught

The programme is run as practical, competency based training rather than a series of presentations, so delegates rehearse the tasks they are expected to perform in their own working environment. Methods used include:

Facilitated presentations

Interactive discussions

Practical exercises

Group activities

Security site case studies

Role play scenarios

Shift briefing simulations

Handover exercises

Occurrence book documentation exercises

Post inspection exercises

Deployment planning exercises

Incident reporting exercises

Knowledge checks

A final integrated operational simulation

How delegates are assessed

Formative assessment

- Questions and discussions
- Short knowledge checks
- Group exercises
- Case studies
- Practical activities

Practical assessment

- Conducting a shift briefing
- Completing a handover
- Reviewing an occurrence book entry
- Planning a guarding deployment
- Conducting a post inspection
- Responding to a supervisory scenario

Final assessment

- Written knowledge assessment
- Integrated practical scenario
- Individual or group operational exercise

Certification

- Delegates who complete the required assessment activities receive a BMC Training certificate of completion for the programme.

Dates, venues and fees

The programme runs at 18 scheduled dates across the BMC Training network. Every date below is open for registration.

Dates	Venue	Days	Fee per delegate
7 to 9 Oct 2026	Online	3 days	US\$900
3 to 5 Nov 2026	Johannesburg	3 days	R13,000
4 to 6 Nov 2026	Cape Town	3 days	R13,000

Dates	Venue	Days	Fee per delegate
9 to 11 Nov 2026	Durban	3 days	R13,000
10 to 12 Nov 2026	Pretoria	3 days	R13,000
11 to 13 Nov 2026	Windhoek	3 days	US\$1,500
16 to 18 Nov 2026	Gaborone	3 days	US\$1,500
17 to 19 Nov 2026	Maseru	3 days	US\$1,500
18 to 20 Nov 2026	Mbabane	3 days	US\$1,500
23 to 25 Nov 2026	Lusaka	3 days	US\$1,500
24 to 26 Nov 2026	Harare	3 days	US\$1,500
25 to 27 Nov 2026	Lilongwe	3 days	US\$1,500
30 Nov to 2 Dec 2026	Blantyre	3 days	US\$1,500
1 to 3 Dec 2026	Mozambique	3 days	US\$1,500
2 to 4 Dec 2026	Nairobi	3 days	US\$1,500
7 to 9 Dec 2026	Dar es Salaam	3 days	US\$1,500
8 to 10 Dec 2026	Kigali	3 days	US\$1,500
9 to 11 Dec 2026	Kampala	3 days	US\$1,500

Fees are per delegate. South African venues are priced in rand; other locations and live online in US dollars. Fees exclude 15% VAT where applicable. Group bookings of three or more delegates from the same organisation qualify for a reduced rate. This course is also available as in house training, delivered at your own site on dates that suit your operation.

To book or request a quotation

Email registration@bmctrainings.org, WhatsApp +27 68 540 3736 or call +27 12 012 6265. Full course details and the live calendar are at www.bmctrainings.org.