Security Industry Transformation Map (ITM)
Factsheet on Aligning Regulations to Raise Standards

The Security ITM seeks to align regulations to raise the standards of security services. Starting this year, the Security Agencies Grading Exercise (SAGE) will be revised to clearly distinguish security agencies (SAs) that invest in training and technology, and deliver high quality services. This will motivate security agencies (SAs) to raise their standards, and help buyers make more informed decisions.

2. SAGE is a mandatory assessment conducted by the Police Licensing and Regulatory Department every year. In the past year, PLRD conducted a full review of the assessment criteria, over multiple consultation sessions with the industry and union. The objective of the review was to place greater focus on security outcomes, continuous training and technology adoption. The enhancements are summarised in the Table below:

	Current SAGE	Revised SAGE
Assessment Categories	- Operations - Training - Employment Practices	- Processes - People - Systems - Employment Practices - Counter Terrorism
Criteria	<u>Primarily output-based</u>: SAs submit documentation of outputs which are proxies for achieving security outcomes. Example of existing criteria: - Whether the SA has put in place Standard Operating Procedures (SOPs) for different scenarios, such as bomb threats and dealing with suspicious persons - One criterion on whether security agencies deploy technology to improve productivity	<u>Primarily outcome-based</u>: SAs will now be measured by the outcomes of their processes, training, and technology adoption. This involves a greater focus on assessment rather than just documentation. Example of new criteria: - On-site assessment of whether security officers can execute key steps of the SOPs - New Systems category on whether security agencies deploy technology to improve various aspects of operations

3. Under the revised SAGE, assessment criteria have been significantly enhanced and re-organised into the following categories:

    a. **Processes** – The Processes category forms the largest component of SAGE. This reflects the strong emphasis placed on processes and its importance in bringing about desired security outcomes. SAs will be assessed on whether they have put in place systematic and robust processes in three key areas:

i. <u>Training and development of human resource</u> – e.g. to induct new hires, develop job competencies, provide continuous training and development for existing officers

ii. <u>Operations</u> – e.g. incident reporting and management, validation of operational procedures through red-teaming exercises and sharing of lessons learnt from after-action reviews

iii. <u>Service buyer engagement</u> – e.g. joint security risks survey, regular platforms for customer feedback

b. **People** – Besides Processes, operational effectiveness is highly dependent on the competence of security officers (SOs). The People category assesses SOs' competency in carrying out their job functions at deployment sites. They will be tested on their knowledge of Standard Operating Procedures and their ability to execute the approved procedures. Supervisors will also be assessed on their awareness of their roles and responsibilities.

c. **Systems** – In the Systems category, the focus is on whether the SA has adopted technology to improve productivity and reduce reliance on headcount. SAs will be assessed on whether they have invested in and deployed technology in various aspects of their operations, such as using IT systems to manage incidents, aid supervision and facilitate learning.

d. **Employment Practices** – As per previous grading exercises, the Ministry of Manpower assesses the SAs' Human Resource (HR) systems in this category. SAs will be assessed on whether their HR policies are progressive and support the industry's transformation.

e. **Counter Terrorism** – An additional component on counter terrorism training was added this year to ensure SAs take steps to send their security officers for the WSQ training in "Recognise Terrorist Threats" which will be a Basic Licensing Unit for security officers come 1 January 2020.

4. Overall, the changes in SAGE raise the bar for SAs by establishing clear standards in processes, people and systems. This supports the vision of the Security ITM to build innovative companies that move away from headcount-based operating models and deliver high quality security solutions.

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