

**SKILLS FRAMEWORK FOR SECURITY  
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

<b>TSC Category</b>	People Development					
<b>TSC</b>	Performance Management					
<b>TSC Description</b>	Manage the performance of personnel to achieve organisation's performance targets					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
			<b>SEC-PDV-3003-1.1</b>	<b>SEC-PDV-4003-1.1</b>	<b>SEC-PDV-5003-1.1</b>	
			Supervise personnel's performance	Review personnel's performance	Formulate people development-related strategies and plans to achieve optimised business performance	
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>Understand security operations according to organisation procedures</li> <li>Organisational procedures relating to supervising direction of security officers</li> <li>Organisational procedures relating to supervising control of security officers</li> <li>Methods of team delegating duties and responsibilities</li> <li>Types of key performance indicators</li> <li>Types of training needs and development requirements</li> <li>Methods of performance appraisal</li> </ul>	<ul style="list-style-type: none"> <li>Concepts of performance management</li> <li>Organisational procedures for staff appraisal</li> <li>Methods of providing feedback</li> <li>Strategies in people development</li> </ul>	<ul style="list-style-type: none"> <li>Concepts of performance management</li> <li>Concepts of lifelong learning</li> <li>Organisational procedures for staff appraisal</li> <li>Methods of providing feedback</li> <li>Methods of coaching, counselling and interviewing</li> <li>Methods of reviews and assessments</li> </ul>	
<b>Abilities</b>			<ul style="list-style-type: none"> <li>Understand site security operations procedure</li> <li>Record relevant information for site inspections</li> <li>Ensure safety, security and confidentiality for all information relating to client's security operations</li> <li>Take appropriate actions to rectify situation when encountering problems</li> </ul>	<ul style="list-style-type: none"> <li>Monitor staff performance through organisational appraisal systems</li> <li>Solicit periodic feedback on staff performance</li> <li>Document all performance evaluations carried out for staff</li> <li>Carry out informal reviews of staff performance regularly</li> <li>Establish areas for improvement for staff</li> </ul>	<ul style="list-style-type: none"> <li>Arrange for coaching sessions with staff on identified areas for improvement</li> <li>Review individual action plans with staff according to organisational procedures</li> <li>Plan for succession (manpower)</li> <li>Coach staff to meet performance targets</li> </ul>	

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			<p>in supervision of direction of security officers</p> <ul style="list-style-type: none"> <li>• Carry out periodic checks to ensure that security officers perform duties as assigned</li> <li>• Use appropriate interpersonal skills to handle and deal with security officers to address problems encountered</li> <li>• Conduct coaching and counselling where necessary to assist them in meeting performance standards</li> <li>• Monitor security officers to ensure that required level of security service is maintained to meet client's needs</li> <li>• Suggest improvements to organisational standards and values</li> <li>• Assist management to ensure ideas and information receive the acceptance and support of other security officers</li> </ul>		<ul style="list-style-type: none"> <li>• Provide counselling to poor performers</li> <li>• Develop potential staff for higher appointments</li> <li>• Identify training and other interventions to develop staff</li> </ul>	
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