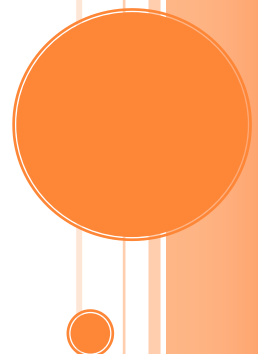


MIKVA CHALLENGE YOUTH SAFETY COUNCIL

2010 Recommendation Report

Youth Safety Council Students
SUMMER 2010



YOUTH SAFETY COUNCIL

2010 Recommendation Report

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YOUTH SAFETY COUNCIL MEMBERS

Rehab Ghasim
Roosevelt HS, Senior

“Security officers at my school have helped me respect them and their job because of their positive attitude. One officer would joke with me and always ask how I was doing.”

Arely Gaeta
Brooks College Prep, Senior

“Security officers have been positive in my school. They are friendly with students but they should consider being a bit more firm with students.”

Felipe Arias
ACE Tech Charter HS, Sophomore

“Security officers have impacted my school experience so much because they are always there to talk to students and still do their job. They are role models to some students, and that is important.”

Thomas Watkins-Hoskins
Curie Metro HS, Junior

“I think that security officers have both negative and positive impacts at my school. Some represent themselves well while others make me not want to be around them”

Cory Alford
Brooks College Prep, Sophomore

“I am not the best student in the city but I would like for security officers to stop judging me for mistakes I have made in the past.”

Vanessa Gross
Amundsen HS, Senior

“Some security officers are positive. The female security officer at my school always asks me how I am doing when I look sad.”

Sara Martinez
Curie Metro HS, Senior

“Security officers have a tremendous impact on the school experience of students. Depending on the individual security officer, that impact can be extremely positive or negative.”

Dashawn Cross
Al Raby School for Community & Environment, Junior

“Security officers and the head of security at my school have had a positive impact on my school experience. They motivate me to do my best and support me when I struggle.”

Jonathan Harvey
Urban Prep Academy, Senior

“Security officers have impacted my school experience in a positive manner for the most part. I have seen them use poor judgment and react inappropriately to students.

Jakwanae Booker
Wells HS, Sophomore

“Security officers have impacted my friend’s school experience by helping to prevent fights before they happened.”

Dorian Williams, Jr.
Fenger HS, Junior

“My security officers treat me well but I see that other students do not receive the same treatment. I feel bad for those students because they look unhappy and sad.”

Shawnta Robinson
Percy Julian HS, Senior

“Most times when I am walking to class security officers are yelling at students and being disrespectful for no reason. That causes more drama in the school. Security officers should approach students with more respect and students should respect security officers more.”

Nora Castrejon
Benito Juarez Community Academy,
Junior

“I always hear security officers yelling at students to get them to do something. I feel that security officers do not need to yell or disrespect students and should take a different approach.”

Shunnetta Brown
TEAM Englewood, Junior

“Security officers have been there for me when I needed help breaking up fights and getting jumped on by other students.”

Introduction

Who are we?

We are 15 Chicago Public School students from all over the city and we make up the Mikva Challenge Youth Safety Council (YSC). The YSC researches safety issues that affect all Chicago youth, we develop reports containing recommendations for policy makers, elected officials and decision makers that insert youth perspective into public policy discussions and carry out advocacy campaigns to get it implemented.

Why does our voice need to be heard on this issue?

Security officers play a vital role in the day to day experience of students. Coming from a youth perspective, our report contains recommendations based on our school experience that can create a more comfortable and friendly environment for both students and security officers. Students are the ones who come in the most contact with security officers and we feel students should have a voice when it comes to expectations and supports security officer should receive. If we can improve communication between security officers and students, we can begin to work together as equal partners in improving schools.

Our Research

Our research question for the summer was “How can Chicago Public Schools better train, support and evaluate security officers?” This question was important to research because we believe that security officers have an impact on youth, whether it be positive or negative on a daily basis.

We also believe it is a question most adults do not often ask themselves but is one that students talk about all the time. Most adults do not realize the impact that security officers can have on a school’s culture and a student’s learning. A security officer’s job is hardly ever limited to what is written in the job description.

We spent more than 120 hours researching this issue. We met with other groups and people researching similar topics, including principals, CPS security officers, the Head of Citywide Security Trainings and a union representative from SEIU’s local 73, which represents security officers.

We visited several schools and discussed their safety plans and the role security officers played in creating an inviting and secure learning environment. We’ve seen administrators work with students to have them charged with “keeping the peace” and security officers actively seek mentoring opportunities through which they

engage with students. These are strong examples of students and security officers working together to create positive, healthy relationships that in turn create a less violent atmosphere at the school.

Areas for improvement

Our findings fit into six categories where security officers can improve their job performance and students' school experience: Job Description, Hiring, Training, Support, School Culture and Evaluation. These are the categories that CPS has the power to improve and that represent the points of greatest influence over students' school experience.

Why are we creating these recommendations?

We hope that our findings help adults and students to improve our schools. Each school is like a living organism with everyone playing a vital role to its success regardless of job title or duties. If there is one part of an organism that is not functioning correctly, the whole organism becomes dysfunctional. We understand that teachers, students and administrators play a role in the success or dysfunction of a school and security officers are also key members of a school community and their role and potential is often minimized. This report is a first step in ensuring our schools are performing at their greatest potential.

What is our expected outcome?

It is not our goal to talk down, bash or insult security officers, or students for that matter. Too much of that happens already in schools. It is too easy to say that schools are bad because of the students or that all security officers contribute to a lot of the negativity in schools. What we aim to achieve is a lot harder and much more complicated than that. We hope this report and its contents can start a real dialogue and partnership between students and security officers to help better our schools. This report provides ideas, solutions and potential changes that will improve the day to day experience of both students and security officers.

Job Description

The CPS security officer job description doesn't completely convey what the position entails to potential candidates. A more accurate description of the position and skills necessary to perform at a high level would help candidates determine if this job is for them. The job description should also mention the stresses that security officers face on a day to day basis.

Recommendation 1

Problem: Communication skills are among the most important tools any security officer can use when dealing with students, teachers, administrators and fellow security officers. These skills will help minimize fights, arguments and misunderstandings at school and are not emphasized in the job description to a great enough extent.

Recommendation: Interpersonal communication skills should be a requirement identified as a crucial skill for candidates to obtain the position of a security officer at any CPS school.

Implementation: The legal department at CPS, along with the Office of Safety and Security should change the job description to include as minimum qualification effective communication skills and to develop an evaluation for potential new hires to assess their skill level.

Implementation Cost:

None Low Medium High

Recommendation 2

Problem: Oftentimes security officers do not see themselves and are not seen by others as educators in schools. Their positions are minimized by some staff in the building. Security officers serve as role models to students regardless of if they see themselves in that role. Students observe security officers and pick up on good and bad habits.

Recommendation: The CPS security officer job description should communicate that security officers should contribute greatly to the learning environment at a school.

Implementation: The legal department at CPS, along with the office of Safety and Security should change the job description to include strong language that states that security officers should contribute greatly to students' learning environments and should approach the position as that of an educator.

Principals should receive materials or a lecture to communicate how important security officers are to not only the safety of students and staff but also to the learning and emotional well-being of students as well. They should also be encouraged to implement recommendations from the school culture section.

Implementation Cost:

None Low Medium High

Recommendation 3

Problem: Potential candidates for the position of CPS security officer may not be aware of the potential stress and amount of student issues they are going to be expected to address.

Recommendation: The CPS security officer job description should clearly state that the job can be extremely stressful.

Implementation: The legal department at CPS, along with the office of Safety and security should change the job description to include that the position can be very stressful and that candidates should expect to be exposed to various levels of student and adult trauma. CPS should also make supports available to security officers as laid out in the support section of the report so they are consistently able to have a quality job performance.

Implementation Cost:

None Low Medium High

Hiring

The hiring process should ensure that candidates are ready for the job and will be dedicated to safety inside schools. CPS and the Office of Safety and Security should ensure that the hiring process provides high schools with candidates with the proper experience to succeed in the position. Alternatively, candidates lacking that experience should be given sufficient supervision and training once they are placed in a school. CPS should identify experiences, demographics and physical conditions that will provide new hires with qualities and traits to be a successful security officer before they receive any training.

Recommendation 4

Problem: One of the most important aspects of a security officer's job is the ability to interact positively with students regardless of the situation. Security officers are with students all day and working with youth requires a unique set of skills. Some security officers act as though they do not like students let alone know how to engage with them in a positive manner.

Recommendation: Security officers (new hires) with no previous experience working with youth/students should be given a longer probationary period with increased supervision and/or more training upon being hired.

Implementation: If a new hire does not have any experience working with youth/students, their probationary period before full time employment is offered should be extended (if one presently exists) or established (if one presently does not exist) to ensure they are the ideal candidate for the job. During this time, they should have increased supervision to assess interactions with youth, professionalism, and their ability to handle high-stress situations. Additionally, trainings should be made available on the following topics: facilitation, adultism and how to be an adult ally.

Implementation Cost:

None Low **Medium** High

Recommendation 5

Problem: There are some security personnel employed at schools who are only a few years out of high school themselves. For some of these young security personnel, their close proximity in both age and mindset is not a big issue as they know how to conduct themselves in a professional manner. However, there are some security personnel who do have a hard time distinguishing the difference between professional and inappropriate behavior such as: developing friendships with students outside of school, flirting with or dating students and engaging in illegal behavior with students.

There are also security officers who are older and who cannot perform all the physical aspects of the job that are required. They are slow to respond to fights, which can endanger both security officers and students and can also add additional stress to other security officers.

Recommendation: Candidates for the position of security officer between ages 25-50 should be given preference during the hiring process.

Implementation: While legally it may not be possible to only hire candidates between the ages of 25-50, we feel that candidates between these ages who show the maturity and physical ability should be given preference during the hiring process because they are typically more qualified for the position.

Implementation Cost:

None Low Medium High

Training

Improving the quality of the training security officers receive should be a constant goal for principals, security officers, the Office of Safety and Security and students. As part of any training for security officers, CPS should promote a clear message and deeper understanding of how important it is to be a security officer. There should be a rigorous training schedule for the year and also scheduled school specific trainings that address issues individual schools face.

Recommendation 6

Problem: Security officers are not only the first line of defense for students when it comes to their safety but they are also oftentimes the first to respond to medical emergencies. However, not all security officers are adequately trained in basic first aid.

Recommendation: Security officers should receive basic medical training including CPR during the summer or upon being hired.

Implementation: Security officers should receive this training upon being hired and/or during professional development days.

Implementation Cost:

None Low **Medium** High

Recommendation 7

Problem: While CPS city-wide trainings address a lot of the current issues/trends that security officers face, there are school specific issues that may go unaddressed at city-wide trainings. Many times school staff members have expertise in these areas and rarely have a chance to demonstrate it.

Recommendation: Security officers should attend an in-house training planned and facilitated by the principal, head of security or a security officer that specifically addresses the needs/concerns at their school.

Implementation: Security staff at an individual school can be assigned topics/parts of a training to facilitate during a professional development day and develop solutions to specific discipline/student issues.

Implementation Cost:

None **Low** Medium High

Recommendation 8

Problem: Security officers currently receive a week-long training (roughly 35 hours) but these trainings do not cover several skills and strategies that are essential for working effectively with youth.

Recommendation: Security Officers should receive a minimum of 60 hours (2 weeks) of training during the summer.

Implementation: In addition to the current city-wide trainings (and new hire training), security officers should receive training in adultism, basic medical training, how to work with youth, conflict mediation and resolution as well as a restorative justice training that aligns with the current student code of conduct. These trainings will provide security officers with a new and unique set of tools in an efficient and timely manner.

Implementation Cost:

None Low Medium **High**

Recommendation 9

Problem: Security officers, much like teachers need to improve their craft and constantly seek to improve their knowledge, skills and tools at their disposal. All school staff and especially security officers need to move away from a culture of complacency which currently exists.

Recommendation: Security Officers should attend 2 days of school specific training per academic quarter.

Implementation: Head of Security in school should present a training schedule to the principal at the beginning of the school year. The schedule should take into consideration the fact that some security staff might need to work on professional

development days, and therefore not attend that training. Half the security staff can attend the first training and the second half can attend the next training. Alternatively, trainings could be offered once on Saturdays every 2 months.

Implementation Cost:

None Low **Medium** High

Support

It is essential to provide support services to security officers because these services acknowledge, motivate, encourage, and empower them to create a safer school community. If security officers are given the resources and the support from the school administration and their co-workers they are more likely to perform their job adequately. These recommendations can affect the whole school community including the teachers, students and school administrators. The better trained a security officer is, the more that will reflect in their job performance.

Recommendation 10

Problem: Every school has different needs and requires school-specific support systems for each security officer to execute their job properly. Currently, there is not satisfactory communication between security officers and school administrators, which is necessary for security officers to meet job expectations.

Recommendation: School administrators should convene monthly meetings to determine what types of support security officers need and how to deliver them.

Implementation: This recommendation can be completed by having school administrators schedule monthly meetings and prepare a list of concise and clear expectations. An alternative way of doing this is to have parents attend monthly meetings, write a list of expectations and then present it to the school administrators.

Implementation Cost:

None **Low** Medium High

Recommendation 11

Problem: Security officers are not individually recognized and appreciated for outstanding job performance or for noticeable improvement. It is important to address this problem to ensure that security officers feel included in the school community and

know that their job is important for the school's well-being. This will encourage and motivate security officers to exceed expectations.

Recommendation: Security officers should be publicly appreciated and recognized for outstanding job performance and/or improvement.

Implementation: This recommendation can be executed by giving security officers ceremonial awards. Ceremony awards can include a twenty minute gathering between school administrators, teachers, and students to recognize security officers for improvements such as perfect attendance, appropriately and non-aggressively stopping an altercation between students, or acknowledge that they are working more hours to be involved in positive student activities. School administrators should be in charge of promoting the event through school's website, intercom announcements, and word of mouth. This could also take place at staff meetings. An alternative to perform this is to have a celebration between the school administrators and security officers with their families.

Implementation Cost:

None **Low** Medium High

Recommendation 12

Problem: Security officers stay in one area of the school which puts students at risk in unsupervised areas of the school. It is important to address this problem to have security officers supervising all the areas in which students are susceptible to altercations.

Recommendation: The school's head of security and principal should create a patrolling system to ensure that security officers are effectively, efficiently, and constantly monitoring problem areas around the school, rather than only focusing on one area.

Implementation: This recommendation can take place by having security officers and school administrators organize meetings and decide what places each security officer needs to monitor. They need to ensure that every hot spot and area that has an abundance of students is constantly monitored by security officers. The expectations are that places such as the school cafeteria, door entrances, and

crowded hallways are monitored by security officers because this will enable them to immediately cease an altercation. If security officers perform their job by supervising hot spots, constantly monitoring different areas, and non-aggressively stopping fights, this will help keep the environment and students safe.

Implementation Cost:

None **Low** Medium High

Recommendation 13

Problem: In the course of conducting our research we have come across what we hope is an infrequent but serious problem. We have heard from students, teachers, and security officials that there have been cases where security officers engage in the consumption and distribution of illegal drugs with students despite CPS policy to conduct drug testing of their employees.

Recommendation: Security officers should receive regular random drugs testing. It is important to address this because being drug-free allows security officers to be physically and mentally suitable for the job.

Implementation: The recommendation should be done by requiring security officers to do regular, random drug tests. A professional should test the security officers for drugs.

Implementation Cost:

None Low **Medium** High

Recommendation 14

Problem: There is a pressing need for security officers to attend self-care workshops because they need to be physically, intellectually, emotionally, and spiritually fit so they can keep perform their job effectively and keep everyone safe.

Recommendation: Security officers should be required to attend self-care workshops as part of their mandatory professional development.

Implementation: Having security officers attend self care workshops can provide them with an action plan, tools or ideas on how to keep themselves mentally, emotionally and physically fit while confronting the daily stress of their job. Outside organizations can be brought in initially to help facilitate these workshops and the head of security can facilitate them afterwards.

Implementation Cost:

None Low **Medium** High

Recommendation 15

Problem: Security officers need more access to emotional, physical and professional support in order to perform their job properly.

Recommendation: CPS should make social, professional, emotional and physical supports available to all security officers: gym passes, counseling, therapy, mentorship program, etc.

Implementation: School administrators should consider what resources and organizations they have in their communities and around their schools to be able to utilize their facilities, expertise and services to provide security officers. Security officers need to have these support systems to ensure the students' emotional well-being.

Implementation Cost:

None Low Medium **High**

School Culture

We acknowledge that all schools are different in some way and need different ways of approaching their problems in securing the students safety and developing a safe environment. School culture includes social interactions that occur within a school and so the relationships the students and security officers have can drastically impact the climate at a school. Enhancing the performance of security officers and the nature of interactions they have with students will positively impact a school's overall culture. Building social interactions through extra-curricular activities help build a family-like structure within the school between security officers and students.

Recommendation 16

Problem: The lack of communication between security officers and students is an issue in schools and negatively impacts the interactions students have with security officers. Neither students nor gives security officers have insight into the problems each of them face in that same environment.

Recommendation: Schools should use a Development Day to bring Security Officers and students together to discuss common issues, share ideas and create a safer school.

Implementation: CPS should designate a Development Day focusing on safety. Security Officers must facilitate it to educate the students about safety and its importance. Security Officers can use this time to get feedback from students in order to know how to deal with certain situations. As an outcome of this day students would be knowledgeable of the importance of safety.

Alternative: If a school cannot find time for a whole day then it can take place once a quarter for at least 2 hours. It can take place in an assembly schedule or can be determined by the school.

Implementation Cost:

None Low **Medium** High

Recommendation 17

Problem: While there is a huge focus on violence that occurs in schools, school staff rarely if ever acknowledge and promote the idea and concepts of peace. It is important to highlight alternatives to violence because this could contribute to a greater sense of safety and show students that a peaceful school community is possible.

Recommendation: School administration should sponsor a safety club where Security officers and students can engage in mentoring, team building, and sports activities as well as develop solutions to safety/discipline issues.

Implementation: The club should take place on a schedule (to be determined by school) and should be an after school program. Any student can join (freshmen, sophomore, and junior classes can be mentored by seniors and security officers). We would like to implement a way that participants could get service learning hours for attending and possibly food. The meeting should be at least 45 minutes. A coordinator should attend and find ways to spread it to other schools and possibly make ties with each other.

Implementation Cost:

None Low **Medium** High

Recommendation 18

Problem: Security and safety issues at a school reflect the whole school. It takes the entire staff's effort to come together to help find solutions, yet all too often the school's safety is placed entirely on the shoulders of the security officers.

Recommendation: Security officers should facilitate bi-weekly meetings with school administration and staff where discipline/safety issues can be addressed.

Implementation: All staff would have a meeting twice a week to see what problems are going on in the school and come up with solutions to these problems. School principals would have to approve of the meetings, the agendas and have a trustworthy facilitator for the meetings.

Implementation Cost:

None Low **Medium** High

Recommendation 19

Problem: Currently, there is a lack of communication and relationship-building between security officers and students. All too often, students only come in contact with security officers under negative circumstances for discipline issues which inhibits any positive form of relationship-building.

Recommendation: Schools should create a mentoring program that both security officers and student can access. Through mentoring we hope for security officers and students to form a bond and also keep each other updated on problems within their school.

Implementation: Mentoring classes can take place in the school as an after school program as often as the principal would like. The principal can either choose security officers for the position or have them volunteer. Here they can address problems that both sides have and try to come to agreements on them as well as educate one another on safety. If the meeting can't take place after school, this could become a club and they could possibly meet during the day as determined by school principal.

Implementation Cost:

None Low **Medium** High

Evaluation

The recommendations within this section will more effectively and comprehensively evaluate security officers and how they do their jobs. They will improve the performance of the security officers by providing a clearer assessment of current job performance and expectations for improvement. The recommendations also affect students because they will provide feedback on security officers and will be able to converse with the administration on how they too can better the school's environment.

Recommendation 20

Problem: Students have the most contact with security officers during the course of a school day. Students know which security officers perform well and yet they have no voice when it come to providing feedback to security officers on how to improve their job performance. .

Recommendation: Have students take surveys on security officers' performance and overall school safety and have the principal create a report addressing student concerns upon receiving the data.

Implementation: The survey can be given by a specific teacher in a designated class period. For example, an English class can dedicate time for students to take this survey once a semester so their feedback is taken into account for ensuring security officer performance and school safety. This process will also tell the principal if the officer is doing his/her job.

Implementation Cost:

None **Low** Medium High

Recommendation 21

Problem: After speaking with school administrators and security officers, it is apparent that there are some security officers who either do not attend professional development trainings or attend the same training over and over again (either because there are no others offered or because they refuse to take additional trainings). We are unaware of any current system to ensure that security officers

are attending professional development trainings or that they are receiving relevant and new trainings consistently.

Recommendation: A tracking system or database of trainings attended should be kept for all security officers to ensure that they are receiving the proper training on a variety of material and broadening their knowledge on different topics they may experience while on the job. Security Officers should not have to partake in the same training if he/she has already taken that particular training.

Implementation: A principal can be in charge of this, or he/she can assign someone else that will take charge of tracking the trainings that each security officer in their school has gone to. If they see any security officer are not attending trainings or are attending repeat trainings of the same material, they will be notified and will be required to go to the appropriate training for their needs. This will give security officers the opportunity to advance to the next level of training and learn something new that can improve the quality at which they work.

Implementation Cost:

None **Low** Medium High

Recommendation 22

Problem: Based on our research, we discovered students have concerns with security officers' abilities to respond to a situation in a timely manner. This compromises student safety.

Recommendation: Security officers should take a physical fitness test twice a year.

Implementation: A physical fitness test will be given to each security officer. CPS will be in charge of making sure all security officers pass their test in order to return to work. Schools can donate their gym and fitness facilities to execute the fitness test and requirements, intensity, and rigor of the test should be discussed on a school to school basis.

Implementation Cost:

None **Low** Medium High

Recommendation 23

Problem: All too often there are barriers to communication that are wedged between security officers and administration. If there is no communication, it becomes increasingly difficult for all parties to be on the same page.

Recommendation: Security Officers should be evaluated by school administration quarterly and create a plan to address areas of improvement.

Implementation: This can happen by having individual security officers meet with a member of administration such as an assistant principal. From there they can create a plan to better improve security based on the results of the evaluation. Security staff can form goals for their professional and personal growth and be tracked through an action plan they will create for themselves to engage them in their work as educational support staff.

Implementation Cost:

None Low **Medium** High

Conclusion

Our research topic, “how CPS could better train, support and evaluate security officers,” came from our informal surveying of CPS high school students on what issues students were talking about and that adults were not. Overwhelmingly the negative impact security officers have on students came up over and over again. Surprisingly, we discovered that adults (security officers, principals, organizers and CPS officials) were also talking about improving systems of support for security officers.

While some security officers already do a lot to create a safe and inviting learning environment for students, CPS and school administrators should be more intentional and strategic in their approach in training, supporting and evaluating security officers so that performance is not solely based on the ability of individual people but based on the skills and tools they are provided with.

The job of a security officer and the people who work as security officers are not appreciated as much as other members of a school community even if they play a vital role in a schools success. As students in CPS high schools ourselves, we know that there are many challenges security officers face and deal with on a day to day basis and that there is a lack of appreciation for their contributions, especially from many students.

Our hope is that with this report security officers can see that students appreciate their efforts and that we are also concerned about the same issues they are. This report is not an attack security officers but rather an appreciation and invitation for them to engage with us students on how we can both work to create safer schools.

FACILITATORS OF MIKVA CHALLENGE

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ASK LIST

WILL YOU SUPPORT THE FOLLOWING?

	Yes	No	Need more info
Recommendation 1 – Job Description	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interpersonal communication skills should be a requirement identified as a crucial skill for candidates to obtain the position of a security officer at any CPS school.			

Comments: _____

	Yes	No	Need more info
Recommendation 4 - Hiring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Security officers (new hires) with no previous experience working with youth/students should be given a longer probationary period with increased supervision and/or more training upon being hired.			

Comments: _____

	Yes	No	Need more info
Recommendation 8 - Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Security Officers should receive at minimum 60 hours (2 weeks) of training during the summer. The better trained a security officer is, the more that will reflect in their job performance.			

Comments: _____

	Yes	No	Need more info
Recommendation 10 - Support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
School administrators should convene monthly meetings to determine what types of support security officers need and how to deliver them.			

Comments: _____

	Yes	No	Need more info
Recommendation 16 – School Culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Schools should use a Development Day to bring Security Officers and students together to discuss common issues, share ideas and create a safer school.			

Comments: _____

	Yes	No	Need more info
Recommendation 23 - Evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Security Officers should be evaluated by school administration quarterly and create a plan to address areas of improvement.			

Comments: _____