

Interview 1 – SCC Supervisor

Question	Response
What is your tenure in your current role?	3 years as a supervisor, but 6 years on the team.
Additional Note: Brewer has seen a large amount of growth and change with his department over 6 years. He has worked a variety of roles within the company before becoming a supervisor which provides great insight when interviewing this SME.	
How would you best explain your most common job responsibilities?	Provides overhead support for the team. Scheduling, payroll, project management, acts as a liaison between team and upper management. Provides quality assurance when reports are generated. Assists in conducting confidential investigations using tools and programs within the SCC. Helps conduct recruitment duties including interviews, candidate review, and onboarding after hiring.
Additional Note: Although Brewer does conduct typical supervisor admin services, the supervisor does conduct basic operator responsibilities. The supervisor is familiar with all the tools the team uses, and often fills in when covering for operators PTO.	
What tools, resources, or processes contribute to making your role easier?	The CCTV software used was recently changed from CCure to DVTel. This drastically increased the quality of streamed quality, and the ability to quickly scrub recorded footage. We also have an audit process that is conducted daily, to ensure that if any cameras were to go offline, the solution would be conducted quickly.
Additional Note: This answer indicates that the technology of the software is not limiting the operator's ability to perform their duties.	
What tools, resources, or processes contribute to making your role difficult?	The process to author a report is a bit redundant. We are required to fill 2 separate incident documents for 1 event. One is an initial report that must be sent out within 30 minutes. The second is a detailed incident report that involves many of the same details. This could be consolidated into 1 form to streamline the process.
Additional Note: The supervisor does have a great POV on how this process could be improved. This however does not affect the problem of the operating team's understanding of CCTV technology.	
What would improve the process of training your team on CCTV software during onboarding?	The process of acquiring credentials for new operators to access the CCTV system could be faster. Depending on the operator the software may take 10-14 days to acquire credentials. Training without credentials

	<p>requires the operator to rely on me to login to the system. If there were a neutral training account that could be used temporarily while waiting on full credentials, this process could be quicker.</p> <p>When training operators on the CCTV software, there are little to no published reference materials that could act as a guide for operators when being onboarded to the CCTV software.</p>
<p>Additional Note: Point #1 is a limitation in the process for acquiring credentials. The supervisor does provide a great recommendation for a solution.</p> <p>Point #2 is an issue that could be directly solved by providing training material to supplement as reference material for operators. Perhaps a self-paced eLearning module that could be accompanied by additional reference material would help resolve the issue.</p>	
How is new operator onboarding conducted mainly? Is it ILT, self-paced, or blended?	Onboarding is conducted 1:1 with the supervisor on the operator's hired shift. This consists of a checklist that is used to cover topics within all aspects of the job responsibility.
<p>Additional Note: This shows the training may not be universally conducted, if there is no established guide in the training foundation. A checklist does ensure the facilitator covers certain topics, but without enough detail some topics may be covered unequally between operators.</p>	
How does your team utilize CCTV software; how does it assist their job responsibilities?	Using CCTV efficiently is essential for any operator on the team. The core of our responsibility requires monitoring the client's construction assets to keep company property and people secure. The softwares we use allows us to monitor multiple locations simultaneously, customize view layouts, review recorded footage, and helps us communicate and record events that require investigation.
<p>Additional Note: It's apparent that the team's performance and understanding of CCTV is paramount to conduct their responsibilities well. Although there are improvements that could be made outside of CCTV software for overall team performance, I will notate these details and ensure the needs analysis reflects accomplishing the goal of addressing operator issues with CCTV software knowledge.</p>	

Interview 2 – SCC Operator 1	
Question	Response
What is your tenure in your current role?	2 years as an operator

Additional Note: This operator has seen growth in the team, as well as recently moved into the elevated role of a Tier II Operator.	
<p>How would you best explain your most common job responsibilities?</p> <p><i>A follow-up question was asked due to the operator having a Tier II status.</i></p> <p>What does it mean that your role is a Tier II position?</p>	<p>Q1 - Our team provides overwatch of our client's construction assets, we have to recognize non-routine incidents that may occur and put the assets or employees at risk. We provide proper notification of managers and leaders that need to be informed of such incidents. We also use software and applications to audit, document, details for investigations. During monitoring we use 2 different CCTV programs, and another software to monitor other security alarms and access to assets.</p> <p>Q2 - As a Tier II I now have added responsibility as an additional point of contact for the team. I pick up some additional responsibility, such as approving incident reports after review, assist in training new operators, and given the ability to resolve tickets for any systems issue that the team report.</p>
Additional Note: This operator mentioned they are a Tier II which prompted the follow up question. At the time of this interview, there are only 4 Tier II operators, two on 1st shift, and one on each 2nd and 3rd shift. In essence the Tier II operator is given a higher compensation in order to assist some duties that would be reserved for the supervisor.	
<p>When did you become knowledgeable of your role's expectations?</p> <p><i>In response to the question the operator provided a follow-up question – Which role, as a Tier I operator or Tier II?</i></p> <p>Provide both if you could.</p>	<p>I was first aware of Tier I responsibilities when I was interviewed for the job. The job posting initially had some extra details that were not applicable, but there was more of an accurate description during the interview.</p> <p>For Tier II, this role was around before I came on board the team. All operators are made aware of the requirements, and expectations to attain Tier II status.</p>
Additional Note: The tier II role is a great system to have in place to keep operator loyalty and to show a concrete goal that operators can work toward. There is concern that there is some disconnect between the job posting and the actual expectations of the role. However, there is still benefit to providing expectations during the interview, before an operator is onboarded.	
<p>How many hours per week are you scheduled?</p>	<p>40 hours, Mon - Friday on day shift.</p>
Additional Note: This operator is full time during dayshift, which shows insight that this operator is exposed to typical business and workload.	
<p>Do you typically seek opportunities for overtime when available?</p>	<p>Yes, on occasion. I use the scheduling tool we have available, and if there is OT that may not be covered, I will volunteer. I typically allow other operators to get</p>

	first dibs on overtime.
Additional Note: This operator does provide value in assisting the team and leadership when the need arises. Picking up overtime shows the operator is familiar with business responsibilities on other shifts.	
How would you describe your training experience during onboarding?	At the time it was pretty straight forward. We were onboarded by the supervisor who gave us hands-on experience with the systems we would use. It was just conducted with a checklist the supervisor would cover. As far as how training is conducted now, it may be more difficult for new operators as the program has grown since I was first onboarded.
Additional Note: Since this operator has previous SOC experience their initial training was described as “straight forward”. The operator does have awareness that he may be more disconnected from the difficulty of the training methods for new operators since the program’s growth.	
What tools, resources, or processes contribute to making your role easier?	Definitely the report writing application we have. Previously reports were recorded in a microsoft document with a template. The new application provides a great structure with drop-down menus, pre-selected categories and allows for more standardization.
Additional Note: The operator gives a great example of a system that was improved since his tenure. No mention of any CCTV software during this question however.	
What tools, resources, or processes contribute to making your role difficult?	<p>At times our workstation can be a bit slow. One of our workstations has an issue with the monitor that will sometimes disconnect. We’ve already submitted a ticket for that.</p> <p>Also when it comes to our CCTV system, the bandwidth will sometimes cause the program to fail, so we can’t load more than 36 cameras on one screen. It would also be nice if the system recorded constantly, instead it only records when it detects movement or other subjects.</p>
Additional Note: All issues mentioned here are a result of technology limitation, and additional training wouldn’t address these issues directly.	
Do you feel that you receive enough support from your managers, trainers, or other leadership?	Our direct supervisor is great, although there are sometimes new processes that get pushed to us from higher leadership that are not well-planned, or distributed well. For example we were given a task of updating all contacts in our drive, but in doing so we cross-referenced our drive with the access system. Turns out there were many contacts we added, when in

	<p>reality we only needed to update the existing contacts that interact with the SCC. It would be nice if we had clear communication in writing, as similar projects have been delegated to use that could of had clear objectives that all operators could follow.</p>
<p>Additional Note: It's great this operator was able to provide a clear example. A gap is present in communication, evaluating, identifying how to resolve this root issue would make a great future training opportunity for leadership in this organization.</p>	
<p>Do you feel that your team is overall successful when accomplishing their duties?</p>	<p>Yes, I mean we obviously have different skill levels between operators. Some operators experience more incidents just due to the time of day. I would say there is room for improvement, but overall we do accomplish our goals.</p>
<p>Additional Note: A fairly middle-ground answer was provided here. This answer does provide a general perspective that the team isn't necessarily in a negative spotlight, just that training gaps were identified and could be closed. These gaps include leadership, skill-level / experience, and training methods.</p>	
<p>If you were appointed as a team lead, supervisor, or manager, what changes would you put in place, if any?</p>	<p>I think it would be great if the supervisor spent more time equally meeting with operators on a regular basis. Sometimes operators on night shift may only see the supervisor in passing during shift-change. We do have annual evaluations, but regular check-ins could benefit us as well.</p>
<p>Additional Note: Another great point made by this operator. Regular check-ins with all operators could provide an opportunity of continued training, assessment, and essentially perform as an internal needs-analysis.</p>	

Interview 3 – SCC Operator 2	
Question	Response
<p>What is your tenure in your current role?</p>	<p>3.5 years as an operator</p>
<p>Additional Note: This operator has the longest tenure on the team, other than the supervisor.</p>	
<p>How would you best explain your most common job responsibilities?</p>	<p>Our team uses security software to monitor CCTV footage for the client, in order to detect suspicious activity, or other incidents that could harm property, employees, or the community. We also accurately document all daily activities, audit access and systems, and provide notification service when an incident does occur.</p>

	As a Tier II operator I provide additional support to the supervisor by performing additional admin duties such as report escalation, ticket resolution, training assistance, and completing other special projects.
Additional Note: A similar answer to the previous operator who is also a Tier II. The operator does mention they complete special projects, and elaborate on an example of updating certain SOP documents, or double-checking previous audits by other operators.	
When did you become knowledgeable of your role's expectations?	Prior to accepting the job
Additional Note: Consistent with the previous operator's answer.	
How many hours per week are you scheduled? <i>Due to the operator's tenure, I provided a follow-up question asking which other shifts they've had experience with.</i>	Q1 -40 with optional overtime Q2 - When I first started I worked on the 1500-2300 shift for about 8 months.
Additional Note: This operator is full-time with occasional overtime picked up on other shifts. This operator has had enough tenure to experience the growth of the program as well as worked other shifts.	
Do you typically seek opportunities for overtime when available?	Yes, I try to help whenever I can to fill schedule gaps.
Additional Note: As expected with a tenured Tier II operator, they seek to provide value in assisting the team.	
How would you describe your training experience during onboarding?	It was only a week long of training with the supervisor, and reviewing the systems and report writing tools. There were some SOPs that provided documented processes, but it would be better if there were a structured training program in place.
Additional Note: A great brief assessment of the training approach in this program from the perspective of a tenured operator. Additional training improvements can be recommended after the initial CCTV technology project.	
What tools, resources, or processes contribute to making your role easier?	Collaboration between team members works well to elevate our overall performance. Our passdown document is a great centralized source for providing details that other operators and shifts need to know.
Additional Note: It's good to see this operator calls out the great communication between the team, even with use of the facilitation of a central passdown resource.	
What tools, resources, or processes contribute to making your role difficult?	The shared drive could benefit from more organization. Certain folders are out of date, or have older SOPs that take up space. Some consolidation would be nice. Also

	the bookmarks, and email labels all operators use are not unified, many operators organize their emails differently than others, and some type of organization to show structure would be nice.
Additional Note: This operator brings up a great point, although communication is acknowledged as a positive, document organization would be key in improving additional efficiency of communication between team members, and leadership.	
Do you feel that you receive enough support from your managers, trainers, or other leadership?	Overall yes, any complaints I have with leadership would be minor. It would be nice when a new process or project comes out that a fully published training document, or job-aid could accompany it. Typically just a paragraph in an email announcing the project is distributed.
Additional Note: This operator shares the same sentiment that management above the supervisor could be more thorough or disseminated.	
Do you feel that your team is overall successful when accomplishing their duties?	Yes, when it comes to projects we meet or exceed deadlines. We submit our reports within compliance. Only the occasional error is made and typically addressed at the root cause by leadership.
Additional Note: No negative feedback was received in this answer, however one thing to keep in mind is that the operator does have the Tier II operator responsibility of acting as a POC for Tier I operators, and mentor responsibilities.	
If you were appointed as a team lead, supervisor, or manager, what changes would you put in place, if any?	I would issue a project to clean up the drive of old, unused, or out of date documents, and organize the critical resources to ensure operators have easy access and an easy way of identifying what is useful.
Additional Note: Similar response as the question inquiring on what makes their job difficult. This will be brought up with the supervisor to get their feedback on implementing a drive organization effort.	

Interview 4 – SCC Operator 3	
Question	Response
What is your tenure in your current role?	6 months as an operator
Additional Note: This operator is the newest one to join the SCC, and subsequently go through onboarding and training.	
How would you best explain your most common job responsibilities?	We monitor construction sites and report any crimes or critical events. We communicate with company leaders to report emergency situations.

Additional Note: Not as detailed as previous operators, but similar responsibilities have been listed.	
When did you become knowledgeable of your role's expectations?	During my interview and through training.
Additional Note: This operator mentions training as a point when they were knowledgeable of some role expectations. It is important that any new hire is aware of what responsibilities are required prior to accepting the position.	
How many hours per week are you scheduled?	32 hours per week.
Additional Note: This operator is part-time, with one of their scheduled days on the weekend, where less activity occurs.	
Do you typically seek opportunities for overtime when available?	Yes, when I am not busy with class, I will usually pick up an extra shift to reach 40 hours
Additional Note: The operator is fine working additional hours, but has an outside obligation of attending higher education.	
How would you describe your training experience during onboarding?	It was good. It did introduce me to the basic responsibilities to the role. There were still some aspects of the job that came up later that were not covered in training, certain acronyms, and system features I was not aware of.
Additional Note: As an operator that recently experienced onboarding, this is incredibly helpful to know. This operator would be great to interview in the future when recommending an expanded training program revision.	
What tools, resources, or processes contribute to making your role easier?	The supervisor and Tier II operators have been really supportive whenever I have questions. I like that the workstations we use have multiple monitors that provide screen space for all programs. The CCTV software has an easy to use interface as well.
Additional Note: Another mention of a good team based structure, especially support for new operators is great to see here. This operator does not have previous SOC experience, and does mention that the CCTV software has an easy-to-use interface.	
What tools, resources, or processes contribute to making your role difficult?	I do wish we had a faster system that can keep up with adding more cameras to the screen. Sometimes the camera feed can freeze and make it difficult to track certain incidents.
Additional Note: This root cause would go back to a technology related bottle-neck.	
Do you feel that you receive enough support from your managers, trainers, or other leadership?	Yes, so far the experience has been great working with the team, as they help me a lot when I am unsure of how to approach a situation.

Additional Note: Continued praise of communication and teamwork is nice. Perhaps the new operator has not had the same amount of interaction with higher management.

Do you feel that your team is overall successful when accomplishing their duties?

Yes I believe so. I know when I make mistakes I tend to learn how to improve in future situations. As a team we do accomplish our responsibilities in my opinion.

Additional Note: Good self awareness and willingness to correct mistakes is a good quality for a new operator to have. It would be helpful to identify any detailed mistakes that could likely be addressed by training to proactively make corrections without leadership intervention.

If you were appointed as a team lead, supervisor, or manager, what changes would you put in place, if any?

It would be nice if there was a weekly bulletin that was published, either by the department or the supervisor. Essentially like a newsletter that would highlight upcoming changes, new processes, and summarize some of the key events that happened recently.

Additional Note: A bulletin is a great suggestion to establish better communication through the channels. This would provide a regular flow of information that bridges the gap between roles that have less interaction within the department.