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	Issue No.: 05	Revision No.: 00
Document Title:		

CHUKA UNIVERSITY

Standard Operating Procedure


For

Security Promotion Management CU/SOP/SESD/30

Document Review Sheet


The signatures below certify that this Standard Operating Procedure has been reviewed and accepted, and demonstrate that the signatories are aware of all the requirements contained herein and are committed to ensuring their provision.

Action	Name & Signature	Position	Date
Prepared by	John K. Iguna	SECURITY OFFICER	20.08.2019
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2.0 GENERAL

2.1 Purpose

The purpose of this procedure is to ensure that all Security activities are managed effectively to ensure compliance with the International Standard, the Chuka University's and Government's statutory policies, procedures and regulations.

2.2 Scope

This procedure applies to and defines all the activities carried out in the Security Department.

2.3 References

- CU Charter, 2013
- CU Statutes, 2014
- CU Strategic Plan, 2017-2022
- ISO 9001:2015 Standard, Clauses 4 to 10
- CU ISO Quality Management System Manual, 2017
- CU Students' Information Handbook (Current)
- CU Code of Conduct and Ethics Policy, 2014
- Collective Bargaining Agreements (UASU, KUSU, KUDHEIHA Workers)

2.4 Abbreviations

AA	= Administrative Assistant
CU	= Chuka University
DVC (AFPD)	= Deputy Vice-Chancellor (Administration, Finance, Planning & Development)
ISO	= International Organisation for Standardisation
SO	= Security Officer
VC	= Vice-Chancellor

2.5 Definitions

In addition to definition of terms in ISO 9000:2005, the following definitions shall apply:

Semester: Seventeen (17) weeks of approved academic activities for Chuka University


Student: Means a person registered by the University for the purpose of obtaining a qualification or any other person who is determined by the Senate to be a *bona-fide* student.

GSS: Students admitted by KUCCPS and benefit from government fees subsidy.

SSP Students: Any applicant admitted to CU other than candidates admitted through KUCCPS.

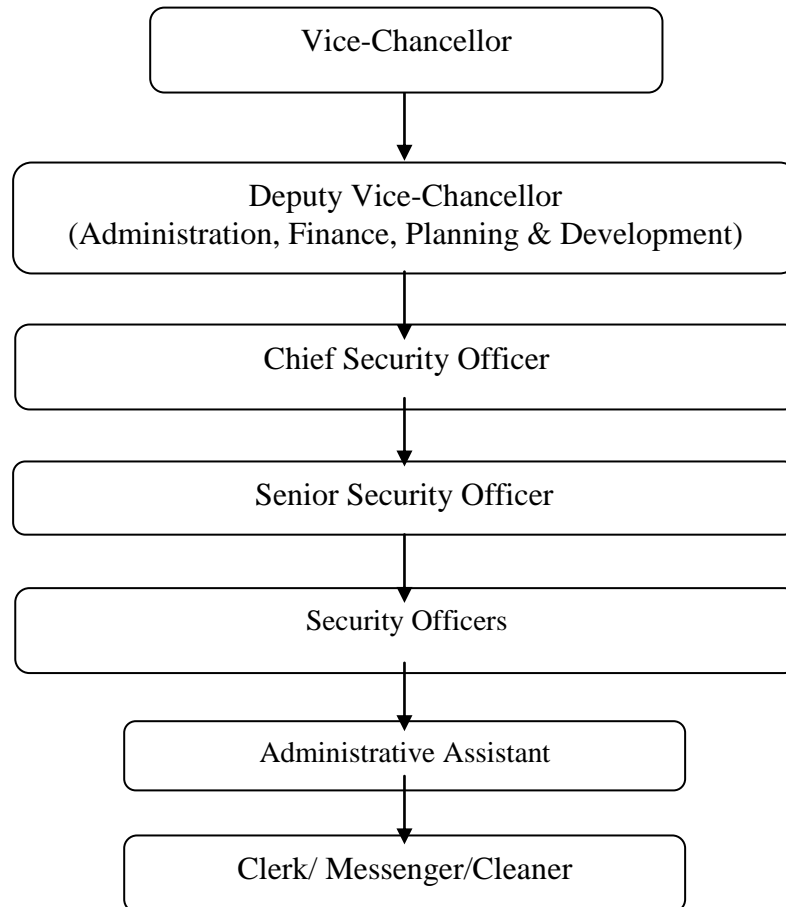
2.5 Responsibility

The Chief Security Officer has the primary responsibility of ensuring that this procedure is implemented and remains adequate for its intended purpose. The Chief Security Officer also has the primary responsibility for providing the information from which the documentation for their processes can be compiled and for initiating action to keep them up to date.

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3.0 ADMINISTRATIVE STRUCTURE

The Security Services Department is one of the Departments in the University. The current administrative structure for the Department is as follows:




4.0 PROCESSES

4.1. Overview

The Security Services Department is mandated to protect the University property as well as ensure that there is law and order. The general security guidelines put forward are enacted by the staff of the Department round the clock. The duties and activities of the Department are carried out in accordance with the rules and regulations governing the Constitution of Kenya. The core activities of the Security Services Department include:

- (i) Control of movement of items out of the University gate
- (ii) Handling of criminal cases
- (iii) Handling students' indiscipline
- (iv) Conducting of security patrols
- (v) Handling of visitors

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4.2. Process for Movement of Items Out of the University

4.2.1 Source

ISO Departments

4.2.2 Inputs/Resources

Items being moved
Authority to move items (Gate pass)
Means of movement of items

4.2.3 Expected outputs

Approval to move the items
Gate pass records

4.2.4 Receivers

ISO Departments

4.2.5 Procedure details

No.	Description	Output	Responsibility
1.	Each person signs a gate pass for items being moved outside of any University gates.	Gate pass	Respective HOD
2.	Authorize the gate pass to prove where the items are originating.	Signed gate pass	Respective HOD
3.	Counter-signs the gate pass at the gate to confirm that items going out.	Clearance form	Guards/ HOD Security
4.	Counter check if items correspond to the ones appearing on the gate pass.	Clearance signal	Guards/ HOD Security
5.	The mover retains a copy and hands over the other for filing at the exit point/gate.	Gate pass filed	Guards/ HOD Security

4.3. Process for Handling Criminal Cases

4.3.1 Source


Prosecutor

4.3.2 Inputs/Resources

Recorded complaint
Complainant/ Accused
Facts and evidence
Resources (vehicles, arms, handcuffs, finances, communication gadgets; personnel)

4.3.3 Expected outputs

Arrested individual(s)
Prosecution/Disciplinary Action

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4.3.4 Receiver

CU/SOP/DVC/02; CU/SOP/VCIM/01

4.3.5 Procedure details

No.	Description	Output	Responsibility
1.	The complainant reports criminal cases at the Security officer's desk for recording.	Reported crime	HOD Security /Guards
2.	The complainant records statements	Statement records	Complainant/ CSO
3.	The statements are filed in the security file	Filled statements	Clerk
4.	The complainant is advised to report the matter to the police station.	Reported Crime	HOD Security /Police officers
5.	Visits crime scene to conduct investigations.	Facts and evidence	CSO/ Police officers
6.	If the crime involves University property, the matter is presented in court.	Prosecution	HOD Security
7.	Liaising with security agents to tackle crime.	Reduced crimes	HOD Security

4.4. Process for Handling Students' Indiscipline

4.4.1 Source

Complainant; ISO Departments

4.4.2 Inputs/Resources

Complaint/Respondent
Statement, Evidence and Facts

4.4.3 Expected outputs


Disciplinary minutes/report
Disciplinary action

4.4.4 Receiver

CU/SOP/DVC03; CU/SOP/VCIM/01; ISO Departments

4.4.4 Procedure details

No.	Description	Output	Responsibility
1.	Receiving of a complaint about indiscipline either in writing or orally	Complaint statement	HOD Security
2.	Summons the student(s) involved in an indiscipline case to record a statement.	Statement recorded	HOD Security
3.	Filing of the recorded statement(s) in the security file in the office.	Filled statement(s)	Clerk
	Copies of the recorded statement(s) are forwarded to the Dean of Students office for the onward processing of the case following CU/SOP/STWD/12, CU/SOP/DVCA/03.	Received documents	HOD Security

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4.5. Process for Conducting Security Patrols and Searches

4.5.1 Source

Clients

4.5.2 Inputs/Resources

Guards/Police officers

Resources (Handcuffs, arms, vehicles, buttons, whistles, radio calls)

4.5.3 Expected outputs

Secured areas

Apprehension of suspect(s)

4.5.4 Receivers

CU Fraternity

4.5.5 Procedure details

No.	Description	Output	Responsibility
1	All vehicles and visitors coming into and out of the University are subjected to safety search.	Secure and safety	Guard(s)
2	All internal and external customer(s) are asked to declare their items when accessing and as they leave the University.	Secure and safety	Guard(s)
3	Joint patrols are conducted within and outside the University	Safety	Police officer(s) and HOD Security
4	In case of any suspicion one is asked to produce any form of identification.	Safety	Police officer(s) and HOD Security

4.6 Process for Handling of Visitors

4.6.1 Source

Visitors

4.6.2 inputs/Resources

Visitors register

Visitors pass

Detectors

Vehicles under search mirrors

Form of identification


4.6.3 Expected outputs

Grant access

Safety

Customer satisfaction

Visitor(s) analysis

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4.6.4 Receivers

ISO Departments

4.6.5 Procedure details

No.	Description	Output	Responsibility
1	Registration of all visitors accessing the University at the Gates.	Grant access	Guards
2	The visitors submit their identification document(s) at the point of entry.	Safety	Guards
3	Visitors are issued with visitors pass which is displayed whenever they are within the University premises	Safety and efficiency	Guards
4	Visitors are given directions to their interested office(s) or officer(s).	Efficiency	Guards
5	When the visitor(s) surrenders visitors pass and signs out at the main gate as he/she collects their identification documents(s).	Accountability	Guards

5. RECORDS


- (i) Documents for security are filed in the “Security File”
- (ii) Statements taken from security cases are filed for reference
- (iii) Copies of documents in use have been filed in the “Security File”
- (iv) Any other outside communication is filed in the “Correspondence File”

6. KEY PERFORMANCE INDICATORS/QUALITY OBJECTIVES

6.1. Key Performance Indicators

- Number of visitors processed
- Number of complaints resolved
- Number of offenders arraigned
- Number of vehicles cleared
- Number of students discipline cases.

Linked Strategic Objective(s):			
SO 19: Utilization of ICT to Enhance Efficiency of University Operations			
1. Quality Objective			
<ul style="list-style-type: none"> • To reduce theft of university property and assets from 10% to 5% through enhancing security protocols, scanning and standards. 			
Strategy (Actions/Activities required to achieve the objective)			
<ul style="list-style-type: none"> • To Utilize ICT installations for surveillance 24 hrs. • To increase the control room staff from three (3) to eight (8) for effective monitoring. • To increase the number of patrols from once to thrice per week. • To increase the number of undercover intelligence officers from seven (7) to ten (10) officers. 			
Responsibility	Resources Required	Timeline	Measure of Success (KPIs)
<ul style="list-style-type: none"> • DVC (AFPD) • ICT Manager 	<ul style="list-style-type: none"> • CCTV Cameras • Desktop computer 	Annually	<ul style="list-style-type: none"> • Number operational CCTV systems • Number students apprehended

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<ul style="list-style-type: none"> HOD Security 	<ul style="list-style-type: none"> Control room staff Intelligence officers 		<ul style="list-style-type: none"> Number of offenders arraigned in court
Review dates:	Daily		
Linked Strategic Objective(s):			
SO 27: Compliance with Constitution and Statutory Requirements			
2. Quality Objective			
<ul style="list-style-type: none"> To conduct sensitization sessions for all security personnel on how to handle customers and security matters at least twice a week from once per week 			
Strategy (Actions/Activities required to achieve the objective)			
<ul style="list-style-type: none"> Conduct security guards sensitization on customer care twice per week from once per week. 			
RESPONSIBILITY	Resources Required	TIMELINE	MEASURE OF SUCCESS (KPIs)
DVC (AFPD) HOD Security	<ul style="list-style-type: none"> Funds for meals Professional facilitators Writing materials 	Annually	<ul style="list-style-type: none"> Number of training reports Number of staff and students trained.
Review dates:	Weekly		
3. Quality Objective			
<ul style="list-style-type: none"> To conduct security patrols thrice per week from once per week to reduce crime 			
Strategy (Actions/Activities required to achieve the objective)			
<ul style="list-style-type: none"> To increase the number of patrols conducted by outsourced security company To increase the number of patrols conducted by administration police at night 			
RESPONSIBILITY	Resources Required	TIMELINE	MEASURE OF SUCCESS (KPIs)
DVC (AFPD) HOD Security	Budgetary allocation Patrol vehicles and fuel Additional number of guards and AP officers	Annually	<ul style="list-style-type: none"> Number of patrols conducted Number of security officer deployed
Review dates:	Daily		
Linked Strategic Objective(s):			
SO 34: Production of Holistic Graduates			
4. Quality Objective			
To conduct disaster training for staff and student at least thrice per year from once per year			
Strategy (Actions/Activities required to achieve the objective)			
<ul style="list-style-type: none"> To conduct disaster sensitization for staff and students once annually. 			
RESPONSIBILITY	Resources Required	TIMELINE	MEASURE OF SUCCESS (KPIs)
<ul style="list-style-type: none"> DVC (AFPD) HOD Security 	<ul style="list-style-type: none"> Funds for meals and professional facilitators Writing materials 	Annually	<ul style="list-style-type: none"> Number of students and staff trained Number of duly signed attendance register
Review dates:	Quarterly		



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RISK REGISTER

Note for monitoring, the responses are: What = risk described. Why = prevent/correct consequence. How = mitigations/controls. Who = risk owner.


Risk name/ description	Risk Consequences	Raw Risk			Mitigations/ controls (Opportunities source)	Risk Owner	Monitoring	LA	CA	RI=L A x CA	Resid ual Risk	EC %
		Likeli hood (L)	Conse quence (C)	Raw Risk (L x C)								
Terrorism	Injury and loss of life Destruction of property -Fear and paranoia	3	3	9	-Intelligence gathering to assess emerging threats. -Delivering counter-terrorism training and sensitization to both students and staff -Partnership with law enforcement agencies in preventing and responding to terror related incidences. - Constant joint patrols -Sensitization of both staff and students (Nyumba Kumi) -Installation of CCTV Surveillance cameras. -Community policing	-Top Management -HOD Security	What: Security intelligence briefs Who: HOD Security What: Security intelligence briefs When: Daily How: security situation report	3	0	0	0	100%
Unauthorized access/Intrusion	-Theft of property	2	3	6	-Security patrols and spot checks -Monitoring exits and entry points	-Top Management -HOD Security -HOD Security	What: Security patrols Who: HOD Security What: Spot checks When: Daily How: security patrol register report/Monitor exits and entry points	2	2	4	67%	33%



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							Who: Guards What: Access points When: Daily How: Visitors register					
Drug and substance abuse among students	-Increased criminal cases within the university precincts	3	3	9	-Increased patrols in drug zones. -Impromptu searches in suspicious places/characters	-Dean of students -HOD Security -HOD Security	What: Intelligence gathering Who: HOD Security When: Daily How: security situation report What: No of places searched Who: HOD Security When: Continuous How: Occurrence book report	2	2	4	44%	56%
Radicalization	Extremism among the students	1	3	3	-Sensitization of students on counter violence and extremism (CVE)	-HOD Security	What: Patrols and Security intelligence Who: HOD Security When: Daily How: security report	1	0	0	0	100%
Insecurity in the university neighborhood	- Assault of both staff and student. -Theft/loss of property -Fear of investment -Costly surveillance	2	3	6	-Increased security patrols	-Top Management -HOD Security	What: - Increased security patrols Who: HOD Security When: weekly How: security status report	1	3	3	50%	50%

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Picketing and Riots	- Threat of physical harm or damage to University facilities -Disruption of the normal operations of the University e.g. exams, lecture sessions etc.	2	3	6	-Prior approval for such events must be made through the office of the vice-chancellor. -Police patrols.	-Top Management -HOD Security	What: Approvals Who: HOD Security What: Request letter for demonstration When: twice a week How: Approval request register/ Security rounds patrol register	2	0	0		100%
Gate pass forgery	Loss of university funds Unauthorized intrusion	2	3	6	-Enhanced gate pass verification -Enhanced security searches at main gates	-HOD Security -Security guards	What: - Increased gate pass verification Who: Security guards When: daily How: physical verification	2	2	4	67%	33%

Opportunities Table

s/no	Opportunities	Action Plan	Timeline	Effectiveness/ status
1	Community goodwill and support	Community policing through Nyumba Kumi to enhance security and intelligence gathering and dissemination.	Continuous	70%
2	Room for establishment of campuses in other regions	Exploit emerging campuses potential to strengthen security integrity	Annually	60%
3	National and County Governments	Capacity building and partnership with local and national government will enhance borrowing of best practices on security management.	Continuous	80%
4	Kenya's attainment of middle income economic status	Develop security protocols and procedures to mitigate security threats in line with Kenya's vision 2030 thematic theme on security	Continuous	70%
5	Increased demand for high education	Exploit rising student numbers to develop efficient programs for achieving better safety and security standards	Every Semester	80%

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APPENDIX I: PROCESS MAPS

(i) Movement of Items out of the University Gate Pass


RESPONSIBILITY	ACTION
VICE-CHANCELLOR SECURITY OFFICER	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p> <p>Introduction of Gate Pass, issued to all staff for use.</p>
USER	Head of Department authorizes and signs the Gate Pass as items leave the Department.
SECURITY GUARDS	The Gate Pass is counter-signed and checked if the items appearing on it correspond with the ones moving out.
SECURITY GUARDS	Authorized person moving the goods/items remains with one copy and security guard with the other copy for filling.
USER	Moves out of the University with the goods
	End

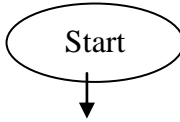
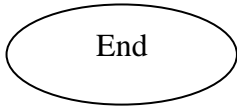
(ii) Handling Criminal Cases

RESPONSIBILITY	ACTION
SECURITY OFFICER	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p> <p>Reporting of all criminal cases in the office</p>
USER	Taking victim's statements
SECURITY OFFICER	Forwarding the case to Police Station or Hand over to Dean of Students
SECURITY OFFICER/ USER	Visiting the scene of crime to conduct more investigations
SECURITY OFFICER	Attending to court proceedings involving University cases
SECURITY OFFICER	Working with other National Security Agents to tackle issues of insecurity.
	End

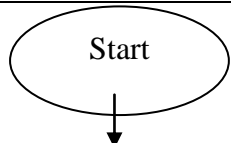
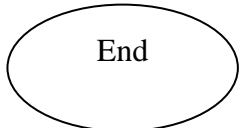
(iii) Handling Students' Indiscipline

RESPONSIBILITY	ACTION
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COMPLAINANT	
SECURITY OFFICER	Reporting of incident Taking of statements from the victim. Appearing as a complainant in cases of disciplinary committee meeting
DEAN OF STUDENTS	Copies of the statements are taken to the Dean of Students for onward execution of the case.
STUDENTS' DISCIPLINARY COMMITTEE	Listens and discusses the case Forwards recommendations to the Senate
SENATE	Passes verdict
REGISTRAR (AA)	Communicates verdict to the affected student 

(iv) Security Patrols and Searches

RESPONSIBILITY	ACTION
SECURITY OFFICER	
USER/SECURITY GUARD	Searching of both visitors and vehicles Declaration of items/property at the gate
SECURITY OFFICER/ GUARDS	Conducting of patrols
SECURITY OFFICER/ GUARDS	Recording any event/incident in the Occurrence Book (OB) 

(v) Handling of Visitors

RESPONSIBILITY	ACTION
SECURITY GUARD	

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	↓
	Receiving of visitor at the main gate
VISITOR/SECURITY GUARD	Giving details and any form of identification
VISITOR	Giving gate pass and displaying it all the time in premises
SECURITY GUARD/ CU OFFICIAL	Giving direction to the visitor
VISITOR	After getting served, the visitor signs out and pick his/her identification form
	