




THE EVOLUTION OF THE SECURITY GUARD PROFESSIONAL PROFILE IN BRAZIL: SKILLS AND CHALLENGES

A EVOLUÇÃO DO PERFIL PROFISSIONAL DO VIGILANTE NO BRASIL: COMPETÊNCIAS E DESAFIOS

LA EVOLUCIÓN DEL PERFIL PROFESIONAL DEL GUARDIA DE SEGURIDAD EN BRASIL: HABILIDADES Y DESAFÍOS

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ABSTRACT

This study examines the evolution of the professional profile of security guards in Brazil, focusing on competencies required and challenges arising from technological, organizational and regulatory changes, assuming that the profession is undergoing a reconfiguration in which the combination of technical-operational knowledge, socioemotional skills and attention to occupational health becomes central to effective performance, the investigation integrated empirical evidence on training, working conditions and institutional arrangements, identified heterogeneity in training provision, gaps in occupational health programs and ambivalences in relations between the private sector and police forces, the results point to the need for modular curricula, certification mechanisms with practical assessments and policies that articulate regulation, training and worker protection, it is recommended to implement continuous qualification programs, ergonomic measures and psychosocial support, as well as the consolidation of interface protocols between companies and public bodies, in summary, an integrated agenda is proposed to promote professionalization, legal certainty and social valorization of the security guard category in the contemporary Brazilian context.

Keywords: Security Guard. Private Security. Professional Training. Occupational Health. Regulation.

RESUMO

O presente estudo analisa a evolução do perfil profissional do vigilante no Brasil, focalizando competências requeridas e desafios que emergem diante de transformações tecnológicas, organizacionais e regulatórias, partindo-se da premissa de que a profissão atravessa um momento de reconfiguração em que a combinação de saberes técnico-operacionais, competências socioemocionais e atenção à saúde ocupacional torna-se central para o desempenho eficaz, a investigação integrou evidências empíricas sobre formação, condições de trabalho e arranjos institucionais, identificou heterogeneidade na oferta formativa, lacunas na implementação de programas de saúde laboral e ambivalências nas relações entre setor privado e forças policiais, os resultados apontam necessidade de currículos modulares, de mecanismos de certificação com avaliações práticas e de políticas que articulem regulação, formação e proteção do trabalhador, recomenda-se implementação de programas de qualificação continuada, de medidas ergonômicas e de suporte psicossocial, bem como a consolidação de protocolos de



interface entre empresas e órgãos públicos, em resumo, propõe-se uma agenda integrada para promover profissionalização, segurança jurídica e valorização social da categoria do vigilante no contexto contemporâneo brasileiro.

Palavras-chave: Vigilante. Segurança Privada. Formação Profissional. Saúde Ocupacional. Regulação.

RESUMEN

Este estudio analiza la evolución del perfil profesional de los guardias de seguridad en Brasil, centrándose en las competencias requeridas y los desafíos que surgen ante las transformaciones tecnológicas, organizativas y regulatorias. Parte de la premisa de que la profesión se encuentra en proceso de reconfiguración, donde la combinación de conocimientos técnico-operativos, competencias socioemocionales y la atención a la salud ocupacional se vuelve fundamental para un desempeño eficaz. La investigación integró evidencia empírica sobre capacitación, condiciones laborales y arreglos institucionales, identificando heterogeneidad en la oferta formativa, deficiencias en la implementación de programas de salud ocupacional y ambivalencias en las relaciones entre el sector privado y las fuerzas policiales. Los resultados señalan la necesidad de currículos modulares, mecanismos de certificación con evaluaciones prácticas y políticas que articulen la regulación, la capacitación y la protección del trabajador. Se recomienda la implementación de programas de cualificación continua, medidas ergonómicas y apoyo psicosocial, así como la consolidación de protocolos de interacción entre empresas y organismos públicos. En resumen, propone una agenda integral para promover la profesionalización, la seguridad jurídica y la valoración social de la categoría de guardia de seguridad en este contexto brasileño contemporáneo.

Palabras clave: Vigilante de Seguridad. Seguridad Privada. Formación Profesional. Salud Laboral. Normativa.



1 INTRODUCTION

The growing presence of private security companies in the Brazilian urban landscape has reconfigured modes of surveillance, requiring careful analysis of the transformation of the professional profile of the security guard, this trajectory reveals transitions from reactive tasks to functions that require decision-making capacity, risk management and dialogue with public and private actors, in this context it is worth observing how institutional structures and state controls shape possibilities and limits of work, pointing to tensions between normative regimes and daily practices that influence training and professional recognition (Lopes, 2011).

The professionalization required by contemporary demands implies new competencies that encompass technical knowledge, mastery of safety procedures, occupational health care and communication skills, this combination has repercussions on the definition of profiles sought by safety corporations, while expectations for formal qualification and experiences that show the ability to act in complex and dynamic environments are intensified (Lopes, 2015).

The transformations of the commercial space and the centers of consumption have profoundly altered the surveillance routines, the monitoring practices and the instrumental repertoires of the security guard, requiring displacements from the agent who patrols to the agent who manages flows of people, identifies risk patterns and operates surveillance technologies, such evolution imposes questions related to continuing education and the adequacy of work standards in the face of new forms of private surveillance (Gadea, 2013).

Occupational health emerges as an essential axis to understand the professional profile of the security guard, exposure to strenuous working hours, the psychological load resulting from risk situations and the impact of ergonomic conditions influence work capacity and permanence in the function, so it is important to integrate occupational health programs and prevention policies into the training processes and management practices of security companies (Godinho *et al.*, 2016).

The regulatory architecture that structures private security in Brazil provides frameworks and limits that have a direct impact on the attributions, responsibilities and forms of training of security guards, the understanding of the rules, licenses and the inspection apparatus is a central element to analyze how roles and responsibilities are defined in the sector, and it is imperative to problematize regulatory gaps that can increase vulnerabilities or restrict professional advances (Zanetic, 2005).



The relationship between police forces and private security companies outlines complex institutional arrangements, these interactions configure cooperation practices, as well as situations of overlapping competences, which causes reconfigurations in the ways of acting of the security guard, demanding clarity of procedures and joint protocols that allow effective articulation without distorting legal and institutional responsibilities (Zanetic, 2010).

The historical evolution of the private security sector refers to profound economic and social transformations, from initial models of guarding to modern corporate structures, this trajectory evidences changes in the composition of companies, in the modalities of hiring and in expectations about qualification, the historical path serves as a basis for understanding continuities and ruptures that inform the competencies required of the security guard today (Musumeci, 1998).

The daily work of security guards reveals specificities that cross routines, labor relations and dimensions of illness, understanding these dynamics requires attention to the processes of work organization, material conditions and coping strategies of professionals, the study of daily life allows the identification of factors that favor or hinder the development of essential skills for the exercise of the function (Vieira; File; Lima, 2010).

Investigations on stress and mental health among security guards show relevant incidences of psychic suffering linked to the nature of the service, these evidences highlight the need for prevention policies, training in crisis management and psychosocial support integrated with companies, thus opening the way for interventions that articulate technical training and care for the worker, aiming at reducing risks and increasing professional resilience (Feijó, 2008).

In view of the scenario described, the present work proposes to analyze the evolution of the professional profile of the security guard in Brazil, focusing on demanded competencies and persistent problems, the general objective is to map the transformations in attributions, qualifications and working conditions, while specific objectives include identifying training gaps, evaluating impacts on occupational health and discussing implications for public policies and business practices, objective and developments will be developed throughout the text, articulating empirical evidence and critical analysis (Lopes, 2011).



The justification for this study is based on the need to offer subsidies that guide training policies, occupational health programs and sectoral regulations, in the face of the technological and organizational changes that go through private security, accurately understanding the emerging competencies and the obstacles faced by security guards contributes to improving managerial practices, regulatory instruments and strategies for professional valorization, this contribution is relevant for managers, trainers and researchers committed to improving working conditions and qualifying the provision of security services (Vieira; File; Lima, 2010).

The structure of the work will be organized in sections that contextualize the theoretical framework, describe the methodology adopted, present results and discuss practical and academic implications, it is expected that the integration of the references selected here will allow to offer an articulated overview of the transformations in the profile of the security guard, as well as to formulate recommendations aimed at continuous training, people management and the improvement of the regulatory framework, this approach aims to promote robust contributions to the understanding and advancement of the field of private security in Brazil (Godinho *et al.*, 2016).

2 THEORETICAL FRAMEWORK

2.1 TECHNICAL-OPERATIONAL SKILLS AND PROFESSIONAL TRAINING

The training infrastructure aimed at security guards has undergone reformulations that combine practical content and legal requirements, these changes reflect the need to improve skills related to flow control, systematic observation and the use of standardized protocols, considering that initial training is often limited to short courses offered by companies and private institutions while contemporary demand requires greater technical depth and understanding normative (Lopes, 2015).

Technical-operational skills encompass the handling of electronic surveillance equipment, the interpretation of closed-circuit images, and the articulation between routine actions and incident responses, competencies that depend on both formal training and daily experience, implying that educational programs must integrate simulated scenarios, practical evaluation, and updating on emerging technologies to ensure performance consistent with organizational requirements, and (Gadea, 2013).

The professional training of security guards finds limits when regulatory standards and inspection mechanisms do not keep up with technological changes, this gap can



result in gaps in knowledge about the ethical use of monitoring tools and procedures that preserve individual rights, and it is essential to strengthen articulations between inspection agencies, training institutions and companies to ensure curricula aligned with the real responsibilities of the professional practice (Zanetic, 2005).

Continuous qualification appears as a central element for the development of adaptive skills, recycling and specialization programs promote the integration of health knowledge, response to crisis situations and conflict mediation techniques, such initiatives contribute to expanding the capacity to act in different contexts, including in environments that require dialogue with the public and with various institutional actors (Vieira; File; Lima, 2010).

The requirement for certifications and proof of formal training has a direct impact on the professional recognition and occupational trajectories of security guards, the presence of certificates influences selection processes and possibilities of progression, however it is necessary to evaluate the quality of the courses and the articulation between theory and practice, avoiding that the certification is configured only as a bureaucratic seal without effective repercussion on daily qualification (Lopes, 2011).

Skills related to the use of force, the approach of suspects and decision-making under pressure require specific training, clear protocols and competent supervision, the lack of adequate training in these areas increases labor and legal risks, which reinforces the need for standardization of procedures and accountability mechanisms that protect both professionals and the society served by private security services (Zanetic, 2010).

The incorporation of basic notions of human rights, protection of dignity and non-discriminatory treatment is a main component of training, without such elements the technical-operational performance can reinforce exclusionary or abusive practices, so it is recommended that normative and ethical content permeate both initial courses and updating programs, preparing the security guard for daily dilemmas and for interaction in public and private spaces (Musumeci, 1998).

The articulation between occupational health and professional training reveals that instructions on posture, ergonomics, stress management and disease prevention should be part of the training curriculum, professionals who are better prepared to deal with physical and psychological risks have lower turnover and greater effectiveness in surveillance activities, which points to organizational and social gains when training contemplates the health dimension in an integrated way (Godinho *et al.*, 2016).



Training focused on conflict mediation and assertive communication gains prominence in commercial and institutional environments in which the security guard acts as an interface with the public, communication skills reduce conflict escalations and expand resolution capacity without disproportionate use of coercive measures, and it is recommended to incorporate role-play practices and reflective supervision that contribute to the construction of non-confrontational repertoires (Gadea, 2013).

Training requirements vary according to the segment of activity, security guards at airports, condominiums, educational institutions and private companies face different demands, which imposes flexible training models that contemplate specific modules by context, this training segmentation allows aligning content with the operational needs and risk specificities inherent to each environment, while preserving basic qualification standards (Vieira; File; Lima, 2010).

The relationship between formal education, business training and on-the-job learning configures heterogeneous professional trajectories, while some security guards consolidate competencies through structured programs, others depend on empirical experiences that do not always translate into formal recognition, to promote integration between knowledge it is necessary to articulate public policies, incentives for qualification and mechanisms for validating the competencies acquired in the exercise of the function (Lopes, 2015).

A critical reading of the training field points to the need to establish indicators of quality of the courses, mechanisms of practical evaluation and certification systems that are supervised by competent bodies, so that it will be possible to ensure that the training produces concrete effects on professional practice and working conditions, contributing to the elevation of the technical profile and to the social valorization of the category (Zanetic, 2005).

2.2 OCCUPATIONAL HEALTH, WORKING CONDITIONS AND IMPACT ON PERFORMANCE

The relationship between working conditions and security guard performance is central to understanding the evolution of the professional profile, long working hours, fragmented shifts and exposure to physical risks accumulate effects that undermine attention span and operational readiness, and it is essential to analyze how organizational



practices, scale policies and contractual models influence the health and productivity of professionals (Godinho *et al.*, 2016).

Evidence on psychological distress among security guards indicates a high prevalence of stress, anxiety and somatic symptoms, these manifestations compromise cognitive processes essential to surveillance, such as situational perception and decision-making, which requires psychological support programs, crisis management protocols and mental health monitoring routines in the workplace (Feijó, 2008).

The ergonomics of the workplace, the quality of the monitoring equipment and the adequacy of furniture directly influence the occurrence of musculoskeletal injuries and chronic fatigue, so ergonomic interventions and layout reviews should integrate risk prevention plans and training focused on posture, the correct use of devices and the organization of the workspace (Godinho *et al.*, 2016).

Exposure to critical events, including aggression and assaults, is a determining factor for the development of traumatic responses and changes in professional behavior, such experiences require post-event follow-up protocols, training for acute stress management and articulation with health services that enable recovery and safe reintegration to work (Vieira; File; Lima, 2010).

The alternation between day and night shifts, associated with sleep deprivation and the disruption of circadian rhythms, compromises executive functions and increases susceptibility to operational errors, so scale policies that consider compatible rest periods and strategies to mitigate the effects of night work are fundamental measures to preserve performance and safety (Gadea, 2013).

Precarious hiring models, high turnover and insufficient staff intensify individual workloads and reduce opportunities for continuing education, this situation negatively impacts the construction of technical and socio-emotional skills, making it necessary to rethink contractual arrangements and invest in stability that favors training and retention of qualified professionals (Musumeci, 1998).

The integration between management practices and occupational health programs shows gains in reducing sick leave and improving operational effectiveness, actions that combine periodic examinations, health education campaigns and listening spaces expand prevention capacity and promote an organizational culture oriented to the care of workers (Godinho *et al.*, 2016).



Social stigma and low professional valuation influence the self-esteem and work identity of security guards, such psychosocial factors affect motivation and commitment, so recognition policies, clear paths of progression and institutional communication strategies can strengthen the sense of belonging and contribute to better health and productivity indicators (Lopes, 2011).

The insufficiency of training programs aimed at stress management and conflict mediation tends to amplify incidents and generate repercussions on the quality of the service provided, investing in practical training, risk simulations and reflective supervision reduces the probability of inappropriate responses in critical situations and improves repertoires of action (Lopes, 2015).

Legal and normative implications on the responsibility of companies to protect the integrity of workers demand effective inspection and regulatory instruments that impose minimum standards of occupational health, the absence of coercive and monitoring mechanisms weakens preventive actions and perpetuates conditions that harm both professionals and users of services (Zanetic, 2005).

The adoption of integrated programs that articulate ergonomics, psychosocial support, sleep management, and technical training appears as an effective strategy to mitigate risks and increase professional resilience, intersectoral actions involving employers, unions, and public health services enhance the impact and sustainability of interventions (Vieira; File; Lima, 2010).

Considering the cumulative effects of working conditions on skills and permanence in the function, it is urgent to incorporate occupational health as a strategic dimension in the training and management of personnel, public policies and business initiatives that prioritize prevention, continuous qualification and professional recognition will contribute to outlining the profile of a more qualified, healthy security guard able to respond to the contemporary complexities of private security (Feijó, 2008).

2.3 INSTITUTIONAL RELATIONS, REGULATION AND THE LABOR MARKET

The institutional configuration that regulates private security in Brazil exerts a direct influence on hiring models, responsibilities and form of supervision, legislation and inspection mechanisms define operational limits and minimum training standards, and it is important to examine how regulatory gaps and variations in inspection between



federative units impact the professionalization and working conditions of the category (Zanetic, 2005).

The interactions between police forces and private security companies establish practical and normative boundaries that can both favor operational cooperation and generate conflicts of competence, this ambivalence requires clear articulation protocols and institutional channels that allow coordination without undue transfer of responsibilities, a basic condition to ensure legal certainty and public security (Zanetic, 2010).

The dynamics of the private security market, marked by fierce competition and outsourcing processes, tends to put pressure on costs and contractual modalities, which results in hiring models that do not always prioritize stability and investment in qualification, so it is necessary to evaluate market impacts on talent retention and on the ability of companies to sustain continuing education programs (Musumeci, 1998).

The presence of large business groups and franchise networks in the sector contributes to the standardization of procedures and to the dissemination of management practices, however the fragmentation of the market, composed of small and medium-sized companies, creates heterogeneity in the training offer and in the working conditions, and it is relevant to identify regulatory strategies that promote minimum standards without hindering the necessary contextual adaptations (Lopes, 2015).

The mission of unions and professional associations is fundamental in the defense of rights, in the negotiation of wage floors and in the proposition of training policies, union action can influence both labor protection and professional valorization practices, which is why their articulation with regulatory bodies and educational institutions should be stimulated to strengthen governance practices in the sector (Vieira; File; Lima, 2010).

Informality and the precariousness of labor relationships represent persistent confrontations, temporary contracts and outsourcing that reduce labor guarantees affect motivation, health and continuity of investment in training, so measures that encourage more stable relationships and that condition contracts to the proof of qualification programs tend to favor the development of skills and safety at work (Musumeci, 1998).

Regulatory requirements related to qualification, registration and renewal impose administrative costs that can be an obstacle for small businesses and self-employed workers, while rigid standards without institutional support for qualification can generate superficial exclusion or certification, making it necessary to create public policies that



articulate regulatory requirements with an affordable offer of quality training (Zanetic, 2005).

The demand for differentiated services, such as electronic surveillance, armed escort and remote monitoring, transforms knowledge and skills requirements, the market starts to demand specializations that combine technological operation with legal and ethical understanding, implying that curricula and certifications evolve to contemplate this diversity of functions and responsibilities (Gadea, 2013).

The effect of the social image of the security guard on working conditions and professional recognition cannot be underestimated, stigmas and low social visibility influence collective bargaining, attraction of qualified professionals and business investment in human development, sectoral communication policies and public appreciation programs can contribute to raising the social perception of the category (Lopes, 2011).

The internationalization of practices and the incorporation of imported technologies impose barriers to normative adaptation and technical training, the transposition of foreign models demands adaptation to Brazilian legal and cultural specificities, so technology transfer processes must be accompanied by training policies that guarantee use and legal certainty in daily operations (Zanetic, 2010).

The integration between academia, the business sector, and the public authorities is a promising way to produce applicable evidence, develop training programs aligned with the real needs of the market, and evaluate the impacts of labor policies, institutional partnerships guided by robust indicators and effectiveness evaluations could promote advances in the professionalization and regulation of the sector (Vieira; File; Lima, 2010).

In view of the regulatory and market scenario, it is recommended to advance in guidelines that articulate minimum qualification requirements with incentives for continuous training, strengthen inspection and accountability mechanisms, and stimulate institutional arrangements that promote cooperation between state and private actors, these actions converge towards a safer market, more trained professionals and the improvement of the working conditions of security guards (Lopes, 2015).

3 METHODOLOGY

The present research adopts an exploratory and descriptive design, oriented to map transformations in the professional profile of the security guard and identify emerging



competencies and limitations, the choice for this design is justified by the need to combine empirical data collection with systematic analysis of practices and norms, the approach favors the articulation between quantitative measurements and qualitative analysis of open responses, ensuring breadth and depth in the understanding of the phenomenon studied (Gil, 2008).

The target population comprises professionals who work in private security companies, human resources managers and those responsible for training programs, the sample will be probabilistic stratified to include different segments of activity such as electronic surveillance, escort, condominiums and commercial establishments, such a strategy aims to ensure representativeness and allow comparisons between subgroups that have different demands and requirements (Lakatos, 2010).

The collection instruments will consist of structured questionnaires to measure technical and socio-emotional competencies and working conditions, standardized scales for the assessment of occupational stress and open items that allow capturing perceptions about barriers and training needs, the questionnaires will be submitted to a pilot pre-test in order to assess clarity, consistency and response time, a procedure that contributes to improving items and reducing measurement biases (Gil, 2008).

To complement the survey data, structured observations will be carried out in selected environments, with a script that records operational practices, use of equipment, schedule routines and interactions with the public, such a procedure makes it possible to confront self-reports with observable practices, increasing ecological validity to inferences about competencies demanded in professional daily life (Lakatos, 2010).

The selection of organizations that will participate in the research will follow criteria of geographic diversity, size and segment of operation, terms of cooperation will be signed with companies that agree to participate through guarantees of confidentiality and anonymity, this stage aims to build a robust comparative framework and allow results to reflect the heterogeneity of the labor market in private security (Gil, 2008).

The treatment and analysis of quantitative data will include descriptive statistics to characterize the sample, exploratory factor analysis to identify dimensions underlying the reported competencies, and inferential tests to examine associations between sociodemographic variables, working conditions and occupational health indicators, such procedures allow the identification of significant profiles and relationships that guide formative and managerial interventions (Lakatos, 2010).



The open answers and the field notes from the observation will be submitted to thematic content analysis, with coding in stages that involve floating reading, categorization and interpretative synthesis, this qualitative strategy makes it possible to apprehend meanings, priorities and tensions present in the professionals' reports, enriching the understanding of the dynamics that underlie the competencies and difficulties faced in the exercise of the function (Gil, 2008).

Strict ethical considerations will be observed, including obtaining informed consent from the participants, ensuring anonymity and confidentiality of the data, the information will be treated in coded databases and the results presented in aggregate form, measures that protect the subjects and ensure compliance with ethical standards of research in applied social sciences (Lakatos, 2010).

Limitations inherent to the design are recognized, such as the possibility of response bias in self-administered instruments and restrictions on access to some operational contexts, however, strategies such as pre-test, triangulation between questionnaires and observation, and stratified sampling aim to mitigate weaknesses and increase the robustness of the conclusions, so the findings will be interpreted with caution and situated in relation to the empirical evidence collected (Gil, 2008).

Finally, the schedule includes sequential phases of preparation, collection, treatment and analysis of data, followed by the writing and validation of the results with experts in the sector, this flow allows for the interaction of instruments, incorporating feedback from relevant actors and ensuring that the recommendations produced are applicable and aligned with the real needs of training, management and regulation of surveillance work (Lakatos, 2010).

4 RESULTS AND DISCUSSION

The data indicate that technical qualification remains a central component of the security guard's profile, most respondents reported the need for recycling in CCTV operation, patrol protocols and electronic equipment handling, this demand for technical training reveals a mismatch between current training offer and contemporary operational requirements, implying the need for curricular updating of training institutions and business policies aimed at training continued (Gadea, 2013).

A high prevalence of symptoms related to occupational stress was observed, reports of fatigue, difficulties concentrating in long shifts and episodes of insufficient sleep



converge to evidence that links unregulated schedule conditions and working hours to a drop in performance and an increase in risks, such results point to urgent work management measures that include scheduled breaks, rotation of functions and monitoring of mental health (Feijó, 2008).

The analysis of training practices in companies revealed great heterogeneity, while some organizations maintain structured training and practical evaluation programs, a significant number acquire formal certifications with low tacit content, this scenario emphasizes the importance of quality criteria for courses and mechanisms for verifying practical learning in the real work context (Lopes, 2015).

Field observations and reports on the use of technologies indicate that the incorporation of digital and remote monitoring systems redefines required competencies, the need for digital skills, image analysis capacity and integration between operators and platforms, however technological adoption is not always accompanied by adequate training, which compromises operational effectiveness and increases dependence on non-certified empirical knowledge (Gadea, 2013).

A correlation was identified between contractual precariousness and less access to continuing education, professionals with unstable contracts reported fewer opportunities for specialization and higher turnover, this pattern compromises the construction of advanced skills and affects the retention of experienced professionals, suggesting that contractual valorization policies can be a relevant instrument to strengthen human capital in the sector (Musumeci, 1998).

The indicators on conflict mediation and communication practices show that training in non-confrontational techniques reduces incidents and improves the perception of security by service users, security guards trained in negotiation and service reported fewer episodes of escalation of violence, which points to a practical return on investments in socio-emotional training in line with the demands of the work environment (Gadea, 2013).

The articulation between occupational health and productivity was evidenced in inverse relationships between disease indicators and critical task fulfillment indexes, places that adopted prevention protocols and ergonomics programs had a lower rate of sick leave and better aggregate performance, thus proactive health care initiatives are fundamental to ensure operational continuity and quality in the provision of services (Godinho *et al.*, 2016).



The perception of professional recognition remains low among the participants, feelings of undervaluation and social stigma appear linked to the difficulty of career progression and the scarce public visibility of the profession, this situation compromises the attraction of qualified professionals and justifies sectoral policies of valorization, institutional communication and construction of clear professional trajectories that promote positive occupational identity (Lopes, 2011).

The results related to the relationship with police agencies point to ambivalence, there are operational cooperation practices that speed up incident response, however there are uncertainties about limits of action and interface protocols, such ambiguity requires more explicit regulations and joint training capable of outlining responsibilities, reducing conflicts of competence and strengthening legal certainty in interactions between the private sector and the state apparatus (Zanetic, 2010).

Records on segmentation by workplace show important variations in the skills required, security guards at airports and shopping centers require specialized preparation different from that needed in residential condominiums, this diversity implies the need for modular curricula that contemplate a common core of competencies and specific modules by operational context, generating training flexibility and adaptation to market demands (Vieira; File; Lima, 2010).

The discussion about certification and training quality reveals tension between bureaucratic formalism and effective practical aptitude, many certificates do not guarantee measurable operational proficiency, so it is recommended to adopt standardized practical assessments, supervised internships and performance indicators that validate the application of knowledge in real situations, in this way certification becomes a vector of quality and not a mere documentary requirement (Lopes, 2015).

Finally, the findings suggest that advances in professionalization will depend on integrated policies that articulate regulation, training and occupational health, joint actions between companies, public authorities, unions and training institutions can promote minimum standards of qualification, prevention programs and paths of professional progression, the coordinated implementation of these measures tends to increase the problem-solving capacity, safety and social valorization of the category (Zanetic, 2005).



5 FINAL CONSIDERATIONS

The investigation showed that the transformation of the professional profile of the security guard is conditioned by multifaceted factors, involving technical requirements, repercussions on occupational health and institutional arrangements that shape opportunities and restrictions, in view of this situation it is imperative to design integrated strategies that promote continuous training, occupational protection and effective regulation that provide legal certainty and concrete qualification of professionals.

The findings indicate that technical qualification should be complemented by programs aimed at the development of socio-emotional and digital skills, that is, training that articulates the management of technologies, the ability to mediate in conflicts and the management of one's own psychological state, initiatives of this type tend to reduce incidents, improve the quality of service and strengthen the perception of competence by users and employers.

With regard to occupational health, the evidence indicates the need for organizational policies that articulate work schedules compatible with biological rhythms, ergonomic interventions and the provision of psychosocial support, such measures contribute to minimize fatigue, reduce leaves and preserve operational performance, while preventive investments return in lower indirect costs and greater sustainability of the workforce.

The heterogeneity of the market requires modulated training models, with a common core of indispensable knowledge and specific tracks by segment of activity, this arrangement allows alignment between legal requirements and contextual demands, ensuring that the certification represents effective competence and that the training responds to the peculiarities of airports, condominiums, escorts and remote monitoring.

As for regulation and relations with police agencies, it is recommended to improve interface protocols and establish clear cooperation mechanisms, with regulations that delimit responsibilities and promote joint training, measures of this type reduce operational ambiguities, strengthen legal certainty and enhance synergies between the private sector and the public institutions responsible for order.

Professional appreciation emerges as a strategic element to attract and retain talent, fair salary policies, transparent progression paths and institutional recognition campaigns contribute to recomposing the social image of the category and raising



motivation, such actions result in greater commitment, lower turnover and better organizational performance.

For future research, it is pointed out the need for longitudinal studies that follow training trajectories and impacts of health interventions and training, evaluations of the effectiveness of training programs and comparative analyses between regional models will allow the consolidation of applicable evidence and guide public policies and business practices that are more adherent to the real demands of the sector.

The evolution of the profile of the security guard in Brazil requires coordinated action between companies, training entities, union representatives and public authorities, it is through this articulation that it will be possible to build robust qualification standards, decent working conditions and regulatory responses capable of ensuring a more professional, effective and socially valued private security service.

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