

 **Digital Skills Intelligence for the Security Services: Recommendations of the NBS Northern Business School**

About the NBS Northern Business School (NBS): The NBS – University of Applied Sciences was founded in 2007 by companies and trade associations within the metropolitan area of Hamburg, Germany. Since 2014 it offers students a university degree in Security Management either part-time, while continuing work in the company, or full-time. Furthermore, NBS is active in research focussing on the future of security services - for example within its cooperation with companies developing robotic solutions or data analytics concepts. The NBS works closely with the CoESS national association in Germany, the BDSW.

Market demand for digital skills in the security services: In cooperation with HRForecast, NBS conducted research in market demand for digital skills and development of security innovations. The findings highly depend on the competencies and tasks of private security defined by national legislation. But in general, they reflect that security companies in Europe still provide more traditional services than highly digitalised tasks.

Digitalisation of business processes is the basis for the provision of more digitalised security services: New business cases and innovative service offers evolve if strong digitalisation goes hand in hand with strong analogue processes and management practices. "Digitalisation is the introduction or increased use of information and communication technologies (ICT) by (working) individuals, organisations, economic sectors and societies with the characteristic consequences of acceleration, increasing abstractness, flexibilisation and individualisation of processes and results." (Traum, Müller, Hummert & Nerdinger, 2018)

Impact of digitalisation on workers and business processes: Findings of the research project KODIMA, which looked at digitalisation in tax consulting companies and consequences for workers and management, can be of interest for the security industry:

- Tasks become simpler, but more complex - which requires upskilling of employees.
- Simplification of tasks also comes with a risk of demotivation by a parallel standardisation of tasks.
- Digitalisation can also motivate employees by creating more diverse tasks and freedom to act. This freedom, however, needs to be organised and coordinated.

In the end, digitalisation brings more responsibility for company leadership in motivating and training employees, as well as coordinating and organising a digitalised working environment. Digitalisation requires a holistic view of the organisation.



Integration of digital competencies into training in the security services: The BDSW Working Group for Digital Competencies developed several recommendations with NBS:

- The provision of traditional interdisciplinary competencies in training is key - such as commitment, conflict resolution, reliability, rule awareness, team competencies.
- The consequences of digitalisation for training are manifold. It is not only important that workers know how to operate new technologies but have an understanding of the digitalisation of business operations and work organisation. Employees should be empowered by company management in this endeavour.
- Consequently, the provision of new professional skills for general and security tasks will be important. These can be split in four areas within a security company:
 - For specialised security tasks, workers must know how to implement safety and security concepts with new technologies.
 - For the provision of general tasks like in any other company, basic IT and communication skills are required.
 - To support internal, organisational processes, it is important to learn new ways of cooperating and coordinating new technologies.
 - The employee further needs to learn new approaches in self-organisation and self-learning with new technologies.

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