

# **MANPOWER TRAINING FOR SECURITY MANAGERIAL AND PROFESSIONAL PERSONNEL IN THE PUBLIC AND PRIVATE SECTORS IN NIGERIA**

**Barrister Adebayo Akinade, dfisn**

Deputy President & Chief Executive,

Institute of Security Nigeria

Email: bayoakinade@yahoo.co.uk

## **Abstract**

Nigeria's security environment is shaped by terrorism, banditry, cyber threats, communal violence, and complex risks to critical infrastructure. Effective response depends less on equipment alone than on the quality of managerial and professional personnel who plan, coordinate, and execute security operations in both public and private sectors. This position paper argues that current manpower training for security managers and professionals in Nigeria is fragmented, inconsistent with international standards, and insufficient to meet evolving threats. It highlights the role of the Institute of Security Nigeria, which began professional security training and education in 1998 in collaboration with the University of Lagos and has produced over 12,000 professionals practicing in Nigeria and abroad. Drawing on policy analysis, international best practice, and ISN's institutional experience, the paper proposes an integrated national framework for manpower training aligned with ISO standards, tiered professional certification, and sustained public-private collaboration.

**Keywords:** Security management, manpower training, professionalization, Nigeria, public-private partnership, ISO standards, security governance, Institute of Security Nigeria

## **1. Introduction**

Security is a core public good and a private sector imperative. In Nigeria, the demand for competent security managerial and professional personnel has grown exponentially due to persistent insurgency, organized crime, cybercrime, and risks to oil, aviation, education, and health infrastructure. Despite this demand, the sector remains characterized by ad hoc recruitment, inconsistent training standards, and limited pathways for professional advancement.

This paper adopts the position that professional manpower training is the foundation of effective security governance. Without standardized education, certification, and continuing professional development, security operations remain reactive, inefficient, and prone to human rights violations. The analysis draws on the work of the Institute of Security Nigeria, including its academic partnerships and programmes delivered at University of Lagos, Federal University of Technology Akure, Tai Solarin Federal University of Education, Ogun State, and Afe Babalola University, Ado Ekiti.

## **2. Conceptual Clarification and Scope**

### **2.1 Security Managerial Personnel**

Security managers are personnel responsible for planning, organizing, directing, and controlling security operations. They include Chief Security Officers, Security Operations Managers, Risk Managers, and Heads of Corporate Security in public agencies, corporations, and NGOs.

## **2.2 Security Professional Personnel**

Security professionals are technical specialists engaged in intelligence analysis, investigations, surveillance, physical security design, cybersecurity, close protection, and training. They operate under managerial direction but require specialized knowledge and skills validated by certification.

## **2.3 Public and Private Sectors**

The public security sector includes statutory agencies and sub-national entities mandated for internal security and defense. This comprises:

- **Nigerian Armed Forces** – responsible for territorial defense and internal security operations when called upon.
- **Nigeria Police Force, Department of State Services, Nigeria Security and Civil Defence Corps** – statutory agencies for policing, intelligence, and protection of critical infrastructure.
- **Regional security agencies** – established by state governments under constitutional provisions to support community safety and intelligence gathering.
- **Lagos State Neighborhood Safety Agency** – an example of state-level agency providing community-based security support and liaison.
- **Vigilante groups and community security structures** – locally organized groups operating under formal oversight to support crime prevention and early warning.

The private sector includes licensed private security companies, in-house corporate security departments, and independent consultants providing risk management and protection services.

## **3. Problem Statement: Gaps in Current Manpower Training**

### **3.1 Fragmented Curriculum and Low Standards**

Training programs vary widely in duration, content, and quality. Many programs lack alignment with international standards such as ISO 18788 for private security operations and ISO 18789 for private security training.

### **3.2 Absence of Accreditation and Career Pathways**

Nigeria lacks a unified accreditation body for security management and professional training. There are limited recognized qualifications beyond basic guard training, undermining professional identity and career progression.

### **3.3 Inadequate Practical and Simulation Training**

Classroom instruction dominates, with insufficient use of simulations, scenario-based exercises, and supervised field placements. Graduates often lack competence in crisis command, incident command systems, and multi-agency coordination.

### **3.4 Weak Continuing Professional Development**

There is no mandatory CPD requirement for security managers and professionals. Skills decay rapidly in a dynamic threat environment.

### **3.5 Public-Private and Inter-Agency Training Disconnect**

Public sector training institutions, regional agencies, and community groups rarely collaborate with private sector providers. Best practices, technology, and operational lessons are not shared, creating parallel and unequal capacity.

## **4. The Role of the Institute of Security Nigeria in Training and Education**

The Institute of Security Nigeria has been at the forefront of professionalizing security manpower in Nigeria since 1998.

### **4.1 Historical Development**

ISN began professional security training and education in 1998 in collaboration with the University of Lagos. This partnership established the first structured academic pathway for security management in Nigeria. Over the last 28 years, ISN has expanded its programmes and university partnerships to meet the growing demand for qualified personnel.

### **4.2 Faculty, Instruction, and Practical Training**

ISN faculty and facilitators are drawn from senior security practitioners, academics, and consultants. They teach core subjects across all levels, including risk assessment, intelligence analysis, criminal investigations, crisis management, cybersecurity, and close protection. Instruction combines lectures with practical demonstrations, simulation exercises, and supervised internship placement schemes. ISN supervises students during internships in public agencies, regional security agencies, and private firms to ensure application of theory to practice.

### **4.3 Programme Structure**

ISN delivers a progressive pathway for security professionals:

1. **Diploma in Security and Intelligence Studies** – foundational knowledge in risk management, legal framework, and report writing.
2. **Advanced Diploma in Security Management** – operational planning, crisis management, and team leadership.
3. **Advanced Specialist Consultancy Certificate Programme** – specialised tracks in intelligence analysis, investigations, close protection, cybersecurity, and agrosecurity.
4. **Postgraduate Diploma in Security and Intelligence Studies** – advanced analytical methods, policy analysis, and research methods.
5. **Master's Degree in Security and Intelligence Studies** – delivered in collaboration with partner universities, focusing on strategic security management, statecraft, and public policy.

### **4.4 University Partnerships and Academic Functions**

ISN collaborates with:

- **University of Lagos** – for executive training and postgraduate modules in corporate security and risk governance.
- **Federal University of Technology, Akure** – on technical aspects of surveillance systems, cybersecurity, and critical infrastructure protection.
- **Tai Solarin Federal University of Education, Ogun State** – on curriculum development for security education in schools and teacher training.

- **Afe Babalola University, Ado Ekiti** – for research, postgraduate supervision, and leadership programmes in security governance.

Beyond teaching, ISN faculty engage in curriculum development, research, and consultancy services for government, regional agencies, and private clients. This ensures academic programmes remain responsive to operational realities.

#### **4.5 Publications and Knowledge Dissemination**

To enhance quality manpower development, ISN has produced more than 300 practice books and textbooks. These include individual assignment booklets, activity study guides, and tutorial practical questions booklets used across all programme levels.

ISN has organized 19 editions of its International Security Conference, creating a platform for scholars and practitioners to exchange research and operational experience.

The Institute publishes the peer-reviewed academic journal *Security and Intelligence Studies Reviews*, now in 12 volumes, which promotes scholarly work on security governance, intelligence, and professional practice.

In addition, ISN publishes the *ISN Bulletin* and *Occasional Papers* to disseminate policy briefs, case studies, and practical guidance for training and education.

### **5. Impact and Effects on Security Manpower Development in Nigeria**

#### **5.1 Scale of Professional Output**

Since 1998, ISN has trained and certified over 12,000 professionals currently practicing in Nigeria and abroad. This represents the largest single pool of standardized security managers and specialists in the country.

#### **5.2 Professionalization of the Sector**

ISN programmes have created a cadre of personnel with standardized knowledge of risk assessment, intelligence-led operations, and ethical conduct. This has raised the baseline professionalism in public agencies, regional bodies, and private security firms.

#### **5.3 Bridging the Skills Gap**

Graduates of ISN programmes occupy leadership roles in the Nigerian Armed Forces, Nigeria Police Force, Lagos State Neighborhood Safety Agency, regional security agencies, corporate security, oil and gas, banking, aviation, and government agencies. Employer feedback indicates improved incident response, better documentation, and enhanced compliance with regulatory requirements.

#### **5.4 Strengthening Academia-Practice Linkage**

University partnerships and ISN's research output have embedded security and intelligence studies into Nigeria's higher education system. The supervision of internships and consultancy projects ensures graduates are job-ready.

## **5.5 Influence on Policy and Standards**

ISN's curriculum, publications, and advocacy have informed discussions on the need for a national accreditation body and the adoption of ISO 18788 and ISO 18789 as benchmarks for training providers.

## **5.6 Regional Knowledge Transfer**

Through consultancy and training missions, ISN-trained professionals have supported security capacity building in West Africa, positioning Nigeria as a knowledge exporter in professional security management.

## **6. Proposed National Framework for Manpower Training**

### **6.1 National Security Training and Accreditation Council**

Establish a multi-stakeholder council under the Office of the National Security Adviser with representation from the Nigerian Armed Forces, NPF, DSS, NSCDC, regional security agencies, Lagos State Neighborhood Safety Agency, private security associations, academia, and professional bodies. ISN should serve as a technical partner due to its curriculum, faculty capacity, and accreditation experience.

### **6.2 Tiered Certification Structure**

1. **Level 1: Security Operative** – Basic guarding, access control, report writing. 120 hours.
2. **Level 2: Security Supervisor** – Team leadership, incident response, customer service. 200 hours.
3. **Level 3: Security Manager** – Risk management, policy development, budgeting. 300 hours + supervised project.
4. **Level 4: Security Professional Specialist** – Intelligence analysis, investigations, cybersecurity, close protection. 400 hours + portfolio.
5. **Level 5: Chartered Security Manager** – Strategic leadership, governance, ethics. Requires Level 4 + 5 years experience + peer review.

ISN's diploma to master's pathway aligns directly with Levels 2-5, providing a ready model for national adoption.

### **6.3 Curriculum Content Standards**

Core modules for all levels: Nigerian legal framework, human rights, ethics, communication, report writing. Specialized modules: risk assessment, intelligence cycle, criminal intelligence, surveillance techniques, crisis management, cybersecurity fundamentals, close protection, agrosecurity, school security.

All curricula must include practical demonstrations, simulations, and supervised internships with public, regional, and private agencies.

### **6.4 Accreditation of Training Providers**

Providers must demonstrate qualified instructors, facilities, assessment processes, and quality management systems compliant with ISO 9001. Accreditation valid for 3 years, subject to audit.

### **6.5 Continuing Professional Development**

Mandatory 40 hours CPD every 2 years for certified personnel. ISN's consultancy certificate, postgraduate programmes, and publications can serve as CPD credit sources.

## 7. Implementation Roadmap

### \*Phase 1: 0-12 Months – Foundation\*

- Enact regulations establishing the National Security Training and Accreditation Council.
- Adopt ISO 18788 and ISO 18789 as national standards.
- Accredite ISN and 10 pilot training providers across geopolitical zones.

### \*Phase 2: 12-36 Months – Scale\*

- Roll out tiered certification nationwide.
- Integrate certification requirements into public sector recruitment and private sector licensing.
- Launch national CPD platform and register, using ISN's alumni network.

### \*Phase 3: 36-60 Months – Consolidation\*

- Achieve 70% certification rate among managerial and professional personnel.
- Conduct independent evaluation of impact on incident response times and client satisfaction.
- Expand university partnerships to 10 federal and state universities.

## 8. Governance, Quality Assurance, and Ethics

All training and certification must comply with ISO 9001 for quality management and ISO 20700 for management consultancy. Ethical codes must prohibit discrimination, mandate confidentiality, and require reporting of misconduct. A disciplinary committee should handle violations, with right of appeal. Vigilante groups and community structures must operate under formal oversight and standardized training to ensure legality and accountability.

## 9. Expected Outcomes and Impact

1. **\*Improved Operational Effectiveness:\*** Standardized competence reduces errors and improves response across armed forces, police, regional agencies, and private firms.
2. **\*Enhanced Professional Status:\*** Clear career pathways increase retention and attract qualified graduates.
3. **\*Better Public-Private and Inter-Agency Coordination:\*** Common standards enable seamless joint operations.
4. **\*Increased Client Confidence:\*** Accreditation provides assurance to public and private clients.
5. **\*Reduced Liability:\*** Documented training and competence reduce legal and reputational risk for employers.

## 10. Counterarguments and Rebuttals

- **Counterargument:** Certification increases cost and excludes small firms and community groups.
- **Rebuttal:** Tiered levels and subsidized training for SMEs and community structures ensure inclusivity. The cost of incompetence exceeds certification costs.
- **Counterargument:** The market will self-regulate without government intervention.
- **Rebuttal:** Security is a public good with externalities. Market failure is evident in the proliferation of unqualified providers.

## **11. Conclusion**

Manpower training for security managerial and professional personnel is central to Nigeria's security governance. Since 1998, the Institute of Security Nigeria has built a comprehensive system of teaching, practical training, internship supervision, research, and publication that has produced over 12,000 professionals. Through its faculty, textbooks, conferences, and peer-reviewed journal, ISN provides a proven model for scaling national capacity across the Nigerian Armed Forces, public agencies, regional security bodies, and private firms. Adopting a standardized national framework that builds on this foundation will close existing gaps and build sustainable human capacity for security in Nigeria.

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### **Appendix A: ISN Programme Pathway and Credit Mapping**

<b>Programme</b>	<b>Level</b>	<b>Duration</b>	<b>Credits</b>	<b>University, Partner</b>
Diploma in Security and Intelligence Studies	Level 2	12 months	60	FUTA, TASUED
Advanced Diploma in Security Management	Level 3	12 months	60	UNILAG, ABUAD
Advanced Specialist Consultancy Certificate	Level 4	6 months	30	ISN Direct
PG Diploma in Security and Intelligence Studies	Level 4	12 months	60	ABUAD, UNILAG
Master's in Security and Intelligence Studies	Level 5	18 months	90	UNILAG, FUTA, ABUAD

### **Appendix B: Quality Assurance Checklist for Training Providers**

1. Documented curriculum aligned to national standards.
2. Qualified instructors with minimum 5 years field experience.
3. Assessment policy with external moderation.
4. Facilities for practical and simulation training.
5. Supervised internship placement system with public, regional, and private agencies.
6. Feedback and continuous improvement mechanism.

### **Appendix C: Draft Code of Ethics for Certified Security Professionals**

1. Uphold the rule of law and human rights in all operations.
2. Maintain confidentiality of client and operational information.
3. Avoid conflicts of interest and declare all affiliations.
4. Report misconduct and refuse unlawful orders.
5. Commit to lifelong learning and professional development.

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