



BYERS PROJECT PLAN

IMPLEMENTATION & ROLL OUT

The Byers Project plan covers and includes the following aspects and topics:

- *Implementation & Roll Out*
- *Safety & Security Equipment and Technology*
- *System Tracking & Quality Control*
- *Reporting Structure*
- *Staff Rotation*

Byers has perfected the successful management and operational control of urban contracts as well as those in outer-lying areas, the refinement of which will greatly benefit MASSMART as a customer.

Capacity to Deliver.

At Byers we have perfected the rollout and mobilization process with a minimum of disruption to your day-to-day business through the refinement of our operational procedures.

Manpower & Resources

All Byers security personnel are **registered with PSIRA** and have undergone screening and vetting prior to employment.

A personnel file for each Officer will be kept on site with all relevant information and proof of training.

All personnel will meet the recruitment criteria required by MASSMART and will possess the necessary competencies and characteristics required to perform the job.

Byers employees are aware of the stand-fast policy, which means that no Officers will leave

their post until a relief Officer has arrived for duty. Shift rosters are drawn up in advance, allowing for leave contingencies.

Management and Supervision

Byers’s approach to quality service through dedicated contract management, effectively ensures that well trained and experienced managers take charge of operational requirements at our customer sites.

Managerial and supervisory personnel are selected and trained in accordance with customer requirements and are inducted into their responsibilities prior to being deployed.

Our business model was designed to provide effective support to our field staff and operational management. Dedicated support service departments consist of the following:

- Payroll
- Administration
- Operations
- Logistics
- Human Resources
- Training
- Sales & marketing (Customer Care)

Quality Assurance

Byers will apply the quality management system at MASSMART, that was designed based on the principles of the **ISO 9001:2015 SABS** system, which defines a clear set of objectives for the operating environment as well as guidelines of how the standard application of procedures must be dealt with throughout the company.

Quality assurance has become so entrenched in our business that it has become the Byers way.

- **Contract Performance Management Service Levels**, once agreed upon



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between both parties, will be measured at regular intervals to determine whether the company is performing to expected MASSMART and Byers levels.

- **Continual Improvement**

Byers is focused on the effective monitoring, measurement and improvement of our service, inter-alia through monthly reports, minuted meetings, quarterly site surveys and internal audits.

Risk Management

Risk management at MASSMART will involve the identification, assessment, and prioritization of risks followed by coordinated application of resources to minimize, monitor, and control the probability and/or impact of events.

Our methods and definitions may vary accordingly, to facilitate the risk management method for security, processes, and health and safety:

- identify, characterize threats
- assess the vulnerability of critical assets to specific threats
- determine the risk
- identify ways to reduce those risks
- prioritize risk reduction measures based on a strategy

The strategies employed by Byers to manage threats at MASSMART will include preventing or avoiding the threat, reducing the negative effect or probability of the threat, and the mitigation of these. As part of the SABS framework, we will investigate all of the potential or actual consequences of a particular threat and the means of preventing a recurrence:

- **Base Line Risk Assessments**
- **Security & Quality audits**
- **Special Operations**
- **Quality Management**

Networking/Liaison

- Community networking and support
- Liaison and networking with neighboring businesses, communities, police forums
- Sharing of crime intelligence
- Giving employment preference to staff from local communities

The implementation plan will cover the following aspects:

- Manpower
- Equipment
- Operations
- Training
- Physical handover

Command & Control Structure

Key Personnel

During the implementation process there are certain individuals who will play a key role:

- **Overall Coordination.**
CEO, Niel Rossouw will be responsible for the overall coordination of the implementation
- **Command & Control.**
The Operations Manager will be responsible for the compilation of the implementation plan, the execution thereof as well as the coordination of the whole administrative process. A detailed site orientation of all the posts will be conducted to enable the team to compile site procedures and other site documentation.
- **Purchasing & Logistics.**





The Logistics Administrator will be responsible for logistics and purchasing

▪ **On site Coordination.**

The role of the responsible Security Manager is of vital importance in terms of the site coordination and will play an essential role in the compilation of the site procedures, site documentation and duty rosters. Additional implementation personnel will assist with risk assessments, recruitment, training and admin

Risk Assessments & Audits

During our contract we will **undertake fresh risk assessments** in order to mitigate new threats in an ever-changing environment.

Quality Standards

Byers shall ensure that the delivery of Security services meet the requirements of MASSMART service specifications, scope of works and associated procedures. The delivery shall be monitored and recorded in accordance with performance parameters, deviations recorded, non-conformance and corrective action procedures followed, and root-cause analysis completed.

Selection & Recruitment

Great care is taken during the selection and recruitment process to ensure that the Company has the right number of the right employees, deployed with the right knowledge, skills, and aptitude, in the right place, the first time around.

The Company does not discriminate against any applicant or employee based on color, race, ethnic group, disability, gender, religion or age. We simply select the best applicant for the job.

Due to the nature of the security services provided by Byers we follow a stringent



selection and recruitment policy which includes screening of all applicants. Recruitment of all new employees is based on both company and customer requirements. The Company is particularly aware our success of a service provider relies not only on attracting caliber of employee, but also on recruiting the best people most suited to each customer’s individual needs. In order to ensure compliance with the principle of recruitment from within and to ensure career paths and career opportunities are made available, we advertise all positions internally first. If no suitable applicant is available, then the Company reserves the right to advertise/recruit externally.

▪ **Recruitment.**

The HR Manager and his assistant will be responsible for the external recruitment process and the subsequent personnel administration such as the issue of company numbers. Any additional client-centric Recruitment criteria will be compiled and included in the Byers standard criteria

Recruitment Criteria:

Byers is bound by the Private Security Industry Regulation Act which sets the requirements for a person to register as a security service provider:

- A South African citizen or permanent resident
- At least 18 years of age, presentable in appearance
- Preferable to have at least grade 12 academic qualification but the lowest acceptable is Grade 10
- Able to read, write and speak English as well as be able to count
- Has passed a basic aptitude test used to confirm whether applicant is suitable for



the industry and to confirm prior learning

- No criminal record
- Is mentally and physically sound and demonstrates desired personality traits
- Has written a competency test or a written motivation why he/she should be employed
- Has undergone integrity testing. (Where appropriate and practical skills tests may form part of the recruitment process).

It is at the discretion of the CEO to source specific salaried or wage employees with specialist skills, however all applicants for security officer positions are considered on merit.

Training

Byers Security Solutions has identified training as one of the critical differentiating factors for the business. Our product is our people, and therefore it is vital that we invest as much as we can into the development of our product.

In terms of improving quality standards, state-of-the-art systems only, are not enough. We want to improve the overall quality of our service delivery by approaching it from the top down as well as from the bottom up. The knowledge gap between the average skill set of a regular Security Officer and the advances in technology is vast, and these days security personnel are expected to operate complex CCTV systems, computerized access control systems and electronic patrol systems.

This process of training commences at the recruitment and selection phase. Candidates are selected to undergo training, but the recruitment is only finalized once the candidates have successfully completed the induction training. The induction process has been specifically designed to provide our

officers with skill sets that we have identified through our extensive operational experience and with direct input from our clients. It is important to note that our training programs are flexible, and we will adapt this to the needs of our clients.

Broad Training Approach

Our aim is to improve the lowest average knowledge base of our workforce, thereby improving overall performance through the enablement of our staff. The direct result is better performance on site, improved productivity, a reduction of frustration from customers and management, and a successful company culture.

Phases of Training

We have implemented a phased approach to induction training which takes place over five to ten days (up to two weeks of intensive training). The phases have been designed to start with the basics and work up to more advanced skill sets required for specific applications.

Additional Training Phases

These are applied to meet the need for further specialist training and may include the following:

- Firearm Training
- Driver Training
- Supervisors Training – Basic Command and Control
- Control Room and CCTV Operator Training

Refresher Training

Continuous on-site training pertaining to site procedures is conducted on a daily, weekly and monthly basis, with the added resource of assistance from a registered instructor from our training center. This on-the-Job training is recorded and included in the monthly report sent to our customers.





In an era of lower skill levels especially in rural areas due to education system failures, training is a crucial element of operational success. Refresher training on site may include the following:

- Covid-19
- Safety Awareness Training
- New Site procedures
- Revision of existing procedures

A training roster will be drafted for MASSMART based on the requirements, in addition to:

- Site orientation & Induction training for all new employees deployed to site (including relievers)
- Verification that all processes and audits have been conducted
- Focus on Occupation Health & Safety training, with on-going safety initiatives and safety control mechanisms (planned task observations and near hit/miss observations)
- Fire Fighting and First Aid
- Assignment instruction training & general duties
- Public Relations
- Legal Powers of arrest
- Reporting and record keeping
- Civil and Criminal Law
- Response to major incidents
- Functional Ops courses such as the Maintenance of Standards
- Human Behaviour Identification specialist training for CCTV Operators
- On-the-job training to ensure quality assurance

Staff Development

Training and development of staff forms an integral part of the Byers obligation, not only in terms of job creation, but also retention and development. Personnel are developed for

next-level positions within Byers, according to a training and development plan. The guidelines for the training and development program are as follows:

- Refresher training - PSIRA based
- Identification of specialist training
- Developmental training
- General life skills training
- Customer Care
- HSEC
- Firearm Training and Competency Certificate Qualification (where required)

Operational Method Statement (Design & plan)

Prior to any agreement being signed or process initiated, an in-depth risk analysis of the MASSMART facilities must be conducted to assess the risk and verify the manpower requirement.

- A detailed **implementation plan** will be provided to MASSMART to ensure a smooth transition to a new service provider without disrupting your day-to-day business
- **Technology applications** in high risk areas, which can significantly improve efficiencies.
- **Byers's operational design** will undergo a review in order to adapt to the MASSMART environment, improve service and reduce risk
- **Byers** is renowned as a company that cares, and various community support related projects have been undertaken. Where possible local resources will be used which could include the outsourcing of staff transport to and from workplaces.





The overall objective of the security service is to “minimise the risk of loss of assets and the MASSMART reputation through the effective and adequate application of all safeguards, thereby achieving sustainable development for the local area”.

The service entails security operations, safety compliance and contributions to community development. The design is based upon the Byers model for logistical security and is flexible to adapt to future trends.

SAFETY & SECURITY EQUIPMENT AND TECHNOLOGY

Byers Security Solutions **has the capability and the resources** to adequately fulfil the requirements of the MASSMART contract with ease. The following are resources which we have at our disposal:

People:

- Skilled, experienced & hands-on Management
- Fully-fledged HR, Logistics, Training, Technical & Operational departments
- Trained & vetted personnel
- Screening & vetting services
- Polygraphists
- Training Officers

Equipment & vehicles:

- Patrol vehicles; posting/deployment vehicles; Response vehicles - dedicated
- Quad bikes, ATV's & golf carts
- Firearms & bullet-proof vests
- Communication equipment (radios, mobile phones)
- Patrol Devices
- Vehicle Scanning Devices

- Breathalyzers
- Metal detectors
- Thermometers
- Uniforms & PPE

Electronic security:

- CCTV & video analytics
- Access control systems
- Time & labour management systems
- Thermal surveillance equipment
- Perimeter protection
- Wireless mobile alarm system
- Mobile command unit
- Alarms & monitoring
- Remote(off-site) monitoring

Byers Security Solutions is committed to:

- Provide integrated security solutions on a scheduled and predetermined basis, which are efficient, timely and effective
- Ensure the safety of Byers Security Solutions staff, contractors, visitors and MASSMART employees whilst taking community safety into consideration in all operational activities that could impact on them
- Protect the MASSMART facilities against theft, structural damage (criminal and malicious), reputational risk, sabotage and acts of terrorism (power supply stages)
- Provide pre-emptive security solutions aimed at crime prevention and safety enforcement
- Ensure environmental aspects in execution of security functions
- Act as security risk reduction advisors in terms of the measurement of the adequacy of safeguards on site at MASSMART and the proposal of new or alternative safeguards

Our objective is to minimize the risk of loss or damage by fire, theft, burglary, vandalism, riot or civil commotion by means of the following:





- The protection of assets & the protection of vital or vulnerable areas
- Prevent the intentional people-related risks at MASSMART such as unauthorized entry
- Effective access & egress control
- Firearm control if required
- Enforcement of MASSMART policies & procedures
- Health & Safety reinforcement
- Vehicle and equipment verification
- Criminal investigation and reporting
- Loss reduction & crime prevention activities
- Searching procedures
- Risk analysis and recommendations
- Response to incidents
- Surveillance, observation & monitoring
- Provide logistical requirements in terms of equipment (radios, patrol system etc.)
- Advising & information on all security related matters
- Management & supervision
- Provision of adequately trained, skilled & PSIRA registered security personnel
- Provision of additional ad-hoc manpower if required (Events)

Resources

- **24 Hour Manned Control Rooms** with enabled live tracking of: vehicles, patrol personnel, as well as integrated On-Line Intelligence Incident Management System
- **Logistics Department** – fleet, uniform and equipment management support
- **Our Management Team** consists of a CEO, Events Manager, Operations Managers, Area Managers, Security Managers and Area Supervisors
- **Support Services** – at our Goodwood office we have departments dedicated to serving contracts on all levels from uniform and

stationery to payroll and human resources. Behind the scenes we work to ensure your business always runs smoothly

- **Incident Management** – All incidents and events are recorded and may be captured and tracked via the On-Line Intelligence incident management system, at a nominal monthly fee, immediately notifying all relevant parties via an escalation system that includes sms and emails

Service Delivery and Continued Performance

A **Contract Management Plan (CMP)** will ensure all parties understand their different roles and responsibilities. This plan will stipulate the frequency and responsible persons for activities such as Performance Management, Health Safety and Environment, Staff Morale, Operational Excellence and Cost Management.

We believe that our approach should be based on a **partnership model** in which open and transparent communication is encouraged. **Our management team is passionate about the importance of this change management process. A major factor leading to a successful relationship lies in the quality of the mobilization and transition program.**

To ensure a seamless transition from your current service provider, several briefings and task meetings will be held. The purpose of these briefing sessions will be to clarify and confirm the execution of your expectations and our primary goals. The contract startup will be based on a coordination session involving the management from both the parties.

Detailed manpower plans in terms of shift requirements, PSIRA grades, training, detailed logistics and approved additional services will all





be taken into consideration when drafting the implementation plan. As your preferred risk partner, we will implement a **tailor-made mobilisation plan** which will be carefully project managed.

It is accepted that priorities will change from time to time. It is therefore of the utmost importance to re-assess the plan on a weekly basis. After the re-assessment a regular progress report will be send to all parties involved as and when necessary. We differentiate ourselves through our responsiveness in addressing issues that may occur from time to time.

Our implementation planning will meet the following requirements:

- A minimum period of 30 days is required. However, after the acceptance of the proposal implementation planning and initiation will commence immediately and depending on the size of the operation, can be done in 4 weeks
- Involvement of all business disciplines of operations, logistics, human resources, training and finance
- Plan will be compiled in conjunction with the Management, for which final approval shall be given to Byers in order to initiate

SYSTEM TRACKING & QUALITY CONTROL

Coordination Meetings

We recommend that progress meetings be held weekly to discuss the progress of the implementation plan. During these meetings Byers will give feedback regarding the achievements of target dates and any adjustments to the plan.

Byers has vast experience in ensuring a smooth and seamless transition from one service provider to another. If not correctly planned and executed, the transition period can disrupt the day-to-day business operation.

Maintaining the service

- **Our quality management system** is a cornerstone in our approach to Service Excellence through the maintenance of standards, employee care and customer satisfaction. We merge our operational strategy and quality management system within the scope of our certification
- **Our operational business approach** not only integrates products and services, but also internal management functions
- **Customer Assessments** are used to gauge our service levels and the levels of customer satisfaction. These also form the framework for our **continuous improvement** program
- **Performance reviews** are conducted on each employee annually in order to assess individual performance. Follow-up reviews underline career development and additional training requirements
- **Service Level Agreements** are utilized to benchmark our service delivery and are also a basis for continuous improvement and action plans
- **Recognizing our staff** as our competitive edge allows for above-industry norm remuneration through performance bonus systems, higher levels of training and being equipped with specialized uniforms
- **Senior Management involvement** ensures that our customers have direct access to all levels of management and the hands-on approach of our senior team ensures that solid business relationships are fostered and nurtured, which create a different channel of communication.





The Byers Quality Control Plan is based on the **SABS ISO 9001:2015** Quality Management System. The following model represents the Quality Control Plan, clearly providing for non-conformance identification and corrective action management. Each element of the Quality Control Plan will be briefly discussed:

1. **Byers Product Realization Model.** This process indicates the activities to be performed in the security function to achieve the ultimate goal, namely **Service Excellence**. This model is also the foundation for operational training on supervisory and management levels.
2. **Baseline Risk Assessment.** This process, conducted at the start or commencement of business and followed through which each new activity conducted, not only ensures the safety of staff and processes but is also the first line of operational design and adjustment. Each manned post, security activity or activities that could influence the task of security services is reviewed in the process.
3. **Site procedures and Knowledge Tests.** The Baseline Risk Assessment primarily focuses on the safety aspects of the design, whilst the Site Procedures are the *HOW* to security functions performed and the basis for future operational control and audit activities. Part of the measurement of compliance is the formal testing of staff through site procedure knowledge tests.

- Monthly competency tests (manned guarding)– Site Procedures
- Managers assessed on QMS and other policy matters
- In event of failure, identify shortfalls, retrain and rewrite

- Results incorporated in monthly SLA

4. **Planned Task Observations.** These practical observations and tests performed by Supervisors and Managers, measure the successful completion of tasks and the level of competency. It is an early non-conformance detection system which allows for corrective action through training and coaching.
 - Have measurable PTO's per week and month
 - Monitor execution – corrective action required

Role of the planned task observation in assessment-based training

5. **Operational Routines.** Operational routines vary, were determined especially for the MASSMART operation and amongst others, include the following:
 - Parades, inspections
 - Patrol checks
 - 4 Steps to Safety
 - Posts visits
 - Shift Plans
 - Check deployment sheets/roster changes, etc.
6. **Meetings.** Feedback on non-conformance and corrective actions employed, will be incorporated into the meeting framework and frequency, with the inclusion of the following meetings:
 - ✓ Security Forum
 - ✓ Risk Register and Safety events
 - ✓ Overall contract progress, assessment and feedback session
 - ✓ Emergency preparedness
 - ✓ Shift meetings
 - ✓ Supervisory meetings
 - ✓ Client meetings





- ✓ Monthly management meetings

Walk-About Inspections entails post visits, high risk area inspections and managerial/supervisory visits for the purpose of safety inspections and measurement of the adequacy of safeguards. The principle of a “*visit with a purpose*” applies.

7. Quality Audits

- Internal cross-audits between managers
- Self-audits
- High level QA’s
- External audits

8. Service Level Agreements

Measure:

▪ **Quality of Service**

- ✓ Key performance indicators
- ✓ Performance tests
- ✓ Logistics
- ✓ Training
- ✓ Competence of Workforce

▪ **Delivery of Service**

- ✓ Disciplinary Code Infringements
- ✓ Effective Management and Supervision of the Contract
- ✓ Non-Conformance reporting
- ✓ Housekeeping in order

Adherence to Health and Safety Act regulations

MONTHLY / DAILY REPORTING STRUCTURE

Besides the compulsory site files, we add all new sites to our Online Intelligence platform, an online OB Entry system, this streamline the communication and workflow process between all our departments – and is a valuable contribution to daily / monthly data, reporting & statistics.



The Instacom device is a as integrated Patrolling and Reporting structure, and we combine and utilize all its functions in our daily operations:

- Communication
- Vehicle License Scanning
- Tag point scanning – Guard patrols
- Maintenance images and reporting
- Daily Checklist Scanning
- SOS Panic alert



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