

## Fact Sheet

FEBRUARY 2018

### DIGITALISATION INITIATIVES SUPPORTING THE TRANSFORMATION OF THE SECURITY SECTOR

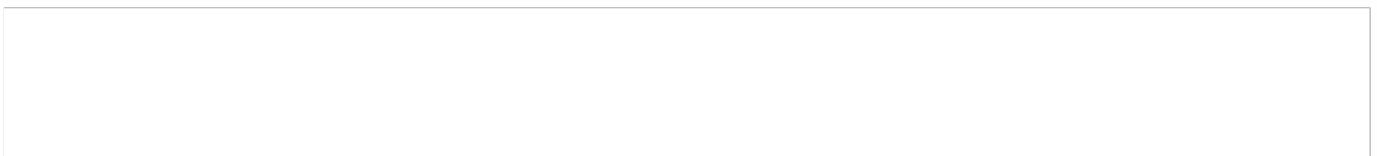
#### (A) Call for Innovative Solutions (CFIS)

The Infocomm Media Development Authority (IMDA) is partnering the Ministry of Home Affairs (MHA) to issue a joint Call for Innovative Solutions (CFIS) for the Security sector, in support of the Security Industry Transformation Map (ITM).

The CFIS aims to encourage security enterprises to collaborate with service buyers and technology providers to innovate and leverage technology to change current service models in Singapore to improve productivity and effectiveness. Such collaborative efforts will enable local technology companies to gather feedback and anchor their solutions to solve real sector-specific challenges. It will also empower security service providers and buyers to better leverage on technology, provide better services, optimise their resources, and in turn create more meaningful skillsets for their employees.

#### The scope of the CFIS

- The CFIS will support the co-development efforts of Singapore-based consortium projects that comprises of technology firms, facilities management companies, security agencies, and building owners. Proposals must exhibit and outline the following:
  - a. Plans to collaboratively venture into new growth areas and markets overseas;
  - b. Steps to gain user acceptance and profile innovative technology solutions;
  - c. Efforts to gather feedback and solve any interoperability or implementation constraints;
  - d. Outline the commercial viability for Proof-of-Concepts (POCs), including potential business models and deployment models.



**(B) Helping SMEs in their Digital Journey  
through IMDA's SMEs Go Digital**

The evolving digital landscape is redefining the way we live, work and play. Rapid digitisation has brought forth much opportunities to Small and Medium-sized Enterprises (SMEs). With the increasing sophistication of technology solutions, and rapid pace of change, it is timely for a bigger push to help SMEs transform digitally.

The SMEs Go Digital programme was launched in April 2017 to provide more structured support for SMEs that wish to use digital technologies to enhance their digital capabilities in areas such as cybersecurity, data protection and data analytics.

**Security Industry Digital Plan**

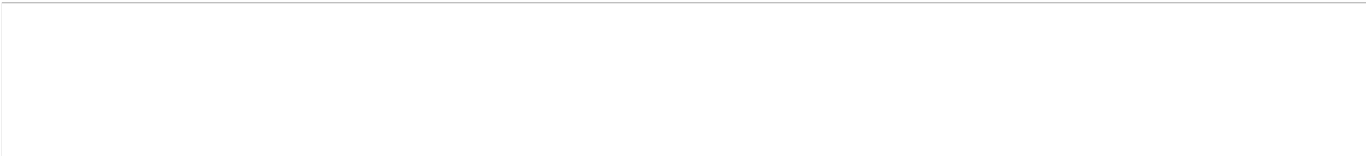
The Industry Digital Plans for SMEs form the core of the SMEs Go Digital programme. The Security Industry Digital Plan (IDP) developed by IMDA and the MHA will provide the broad community of SMEs in the Security industry with step-by-step advice on the digital solutions required at each stage of their growth. Through the IDP, IMDA will continue to push for technology adoption by SMEs to meet their needs. The Security IDP is expected to be released in the first half of 2018.

**Pilot Projects to Uplift Whole Sectors**

IMDA will place greater emphasis on supporting pilot projects that are new to SME sectors with the potential to uplift the whole sector and help SMEs to grow in that sector. One such project, supported under IMDA's SMEs Go Digital programme, is Concorde's innovative I-Man facility Sprinter (IFIS) solution which aims to alleviate the manpower shortage within the security guarding sector.

Security services are traditionally labour-intensive, with property owners accustomed to security officers guarding their premises on a 24-hour basis. Through its patented solution, Concorde Security is able to provide clients the same level of security assurance in a manpower-efficient manner.

It comprises of a mobile command centre and a network of cameras and wireless communication equipment, to monitor a cluster of buildings. A team of three officers within the vehicle will provide security surveillance to buildings monitored and respond immediately to any security incidents. Through the solution, Concorde is now able to secure 30 buildings with nine technicians instead of 30 security guards.



## **Security Industry Transformation Map (ITM)**

### **Factsheet on Initiatives to Promote Best Sourcing**

The Security ITM seeks to support buyers to adopt best sourcing of security services:

- A. Government to Take the Lead**
- B. Schemes to Support Buyers**
- C. Education and Outreach**

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#### **A. Government to Take the Lead in Best Sourcing**

2. Being a “smart” buyer for security services involves the following:
  - Understanding the security needs of a facility by doing risk assessment;
  - Allowing service providers to offer integrated solutions to meet security needs, and evaluating these proposals based on quality and value-for-money;
  - Structuring contracts based on desired performance outcomes, rather than prescriptive demands such as headcounts; and
  - Building a longer-term partnership with service providers and security officers, based on mutual understanding and trust.
3. The government will take the lead in adopting Smart Sourcing. The Security ITM targets for most government agencies to adopt outcome-based contracts by 2020. This will include conducting security risk assessments and establishing longer contract durations, thus providing the demand for service providers to begin transformation.
4. Government agencies, such as MHA and JTC, have started to re-structure security contracts by aggregating demand and focusing on outcomes. This serves to provide sufficient economies of scale to incentivise technology, process innovation and training.
  - a. JTC will be launching an outcome-based security tender for its buildings in one-north. Participating security agencies can propose how best to meet the desired security outcomes for the cluster of buildings, for example by installing CCTVs equipped with video analytics and linking them to a central command centre, with roving response teams. JTC will also place emphasis on training to continually enhance the skills and knowledge for the security personnel deployed at one-north.
  - b. JTC aims to achieve productivity savings of at least 20%, and hopes to demonstrate the benefits of outcome-based contracts through the integration of people, processes and technology.
5. MHA will work with the Ministry of Finance to help government agencies transit from headcount-based to outcome-based contracts, and this support will include outreach and training of procurement personnel.

## **B. Schemes to Support Buyers**

### Smart Sourcing Initiative (SSI) by NTUC U Care Centre

6. Service buyers of security, cleaning and landscaping services, who are early adopters of Best Sourcing, can receive funding support under this new pilot grant administered by NTUC U Care Centre. The grant covers up to 20% of the total contract price, and is capped at \$100,000 per contract.
7. To qualify for funding under the SSI, security service buyers must meet requirements such as:
  - a. Conducting a risk assessment before drawing up tender specifications;
  - b. Specifying expected performance outcomes rather than headcounts through the use of technology-enabled solutions in their tender specifications;
  - c. Placing heavier emphasis on quality rather than price when evaluating bids;
  - d. Training their procurement staff to be familiar with best sourcing principles; and
  - e. Putting in place longer-term contracts.

### Security Productivity Initiative (SPI) by Workforce Singapore

8. The Security Productivity Initiative (SPI) is part of the Lean enterprise Development Scheme (LEDS) programme. Under the SPI, five scalable security technology solutions have been identified and validated with industry stakeholders. These solutions include visitor management systems and video content analytics, which can be deployed across different property types such as industrial and commercial buildings. They help companies raise productivity and become more manpower-lean.
9. Companies that need help to redesign jobs and equip staff to implement the technology transformation can receive customised support with the SPI. They will receive a Guide to Security Job Redesign (JR) and attend a two-day workshop facilitated by professional consultants, and be guided to conceptualise a JR project. To implement the projects, companies are directed to apply for the WorkPro Job Redesign Grant, which supports up to 80% project costs, subject to a cap of \$300,000. Applications for the JRG will be fast-tracked.
10. As at January 2018, more than 30 companies have begun this transformation journey through the SPI, and about half have applied or are in the process of applying for the JRG.

## C. Education and Outreach

### Tripartite Guide on Best Practices in Procuring Security Services

11. The Security ITM Tripartite Committee will launch a guide to explain how to go about planning and evaluating an outcome-based tender for security services. The tripartite guide will outline the features of outcome-based security contracts and provide practical guidance, with samples to guide development of tender and contract requirements. Public and private sector buyers can expect the guide to be introduced by the first half of this year.

### Training on Best Sourcing for Security Services

12. MHA and SSG will work with training providers to develop and launch a programme by next year on how to best source for security services. This will include hands-on workshops and case studies, targeted at procurement officers and service providers keen to learn more about smart-sourcing. The training programme will be launched by next year.

### Outreach Efforts by Security Industry Council

13. The Security Industry Council, comprising the Association of Certified Security Agencies, Security Association Singapore and the Union of Security Employees, will conduct a series of seminars targeted at buyers in the commercial and industrial sectors starting from March this year. Buyers will receive practical guidance on contracting practices which support industry transformation and uplift the working conditions of security officers.

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## 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:

	<b>Current SAGE</b>	<b>Revised SAGE</b>
<b>Assessment Categories</b>	<ul style="list-style-type: none"> <li>• Operations</li> <li>• Training</li> <li>• Employment Practices</li> </ul>	<ul style="list-style-type: none"> <li>• Processes</li> <li>• People</li> <li>• Systems</li> <li>• Employment Practices</li> <li>• Counter Terrorism</li> </ul>
<b>Criteria</b>	<p><u>Primarily output-based</u>: SAs submit documentation of outputs which are proxies for achieving security outcomes.</p> <p>Example of existing criteria:</p> <ul style="list-style-type: none"> <li>• Whether the SA has put in place Standard Operating Procedures (SOPs) for different scenarios, such as bomb threats and dealing with suspicious persons</li> <li>• One criterion on whether security agencies deploy technology to improve productivity</li> </ul>	<p><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.</p> <p>Example of new criteria:</p> <ul style="list-style-type: none"> <li>• On-site assessment of whether security officers can execute key steps of the SOPs</li> <li>• New Systems category on whether security agencies deploy technology to improve various aspects of operations</li> </ul>

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. Training and development of human resource – e.g. to induct new hires, develop job competencies, provide continuous training and development for existing officers
    - ii. Operations – e.g. incident reporting and management, validation of operational procedures through red-teaming exercises and sharing of lessons learnt from after-action reviews
    - iii. Service buyer engagement – 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.

## **Security Industry Transformation Map (ITM)**

### **Factsheet on Initiatives to Raise Skills and Support Career Advancement**

Skills training and upgrading will be a focus in the Security ITM. The security workforce will be equipped with skills to meet the industry's growing needs and become more effective through the following:

- A. Launch of Skills Framework for Security** – to support career development and training
- B. Enhance Skills Training** – to train new entrants and existing officers in relevant skills
- C. New Specialist Diploma for Security Consultancy** – building expertise to enable transformation

#### **A. Launch of Skills Framework for Security**

2. The Skills Framework is an integral component of the Industry Transformation Maps. It aims to create a common skills language for individuals, employers, and education and training providers. This further facilitates skills recognition and supports the design of training programmes for skills and career development. The Skills Framework is also developed to build deep skills for a lean workforce, enhance business competitiveness, and support employment and employability.

3. The Skills Framework for Security is jointly developed by SkillsFuture Singapore (SSG), Workforce Singapore (WSG) and the Ministry of Home Affairs (MHA) together with employers, industry associations, education and training providers, and the union. The key components are:

- **Sector information** – provides information on trends and opportunities in the security sector;
- **Career pathways** – depicts pathways for vertical and lateral progression. Three pathways have been identified, namely (i) Private Security; (ii) Security Consultancy; (iii) Auxiliary Police. These encompass 11 key job roles.
- **Skills and competencies** – covers a total of 38 existing and emerging technical skills and competencies and 18 generic skills and competencies. Emerging skills include risk analysis and adoption of new technologies.
- **Training programmes** for skills upgrading and mastery – provides information on training programmes which will help aspiring individuals and in-service employees acquire skills required for various jobs.

4. The Skills Framework for Security is targeted at the following groups:

- **Individuals** who wish to join or progress within the security sector, can assess their career interest, identify relevant training programmes to upgrade their skills and prepare for their desired jobs;
- **Employers** will be able to recognise these skills and invest in employees' career development and skills upgrading;



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- **Education and training providers** can gain insights on sector trends, existing and emerging skills that are in demand, and design programmes to address the sector's needs accordingly; and
- **Government, unions and professional bodies** will be able to analyse skills gaps and design appropriate initiatives to upgrade manpower capability and professionalise the sector.

5. For a copy of the Skills Framework for Security, please go to [skillsfuture.sg/skills-framework/security](http://skillsfuture.sg/skills-framework/security).

## **B. Enhance Skills Training**

6. ITE's Work-Learn Technical Diploma (WLD) in Security Systems Engineering. The WLD offers a new career progression pathway for ITE graduates to take up jobs as systems engineers and project engineers. Comprising 70% on-the-job training with companies and 30% institutional training at ITE, the programme allows trainees to learn by doing, and develop skills and competencies based on deep knowledge about their employers' operations. About 20 trainees will enrol in the WLD in Apr 2018, with 12 participating companies.

7. Delivery of training in emerging and critical skills. SSG will continue to partner Institutes of Higher Learning and quality training providers to deliver training to up-skill the workforce and transform the sector. One initiative is the SkillsFuture Series which offers modular courses in emerging areas relevant to the security industry, such as Data Analytics and Tech-Enabled Services, tiered across three proficiency levels (Basic, Intermediate and Advanced). This enables individuals and businesses to stay relevant and be future ready.

8. SkillsFuture Study Awards. Early to mid-career Singaporeans in the security industry can also tap on the SkillsFuture Study Award to pursue security-related Diploma and Degree courses. The study awards encourage skills upgrading and prepares security personnel to take on professional, managerial and executive roles. The \$5,000 bond-free award can be used to defray out-of-pocket expenses for supported courses and can be used on top of existing Government course fee subsidies.

## **C. New Specialist Diploma for Security Consultancy from Apr 2019**

9. Expertise in security consultancy is a key enabler for the industry's transformation. The role of the security consultant is to assess the threats, vulnerabilities and risks to a facility, identify what needs to be protected, and design mitigation measures. Security consultants help to ensure that an effective and efficient security solution, which combines skilled manpower with technology, infrastructural design and operational processes, is put in place to meet the specific needs of the facility.

10. To build up expertise in security consultancy, MHA and Temasek Polytechnic (TP) will develop and offer a new Specialist Diploma in Security Consultancy from April 2019. The aim of the Specialist Diploma programme is to equip and enhance the knowledge and skills of participants to enable them to be competent security consultants. The one-year part-time course targets individuals from security

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agencies and in-house security personnel seeking to specialise in security assessment and consulting. It will cover risk assessment, building security and relevant legislation, security technologies, and project management for security.

11. Security consultancy is also a new career pathway identified by the Skills Framework for Security. This means that security officers can pursue a new career path in security consultancy, beyond the five grades within the Progressive Wage Model.

12. The new Specialist Diploma is part of a new collaboration between MHA's Centre for Protective Security Studies (CPSS) and TP's Security Industry Institute (SII) to support the transformation of the security industry through developing skills and expertise. The collaboration was marked at the launch of the Security ITM through the signing of a Memorandum of Understanding between MHA's Deputy Secretary (Policy) Mr Pua Kok Keong and TP's Principal and Chief Executive Officer Mr Peter Lam.

About CPSS and SII:

- CPSS was established in 2012 as a centre of excellence in protective security. CPSS provides training to Home Team Departments, government agencies and key industry stakeholders. It imparts relevant knowledge and skills across the spectrum of protective security with the primary objective of enhancing protective security awareness and knowledge.
- SII was jointly established by TP and then-Workforce Development Agency (now SSG) in 2007 to offer nationally recognised and comprehensive professional security training, and quality job placements for security personnel. In 2015, SII was appointed by SSG to be the anchor training provider for the security industry. SII aims to enhance the industry's professional and operating standards and employability of the workforce through various skills upgrading initiatives, blended learning and research and technology collaborations.

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