Skills Framework for Security

A Guide to Occupations and Skills

An initiative of

SKILLS *future*
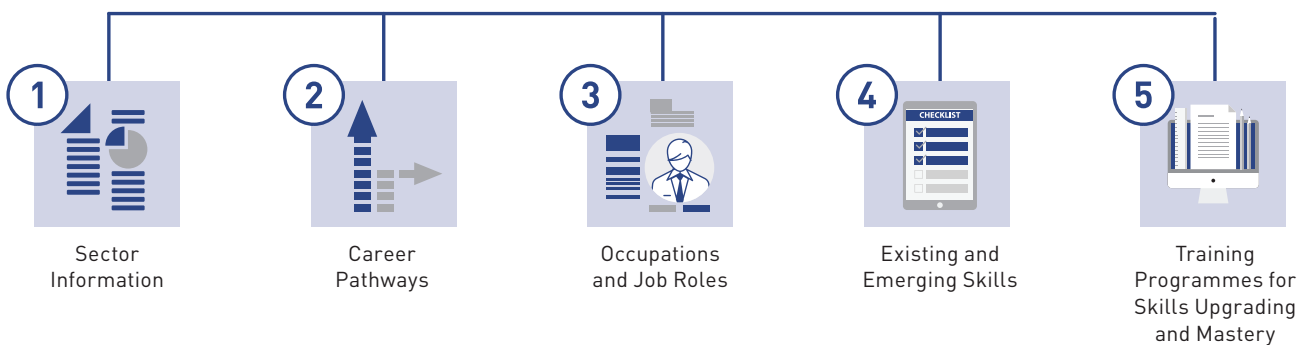
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About the Skills Framework

The Skills Framework is a SkillsFuture initiative developed for the Singapore workforce to promote skills mastery and lifelong learning. Jointly developed by SkillsFuture Singapore, Workforce Singapore, Ministry of Home Affairs, together with employers, industry associations, education and training providers and unions, the Skills Framework for Security provides useful information on:

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Sector Information	Career Pathways	Occupations and Job Roles	Existing and Emerging Skills	Training Programmes for Skills Upgrading and Mastery

With the Skills Framework, individuals are equipped to make informed decisions about career choices, as well as take responsibility for skills upgrading and career planning.
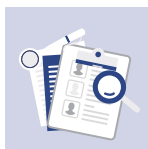
| Assess Career Interests	Prepare for Desired Jobs	Find Avenues to Close Skills Gaps	Renew, Upgrade and Deepen Skills
• Gain overview to the sector • Understand career pathways • Recognise personal attributes required	• Understand skills and competencies required	• Identify relevant training programmes to equip oneself with the required skills and competencies • Participate in on-the-job training opportunities provided by companies	• Plan for career development/ transition • Recognise skills and competencies required for the intended job role • Identify training programmes to upgrade and deepen skills

About the Security Industry
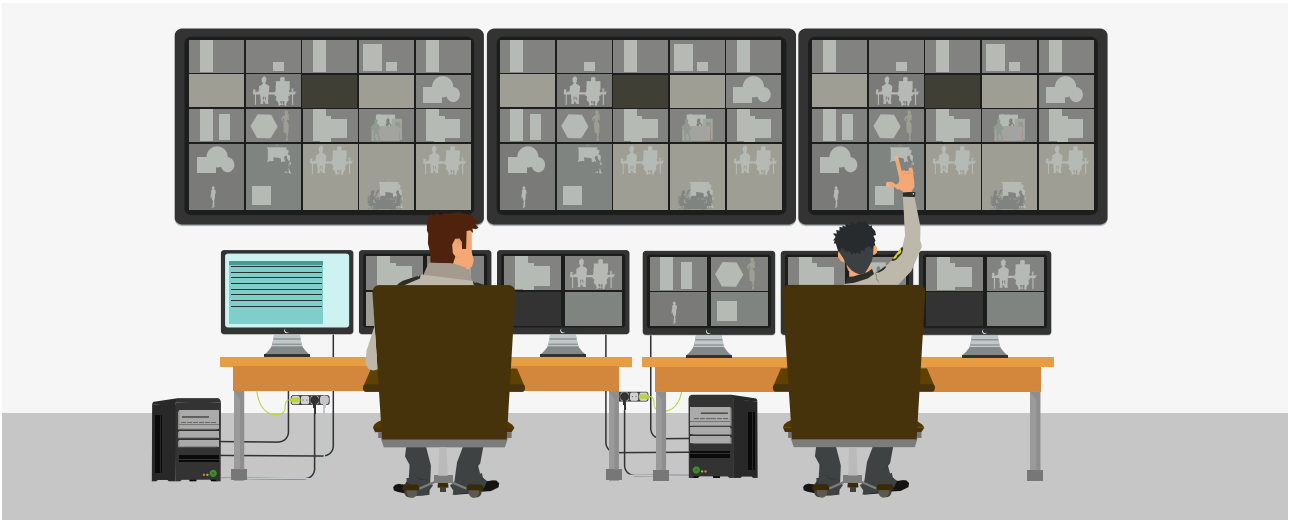
A safe and secure environment is the foundation of Singapore's progress as a nation. The security industry supports the Home Team to protect the environment where we live and work.

The security industry has made significant progress in recent years to raise professional standards. The adoption of the Progressive Wage Model and commitment to the reduction of overtime hours have laid the foundation for greater productivity and higher quality security services.

To drive the sector's next phase of growth, operating models for security services will be transformed through solutions-based companies and smarter buyers that adopt integrated security solutions. Such solutions combine skilled manpower, technology, design and processes, and are implemented through outcome-based contracts. Businesses and workers will need to adapt by acquiring new skills and knowledge, and leveraging new growth opportunities.

Key Statistics

600
security service
providers

240
security agencies
• Majority are small and
medium-sized enterprises

47,000
active security officers
• 90% are non-PMETS

The security industry protects a variety of places.
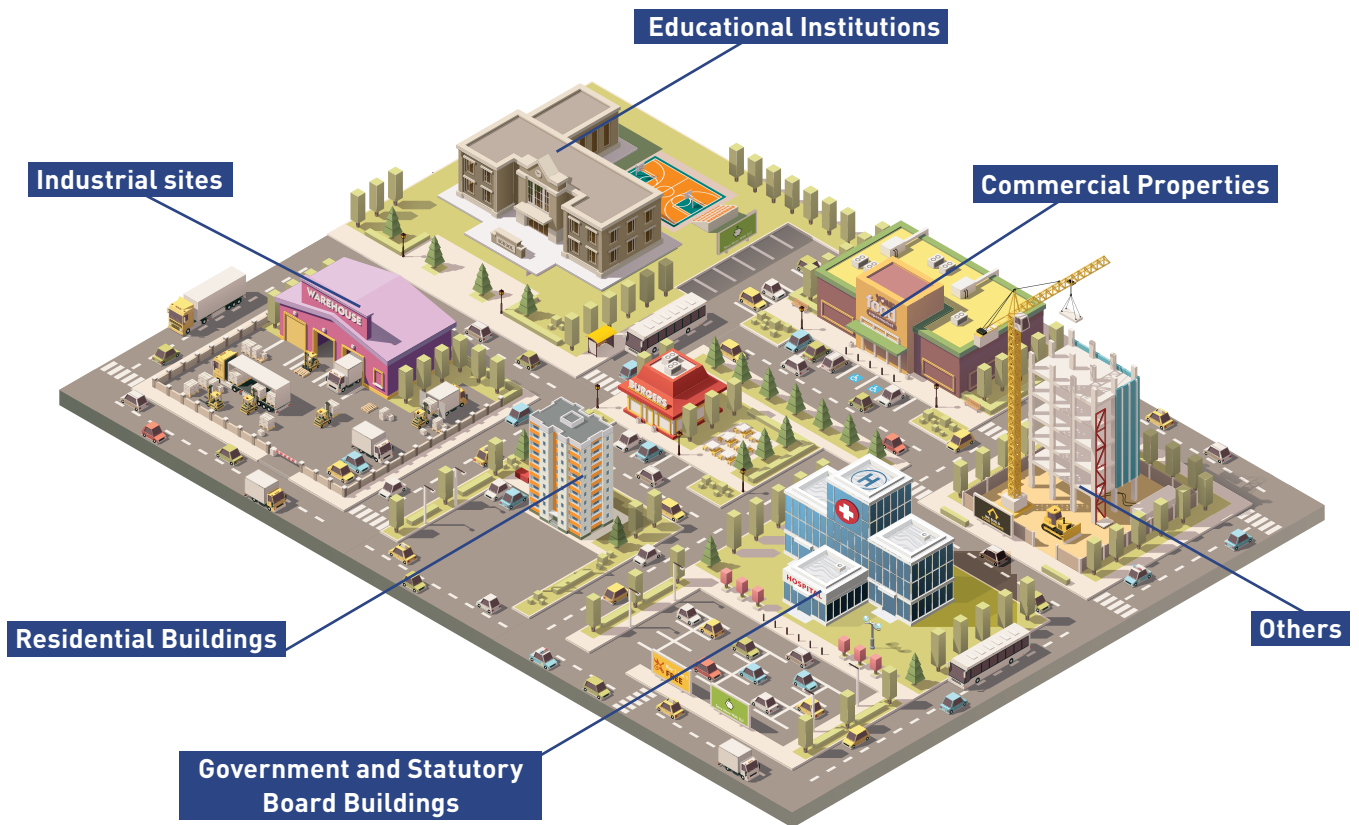
Educational Institutions

Industrial sites

Commercial Properties

Residential Buildings

Others

Government and Statutory
Board Buildings

Future Developments

The Security Industry Transformation Map (ITM) is a tripartite effort to develop a vibrant, technologically advanced and competitive security industry that delivers better security outcomes for Singapore and provides good jobs for Singaporeans.

To achieve this, four key strategies are put in place to enable security companies to move away from a headcount-based model, towards delivering integrated security solutions.

Technology and innovation:
Push for technology and innovation to transform operating models

Best sourcing:
Promote best practices in procurement of security services, with Government taking the lead

Regulations:
Align regulatory criteria with ITM objectives to raise standards

Skills:
Invest in skills to support career advancement

Future Developments

Major trends shaping the security industry:

EMERGING TRENDS	SKILLS IN DEMAND
Emerging technologies are changing the security landscape	- Security Surveillance Management - Robotics and Automation Application
Redesign job processes to meet greater security challenges and maximise productivity	- Contract Management - Innovation Management - Strategic Planning
The global threat of terrorism requires a comprehensive levelling up of security efforts	- Deterrence - Incident Response - Quality Assurance and Audit - Security Risk Analysis - Security Threat Research - Threat Observation

Desired Attributes
of Security Talent

The security industry attracts talent with the following attributes:

Analytical
Able to analyse things from all angles and provide suitable solutions to solve problems

Communicative
Able to communicate with stakeholders in a professional manner

Decisive
Takes appropriate action upon analysing the situation in challenging scenarios

Observant
Pays attention to details and has high awareness of surroundings

Resilience
Highly adaptive to changes

Cooperative
Able to work with stakeholders to achieve common goals

Take Your Career Further

A skilled and well-trained workforce is the necessary foundation for the security industry to deliver high quality services.

A wide range of initiatives, schemes and programmes is available for individuals and employers.

For Individuals

SkillsFuture Study Award
A monetary award of $5,000 for adults in their early and mid-career to develop and deepen skills in future growth clusters.

MySkillsFuture
MySkillsFuture is a one-stop online portal that enables Singaporeans to chart their own career and lifelong learning pathways, through access to industry information and tools to search for training programmes to broaden and deepen skills. It incorporates the national Jobs Bank, presenting an integrated platform for users to access resources related to job, education and skills training.

SkillsFuture Credit
Credit of $500 for all Singapore Citizens aged 25 and above to defray the cost for a wide range of skills-related courses to encourage skills development and lifelong learning.

SkillsFuture Earn and Learn Programme
A work-learn programme designed to give graduates from the ITE and polytechnics a headstart in careers related to their discipline of study. Suitable candidates will be matched with a job related to their field of study, and undergo structured on-the-job training and mentorship in participating companies. They can also gain industry experience and attain an industry-recognised certification concurrently.

SkillsFuture Fellowships
Monetary award of $10,000 to recognise Singapore Citizens with deep skills, who are champions to lifelong learning, and committed to contributing to the skills development of others.

SkillsFuture Mid-Career Enhanced Subsidy
Singaporeans aged 40 and above will receive higher subsidies of up to 90% of course fees for over 8,000 SSG-supported courses and at least 90% of programme cost for MOE-subsidised full-time and part-time courses.

Initiatives and Schemes by:

■ SkillsFuture Singapore   ■ Workforce Singapore

Take Your Career Further

Career Matching Services

Provide employers with suitable jobseekers for their hiring needs, as well as programmes and funding schemes to recruit, retrain and retain their employees.

Career Support Programme

Help Singapore Citizen Professionals, Managers, Executives and Technicians (PMETs), who are made redundant and/or unemployed, and are actively looking for jobs for six months or more, to take on new jobs paying $3,600 or more.

Jobs Bank

An online job matching portal to meet job search and recruitment needs of Singapore Citizens and Permanent Residents.

Professional Conversion Programme (PCP)

The PCP is a placement programme that assists PMETs in reskilling to switch careers, and take on new jobs that are in demand and in industries with good career prospects.

P-Max

A place-and-train programme that aims to place PMETs into small and medium enterprises (SMEs). Through P-Max, PMETs will be matched to suitable positions in SMEs, and they will also be able to acquire the skills to help them in an SME environment.

Work Trial

A structured on-the-job training programme where Singaporeans can enjoy a higher level of training allowance and retention incentive to encourage them to reskill, take on new jobs, and stay on the job.

Initiatives and Schemes by:

■ SkillsFuture Singapore   ■ Workforce Singapore

Take Your Career Further

For Employers

SkillsFuture Employer Awards
The SkillsFuture Employer Awards is a tripartite initiative that recognises employers who have made significant efforts in investing in their employees' skills development and are strong advocates for SkillsFuture and building a lifelong learning culture in their workplace.

P-Max
The place-and-train programme matches job-seeking professionals, managers, executives and technicians to suitable positions in SMEs and assists SMEs to better recruit, train manage and retain their newly hires.

Career Matching Services
Provide employers with suitable jobseekers for their hiring needs, as well as programmes and funding schemes to recruit, retrain and retain their employees.

Work Trial
Besides offering an additional avenue to hire locals, this programme allows employers to assess a jobseeker's fit via a cost-free short term work stint before they offer employment to suitable candidates upon completion of the programme.

Jobs Bank
A free service for all Singapore-registered companies, Singapore Citizens and Singapore Permanent Residents that facilitates online job matching between local job seekers and employers. Employers can post their job vacancies for free and reach out to an extensive number of registered job seekers.
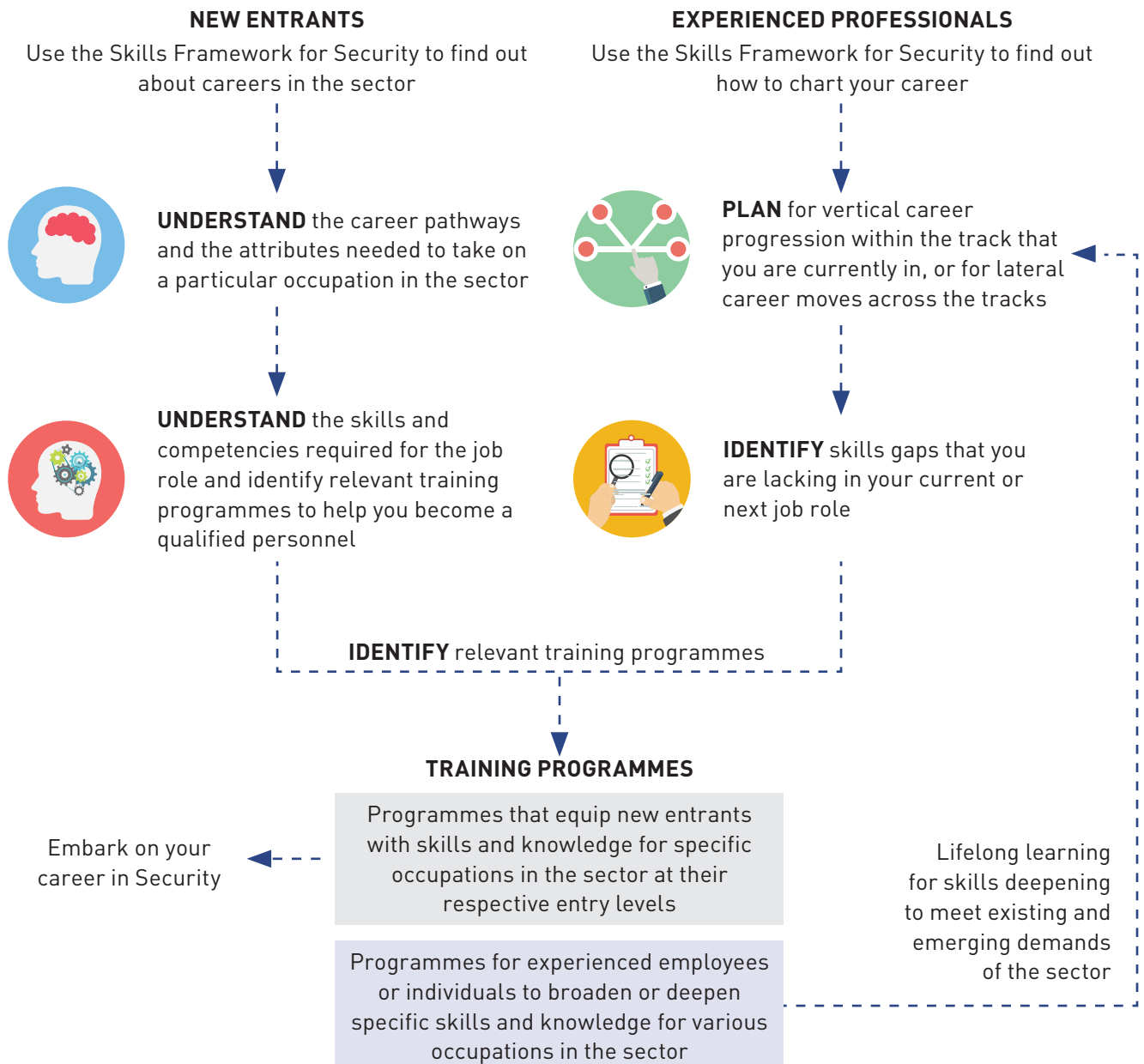
Initiatives and Schemes by:
■ SkillsFuture Singapore   ■ Workforce Singapore

For more information on the initiatives and schemes, please visit
skillsfuture.sg | wsg.gov.sg

Realise Your Potential –
Take the Next Step Forward

Now that you have some idea of what a career in the security industry can offer and the available government initiatives and schemes to support your career goals, you are ready to take the next step!

NEW ENTRANTS
Use the Skills Framework for Security to find out about careers in the sector

EXPERIENCED PROFESSIONALS
Use the Skills Framework for Security to find out how to chart your career

UNDERSTAND the career pathways and the attributes needed to take on a particular occupation in the sector

PLAN for vertical career progression within the track that you are currently in, or for lateral career moves across the tracks

UNDERSTAND the skills and competencies required for the job role and identify relevant training programmes to help you become a qualified personnel

IDENTIFY skills gaps that you are lacking in your current or next job role

IDENTIFY relevant training programmes

TRAINING PROGRAMMES

Embark on your career in Security

Programmes that equip new entrants with skills and knowledge for specific occupations in the sector at their respective entry levels

Lifelong learning for skills deepening to meet existing and emerging demands of the sector

Programmes for experienced employees or individuals to broaden or deepen specific skills and knowledge for various occupations in the sector

For a list of training programmes available for the security industry, please visit
skillsfuture.sg/skills-framework

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Private Security

Security Supervisor

Aminur Rashid Bin Jainulabdeen
Metropolis Security Systems

REACTING QUICKLY TO INCIDENTS

Aminur Rashid Bin Jainulabdeen joined the security industry at the age of 26 and has six years of experience. He believes that a key characteristic needed in the sector is responsiveness. As Security Supervisor in the Central Command Centre at Metropolis Security Systems, he is one of the first responders to any incidents. His day-to-day responsibility is monitoring operations in the control room and ensuring his Security Officers effectively handle situations and incidents when they arise.

An example he recalled was a harrowing case of a bus catching fire at one of his deployment sites. Rashid remained calm, as he gave out instructions and delegated tasks to his peers, while obtaining feedback from people on the ground. Eventually the fire was put out and the situation was under control. To him, this incident underscored the importance of remaining vigilant at all times and being responsive to every alert in the control room.

In such scenarios, he has to be decisive and adaptable. "I believe these characteristics are essential due to the job demands and the high pressure. We need to learn how to deal with different kinds of people when reacting to emergency cases or unforeseen circumstances," he explains.

Rashid's goal is to become an Operations Manager before he reaches 35 years old. When asked what skills can take him there, he says that it is about being adaptable and having good management skills.

He explains that this can be honed with a lot of on-the-ground experience. With his experience thus far, he believes he is on the right track to reach his goal. He also says that having the Skills Framework is helpful when it comes to looking at the skills and competencies required.

"The Skills Framework is a good guide for individuals seeking a career in the security industry as it states the criteria and courses one needs to be competent in his/her individual grade. It is also useful for management to see what courses and training are relevant in the sector," he concludes.

> "We need to learn how to deal with different kinds of people when reacting to emergency cases or unforeseen circumstances."

Security Officer

The Security Officer is responsible for protecting assigned premises, assets and personnel. He/She is expected to detect and deter potential threats. His duties include performing access control, conducting security screening, attending to enquiries from stakeholders, patrolling and guarding premises, as well as managing incidents and emergencies.

He may be required to work in rotating shifts and must be physically fit. He is expected to be vigilant, decisive, and possess effective communication skills. He has to be well-groomed and pleasant when interacting with stakeholders. He may be deployed to a variety of places, including industrial, residential and commercial areas, as well as educational institutions and government buildings.

	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS/ PERFORMANCE EXPECTATIONS	Provide concierge security services	• Attend to enquiries from visitors • Conduct general security screenings • Perform access control
	Detect security threats	• Conduct security patrols in premises • Guard premises
	Manage incidents	• Assist authorities in law enforcement • Provide quick response to incidents and emergencies

	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES (TOP 5)	
SKILLS & COMPETENCIES	Access Control Management	Level 2	Communication	Basic
	Alarm System Management	Level 2	Service Orientation	Basic
	Arrestation	Level 1	Teamwork	Basic
	Canine Handling	Level 1	Problem Solving	Basic
	Deterrence	Level 1	Digital Literacy	Basic
	Documentation	Level 1		
	Environment Observation	Level 1		
	Executive Protection	Level 1		
	First-aid	Level 1		
	Guard and Patrol	Level 1		
	Incident Response	Level 1		
	Information Collection	Level 1		
	Person Observation	Level 1		
	Robotics and Automation Application	Level 2		
	Security Escort	Level 1		
	Security Operation Compliance	Level 1		
	Security Screening Management	Level 1		
	Security Surveillance Management	Level 1		
	Self-defence	Level 1		
	Stakeholder Management	Level 2		

Senior Security Officer

The Senior Security Officer is responsible for protecting assigned premises, assets and personnel. He/She is expected to detect and deter potential threats. His duties include managing key press, regulating traffic, attending to enquiries from stakeholders, performing surveillance at the command centre, operating security systems, providing assistance to law enforcement and managing incidents and emergencies.

He may be required to work in rotating shifts and must be physically fit. He is expected to be vigilant, decisive, and possess effective communication skills. He upholds a professional image when interacting with various stakeholders. He may be deployed to a variety of places, including industrial areas, residential, commercial areas, as well as, educational institutions and government buildings.

CRITICAL WORK FUNCTIONS AND KEY TASKS/ PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Provide concierge security services	• Attend to enquiries from visitors • Manage key presses • Regulate traffic and crowds
	Detect security threats	• Operate security alarm systems • Perform security surveillance at command centres • Operate Closed-Circuit Television (CCTV) systems
	Manage incidents	• Assist authorities in law enforcement • Provide secondary support to incident and emergency responses

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES (TOP 5)	
	Access Control Management	Level 2	Communication	Basic
	Alarm System Management	Level 2	Teamwork	Intermediate
	Arrestation	Level 1	Service Orientation	Basic
	Crowd and Traffic Control Management	Level 1	Problem Solving	Basic
	Deterrence	Level 2	Digital Literacy	Basic
	Documentation	Level 1		
	Environment Observation	Level 2		
	Executive Protection	Level 1		
	First-aid	Level 1		
	Guard and Patrol	Level 1		
	Incident Response	Level 1		
	Information Collection	Level 2		
	Media Storage Record Maintenance	Level 2		
	Person Observation	Level 2		
	Robotics and Automation Application	Level 2		
	Security Escort	Level 1		
	Security Operation Compliance	Level 1		
	Security Risk Analysis	Level 3		
	Security Screening Management	Level 1		
	Security Surveillance Management	Level 2		
	Self-defence	Level 1		
	Stakeholder Management	Level 2		

Security Supervisor

The Security Supervisor assists the Senior Security Supervisor in leading the security team which protects assigned premises, assets and personnel. He/She is expected to handle medical incidents, compile incident reports, liaise with and provide relevant information requested by other departments. His duties include managing the security team, monitoring its performance and providing coaching and advice when necessary.

He is required to work in rotating shifts and be physically fit. He is expected to be vigilant, decisive, resilient, and possess effective communication skills. He upholds a professional image when interacting with various stakeholders. He may be deployed to a variety of places, including industrial, residential and commercial areas, as well as educational institutions and government buildings.

	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS/ PERFORMANCE EXPECTATIONS	Detect security threats	• Manage security personnel in security surveillance
	Manage security teams	• Coach security personnel
		• Conduct team briefings
		• Supervise security personnel
	Manage incidents	• Compile incident reports
		• Execute evacuation plans or exercises
		• Handle medical incidents
		• Provide relevant information that are required by other departments relating to case management

	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES (TOP 5)	
SKILLS & COMPETENCIES	Access Control Management	Level 3	Communication	Intermediate
	Alarm System Management	Level 3	Interpersonal Skills	Intermediate
	Capability Development	Level 3	Teamwork	Intermediate
	Confidentiality Management	Level 2	Problem Solving	Intermediate
	Crowd and Traffic Control Management	Level 2	Decision Making	Basic
	Documentation	Level 2		
	Environment Observation	Level 3		
	Executive Protection	Level 3		
	First-aid	Level 1		
	Guard and Patrol	Level 3		
	Incident Response	Level 2		
	Information Collection	Level 3		
	Manpower Planning	Level 3		
	Media Storage Record Maintenance	Level 3		
	Person Observation	Level 3		
	Robotics and Automation Application	Level 3		
	Security Operation Compliance	Level 3		
	Security Risk Analysis	Level 4		
	Security Screening Management	Level 3		
	Security Surveillance Management	Level 3		
	Stakeholder Management	Level 3		

Senior Security Supervisor

The Senior Security Supervisor leads his/her security team in providing protection to assigned premises, assets and personnel. He/She is expected to plan, deploy and conduct security operation audits, as well as assess security risks and their mitigation. His duties include conducting after action reviews, assessing performance of security personnel, coaching and developing training plans.

He may be required to work in rotating shifts and must be physically fit. He is expected to be vigilant, decisive, and possess effective leadership and communication skills. He upholds a professional image when interacting with stakeholders. He may be deployed to a variety of places, including industrial, residential and commercial areas, as well as educational institutions and government buildings.

CRITICAL WORK FUNCTIONS AND KEY TASKS/ PERFORMANCE EXPECTATIONS	**CRITICAL WORK FUNCTIONS**	**KEY TASKS**
	Detect security threats	• Lead security personnel in security surveillance
	Provide security audit services	• Conduct security operation audits
		• Plan security operation audits
	Manage security teams	• Assess the performance of security teams
		• Coach security personnel
		• Conduct after action reviews
		• Develop training plans for security personnel
	Manage risks	• Assess security risks
		• Mitigate security risks

SKILLS & COMPETENCIES	**TECHNICAL SKILLS & COMPETENCIES**		**GENERIC SKILLS & COMPETENCIES (TOP 5)**	
	Access Control Management	Level 3	Developing People	Intermediate
	Alarm System Management	Level 3	Communication	Advanced
	Capability Development	Level 4	Decision Making	Intermediate
	Confidentiality Management	Level 3	Leadership	Intermediate
	Conflict Resolution Management	Level 3	Problem Solving	Intermediate
	Contingency Management	Level 3		
	Documentation	Level 3		
	Executive Protection	Level 3		
	Guard and Patrol	Level 3		
	Incident Response	Level 3		
	Information Collection	Level 4		
	Manpower Planning	Level 4		
	Media Storage Record Maintenance	Level 4		
	Performance Management	Level 4		
	Robotics and Automation Application	Level 3		
	Security Event Management	Level 4		
	Security Operation Compliance	Level 3		
	Security Risk Analysis	Level 4		
	Security Screening Management	Level 3		
	Security Surveillance Management	Level 3		
	Stakeholder Management	Level 3		

Chief Security Officer

JOB ROLE DESCRIPTION

The Chief Security Officer leads and sets strategic directions for the security agency. He/She is expected to uphold the professionalism of security personnel, manage the resources required by the security agency, build security awareness and foster collaboration among stakeholders. His duties include overseeing response to incidents, designing contingency plans and developing security plans.

He is required to work in an office and perform site visits. He is a strategic and decisive leader who collaborates with various stakeholders to achieve a common goal. He is able to bring different stakeholders together and effectively engage and communicate with them to bring about positive changes to advance the interests and needs of the industry.

	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS/ PERFORMANCE EXPECTATIONS	Collaborate with security community	• Collaborate with security stakeholders • Lead security watch groups
	Detect security threats	• Develop security plans for national events
	Perform security analyses	• Conduct situational trend analyses • Conduct crime order threat analyses
	Manage security teams	• Conduct disciplinary inquiries • Lead agency • Manage manpower resources • Maintain professionalism of security personnel • Plan for manpower resources
	Manage incidents	• Conduct contingency planning • Oversee response to incidents and emergencies

	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES (TOP 5)	
SKILLS & COMPETENCIES	Access Control Management	Level 4	Leadership	Advanced
	Alarm System Management	Level 4	Decision Making	Advanced
	Capability Development	Level 5	Resource Management	Advanced
	Confidentiality Management	Level 4	Problem Solving	Advanced
	Conflict Resolution Management	Level 3	Developing People	Advanced
	Contingency Management	Level 4		
	Documentation	Level 4		
	Executive Protection	Level 4		
	Financial Management	Level 4		
	Guard and Patrol	Level 4		
	Incident Response	Level 4		
	Information Collection	Level 5		
	Innovation Management	Level 3		
	Manpower Planning	Level 5		
	Marketing Management	Level 5		
	Performance Management	Level 5		
	Robotics and Automation Application	Level 4		
	Security Event Management	Level 5		
	Security Operation Compliance	Level 4		
	Security Screening Management	Level 4		
	Security Surveillance Management	Level 4		
	Security Threat Research	Level 4		
	Stakeholder Management	Level 3		
	Strategic Planning	Level 5		

Notes

Security Consultancy

Vice President

Jasbir Singh
Certis CISCO Security Consulting

NO PLACE FOR COMPLACENCY

Over the past two decades, Jasbir Singh has worked with owners of public and private critical infrastructure, Home Team security experts and international consultants to prepare security plans.

For large scale developments, his team prepares security masterplans that detail the strategic roadmap for identification of critical assets, threats, vulnerabilities and formulates an overall risk management strategy. They then develop site-specific security plans. They also carry out security audits for existing developments to help clients assess their vulnerabilities so that they can make informed decisions on risk management.

Jasbir says that a key requirement is to convince infrastructure owners that threats are real and security is an investment that will serve them well. However, he says some people are complacent as they believe that the threats will not occur or that the security responsibility lies with the Government. He says that recent incidents in Europe, the United Kingdom, and the region show that terror attacks could sometimes happen at any place without warning. Hence everyone has a responsibility in ensuring the security of not only their homes, but also their workplace.

His advice to new entrants is to keep abreast with the latest developments as the threat we face from terrorism is significant. "The Skills Framework details the skills and competencies required to effectively perform different roles in managing the terrorism threat. This will enable both employees and employers to have a clear understanding of each other's expectations," he says.

According to Jasbir, security is both a science and an art. "It requires a sound understanding of risk management strategies and human dynamics as the motivations of subversive elements are based on socio-psychological factors over which we have little control. In addition, the tactics subversive elements may choose to adopt are limited only by the ingenuity of the human mind," he explains.

This is why the security profession is interesting, challenging and rewarding. "By developing robust and comprehensive security plans, and taking pride in your work, you will feel enriched and satisfied," he says.

> "By developing robust and comprehensive security plans, and taking pride in your work, you will feel enriched and satisfied."

Security Consultant

JOB ROLE DESCRIPTION

The Security Consultant conducts security audits and risk assessments. He/She recommends security measures and develops security protection plans for various types of facilities. He may be required to conduct presentations to clients and other relevant parties.

He is required to work in an office environment and perform site visits when necessary. He is expected to communicate with relevant stakeholders and clients as part of his role in performing the respective duties. This requires him to be analytical, responsive, decisive and cooperative.

	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS/ PERFORMANCE EXPECTATIONS	Manage tender processes	• Undertake needs analyses • Conduct initial physical security surveys • Prepare tender documents
	Develop security plans	• Design and evaluate security measures • Recommend enhancements to security measures • Integrate technology, processes and manpower deployments • Plan for contingencies
	Implement security plans	• Conduct security plan briefings to stakeholders • Coordinate with vendors on set-up of security equipment • Integrate security measures • Conduct security trainings
	Manage security plan effectiveness	• Conduct security audits • Refine security measures based on audit findings • Submit security audit reports

	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES (TOP 5)	
SKILLS & COMPETENCIES	Conflict Resolution Management	Level 4	Communication	Advanced
	Contract Management	Level 3	Decision Making	Intermediate
	Documentation	Level 3	Interpersonal Skills	Advanced
	Financial Management	Level 3	Problem Solving	Intermediate
	Innovation Management	Level 4	Digital Literacy	Intermediate
	Marketing Management	Level 4		
	Quality Assurance and Audit	Level 4		
	Robotics and Automation Application	Level 4		
	Security Risk Analysis	Level 5		
	Security Threat Research	Level 5		
	Stakeholder Management	Level 4		

Principal Security Consultant

JOB ROLE DESCRIPTION

The Principal Security Consultant leads a team to bid for consultancy projects to provide security audits and risk assessments and recommend security measures. He is required to manage the deployment of security consultants to develop security protection plans for various types of facilities.

He is required to work in an office environment and perform site visits when necessary. He is expected to communicate with relevant stakeholders and clients. This requires him to be analytical, responsive, decisive and cooperative.

	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS/ PERFORMANCE EXPECTATIONS	Manage tender processes	• Oversee physical security surveys • Review security survey results • Evaluate tender documents
	Develop security plans	• Review security measures • Ensure the feasibility of technology, processes and manpower deployment integration • Evaluate contingency plans • Approve security plans
	Implement security plans	• Supervise the conducting of security plan briefings to stakeholders • Oversee integration of security measures • Conduct security trainings
	Manage security plan effectiveness	• Supervise security audits • Evaluate revised security measures based on audit findings • Provide improvements on security measures • Approve security audit reports
	Manage security consultants	• Manage the planning of deployment of manpower and work schedules • Manage capability development of staff • Facilitate effective work teams

	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES (TOP 5)	
SKILLS & COMPETENCIES	Conflict Resolution Management	Level 5	Problem Solving	Advanced
	Contract Management	Level 4	Leadership	Advanced
	Documentation	Level 4	Communication	Advanced
	Financial Management	Level 4	Decision Making	Advanced
	Innovation Management	Level 5	Transdisciplinary Thinking	Advanced
	Marketing Management	Level 5		
	Performance Management	Level 5		
	Quality Assurance and Audit	Level 5		
	Robotics and Automation Application	Level 5		
	Security Risk Analysis	Level 5		
	Security Threat Research	Level 6		
	Stakeholder Management	Level 5		
	Strategic Planning	Level 6		

Auxiliary Police

Staff Sergeant

Rossli Bin Abdul Rahim
SATS Security Services Pte Ltd

ADVOCATE FOR LIFELONG LEARNING

Rossli Bin Abdul Rahim has been in the security sector since 1990. Armed with a GCE O-Level certificate, he joined the security sector because he wanted to interact with people and help them.

Rossli is currently a Staff Sergeant and SATS Police Trainer with SATS Security Services Pte Ltd (SSS). He conducts training on security and emergency preparedness in the aviation sector.

"You need to be outstanding and go beyond the call of duty. Make sure there are no complaints and ensure customers' satisfaction," he says. He recalls an incident where he helped a pregnant lady who was bleeding while in transit. For his professionalism and friendliness, he was awarded the Singapore Changi Airport "Mr Personality Award".

However, his duty does not stop when he leaves work for the day. For close to three decades, he has made it a personal mission to make his community a safer place to live in. He believes information is power and will educate his neighbours and friends about threats such as scams or terrorism. A firm believer in constantly improving himself, he took up a Diploma in Police and Security Studies when he was still in Operations. His journey has come full circle as he is now a part-time lecturer with Temasek Polytechnic.

At 50, he says that his learning journey is still continuing. He intends to pursue a degree in psychology at the Singapore Management University. When asked to offer advice to those who are thinking of joining the sector or making a career switch, Rossli says, "There is no age limit to what you can achieve. Sign up for courses and update your skills. If you don't do it now, when will you do it?"

He mentioned the Skills Framework for Security could help people from the ground operations, to the management in deciding on training courses to attend. His thoughts are reflective of the employee development philosophy of his employer, SATS, which values employees as vital assets and provides support in their strive to develop new skills for career development. The training and developmental framework SATS uses closely models the Skills Framework for Security. For example, he highlighted how emerging skills such as 'Robotics and Automation Application' and 'Threat Observation' are growing assets to the Security sector. "Technology such as Virtual Reality will also help in training. We must learn to adapt and find new ways of keeping Singapore safe," he says.

> "You need to be outstanding and go beyond the call of duty. Make sure there are no complaints and ensure customers' satisfaction."

Auxiliary Police Officer

JOB ROLE DESCRIPTION

The Auxiliary Police Officer is responsible for protecting assigned premises, assets and personnel. He/She is expected to maintain law and order, and safeguard premises from potential security threats. His duties include performing access control, security screening, regulating traffic duties, patrolling and guarding services, as well as managing incidents and emergencies. He may be armed during operations.

He may be required to work in rotating shifts and must be physically fit. He is expected to be vigilant, decisive, and possess effective communication skills. He has to be well-groomed and pleasant when interacting with stakeholders. He may be deployed to a variety of places including banks, event venues, immigration checkpoints, and sensitive installations.

	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS/ PERFORMANCE EXPECTATIONS	Provide concierge security services	• Perform armed access control • Conduct armed security screenings • Attend to security enquiries in premises • Perform crowd control and traffic management duties
	Detect security threats	• Perform armed security surveillance at command centres • Conduct armed security patrols in premises • Provide armed guarding and escorting services
	Manage incidents	• Perform law enforcement duties • Compile incident reports • Provide quick response to incidents and emergencies

	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES (TOP 5)	
SKILLS & COMPETENCIES	Access Control Management	Level 2	Teamwork	Intermediate
	Alarm System Management	Level 2	Communication	Basic
	Arrestation	Level 2	Service Orientation	Basic
	Canine Handling	Level 1	Problem Solving	Intermediate
	Crowd and Traffic Control Management	Level 1	Interpersonal Skills	Basic
	Deterrence	Level 3		
	Documentation	Level 3		
	Environment Observation	Level 3		
	Executive Protection	Level 2		
	Firearm Handling	Level 1		
	First-aid	Level 1		
	Guard and Patrol	Level 2		
	Incident Response	Level 2		
	Information Collection	Level 3		
	Person Observation	Level 3		
	Robotics and Automation Application	Level 2		
	Security Escort	Level 2		
	Security Operation Compliance	Level 2		
	Security Screening Management	Level 2		
	Security Surveillance Management	Level 2		
	Self-defence	Level 2		

Auxiliary Police Officer Supervisor/Team Leader

JOB ROLE DESCRIPTION

The Auxiliary Police Officer Supervisor/Team Leader leads security teams to protect assigned premises, assets and personnel. He/She is expected to conduct team briefings prior to operations, make critical decisions during operations, and conduct after action reviews. His duties include supervising security teams, monitoring their performance and provide coaching and advice. He may also be required to cover the duties of Auxiliary Police Officers.

He may be required to work in rotating shifts and be physically fit. He is expected to be vigilant, decisive, and possess effective communication skills. He needs to be well-groomed, pleasant and cooperative when interacting with stakeholders and may be deployed to a variety of places, including banks, event venues, immigration checkpoints, and sensitive installations.

	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS/ PERFORMANCE EXPECTATIONS	Manage security teams	• Supervise security personnel • Coach security personnel • Conduct team briefings • Assess performance of security teams • Conduct After Action Reviews
	Manage incidents	• Execute evacuation plans or exercises • Make critical decisions for operational matters

	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES (TOP 5)	
	Access Control Management	Level 3	Communication	Intermediate
	Alarm System Management	Level 3	Teamwork	Advanced
	Arrestation	Level 2	Interpersonal Skills	Intermediate
	Capability Development	Level 4	Service Orientation	Intermediate
	Confidentiality Management	Level 3	Problem Solving	Advanced
	Conflict Resolution Management	Level 3		
	Crowd and Traffic Control Management	Level 2		
	Documentation	Level 4		
	Environment Observation	Level 4		
SKILLS & COMPETENCIES	Executive Protection	Level 3		
	Guard and Patrol	Level 3		
	Incident Response	Level 3		
	Information Collection	Level 4		
	Innovation Management	Level 3		
	Manpower Planning	Level 4		
	Performance Management	Level 4		
	Person Observation	Level 3		
	Robotics and Automation Application	Level 3		
	Security Escort	Level 3		
	Security Event Management	Level 4		
	Security Operation Compliance	Level 3		
	Security Risk Analysis	Level 3		
	Security Screening Management	Level 3		
	Security Surveillance Management	Level 3		
	Self-defence	Level 2		

Officer Commanding/Operations Manager

JOB ROLE DESCRIPTION

The Officer Commanding/Operations Manager leads a department or unit of Auxiliary Police Officers. He/She is expected to manage manpower resources, and maintain the professionalism and discipline of his department or unit. His duties include assessing or mitigating security risks, preparing operation orders, and overseeing responses to incidents and emergencies.

He is required to work in an office, perform site visits and be physically fit. He is a strategic leader who collaborates with various stakeholders to achieve a common goal. He is able to bring different stakeholders together and effectively engage and communicate with them to bring about positive changes to advance the interests and needs of the industry.

	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS/ PERFORMANCE EXPECTATIONS	Manage risks	• Assess security risks
		• Mitigate security risks
	Manage security teams	• Prepare operation orders
		• Maintain professionalism of security personnel
		• Manage manpower resources
		• Conduct disciplinary inquiries
	Manage incidents	• Oversee responses to incidents and emergencies

	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES (TOP 5)	
SKILLS & COMPETENCIES	Access Control Management	Level 4	Leadership	Advanced
	Alarm System Management	Level 4	Developing People	Advanced
	Capability Development	Level 6	Decision Making	Advanced
	Confidentiality Management	Level 4	Resource Management	Advanced
	Conflict Resolution Management	Level 4	Communication	Advanced
	Contingency Management	Level 4		
	Documentation	Level 4		
	Executive Protection	Level 4		
	Guard and Patrol	Level 4		
	Incident Response	Level 4		
	Information Collection	Level 5		
	Innovation Management	Level 4		
	Manpower Planning	Level 5		
	Performance Management	Level 5		
	Robotics and Automation Application	Level 4		
	Security Event Management	Level 5		
	Security Operation Compliance	Level 4		
	Security Risk Analysis	Level 4		
	Security Screening Management	Level 4		
	Security Threat Research	Level 4		
	Security Surveillance Management	Level 4		
	Stakeholder Management	Level 4		

Commanding Officer

The Commanding Officer leads a division of Auxiliary Police Officers. He/She is expected to manage targets and manpower resources at the organisational level. His duties include overseeing responses to incidents and emergencies, conducting contingency planning, and developing security plans for large scale events.

He is required to work in an office, perform site visits and be physically fit. He is a strategic leader who collaborates with various stakeholders achieve a common goal. He is required to be analytical and decisive.

CRITICAL WORK FUNCTIONS AND KEY TASKS/ PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage security teams	• Lead agencies • Plan for manpower resources • Manage organisational targets
	Manage incidents	• Oversee responses to incidents and emergencies • Conduct contingency planning
	Provide reconnaissance services	• Develop security plans for large scale events

SKILLS & COMPETENCIES	TECHNICAL SKILLS & COMPETENCIES		GENERIC SKILLS & COMPETENCIES (TOP 5)	
	Access Control Management	Level 4	Leadership	Advanced
	Alarm System Management	Level 4	Developing People	Advanced
	Conflict Resolution Management	Level 5	Decision Making	Advanced
	Contingency Management	Level 4	Problem Solving	Advanced
	Documentation	Level 4	Resource Management	Advanced
	Information Collection	Level 5		
	Innovation Management	Level 5		
	Manpower Planning	Level 5		
	Robotics and Automation Application	Level 4		
	Security Threat Research	Level 5		
	Security Event Management	Level 6		
	Security Risk Analysis	Level 4		
	Security Threat Research	Level 5		
	Stakeholder Management	Level 5		

Acting Police Inspector

Toh Siew Cheng
Certis CISCO Auxiliary Police Force

HOLDING HER OWN IN A TOUGH ENVIRONMENT

Toh Siew Cheng worked her way up the ranks during her 22 years in the security industry. She joined Certis CISCO Auxiliary Police Force as a Police Constable, and steadily climbed the ladder to her current role as an Acting Police Inspector deployed to the Public Utilities Board (PUB) Sector. She oversees the entire PUB security operations, and manages both client and Auxiliary Police Officers under her charge.

Her main responsibilities include ensuring security operations run smoothly with no lapses and complaints, while providing quality service at the same time. Having over 200 officers in total under her care, she leads them with utmost determination. Being in a male-dominated environment, Siew Cheng says that staying positive and having a strong passion for the job are key attributes when stepping up to challenges.

"I enjoy the challenge, that's when I can learn best. My advice to others is to be positive and have strong determination. Take pride in whatever you do. Self-motivation is also important," she says. This is especially so in an industry where incidents can happen unexpectedly occurring at any time or place. She recalls the times when she had to respond to calls at odd hours.

These challenges allowed her to rise up to the occasion as a leader. "Everybody is unique. People management requires a leader to manage moods and expectations. You have to correct mistakes, but at the same time motivate your people so that they constantly improve themselves," she explains.

Siew Cheng believes in leading by example. In the future, she hopes to be a mentor to fellow peers. An avenue to do so is at Certis Group's own Certis CISCO Academy, a comprehensive training centre. To do so, she will need to be equipped with the relevant skills and she is happy that the Skills Framework for Security has outlined 'Capability Development' as an emerging skill.

"The security industry has become more professional over the years and demands more from individuals who wish to join. For our own career development, we must continue to upgrade and update our knowledge. Continuous learning is a must. The Skills Framework for Security will provide a good reference for individuals who are keen to seek a career in security," she concludes.

> "The security industry has become more professional over the years and demands more from individuals who wish to join. We must continue to upgrade and update our knowledge."

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title		Proficiency Levels					
			1	2	3	4	5	6
Business Management	Contract Management	Manage contract creation, evaluation, negotiation, and tendering to fulfil contractual requirements for the bidding organisation			●	●		
	Innovation Management	Respond to external or internal opportunities and apply creativity to introduce new ideas, processes or technology			●	●	●	
	Financial Management	Manage organisation's short and long-term financial needs			●	●		
	Marketing Management	Manage organisation's marketing plans				●	●	
	Stakeholder Management	Monitor and maintain constructive relationships with stakeholders by influencing their expectations appropriately to help a business move toward its stated goals		●	●	●	●	
	Strategy Planning	Develop organisational strategic plans and provide directions to the organisation					●	●
Incident Management	Deterrent	Perform actions to deter undesired outcomes	●	●	●			
	First-Aid	Provide first- aid support and determine the situation for escalation	●					
	Incident Response	Establish procedures to manage and analyse incidents	●	●	●	●		
Information Management	Confidentiality Management	Develop a set of rules to control access to information			●	●	●	
	Documentation	Write clear, concise and readable reports supported by facts and evidence	●	●	●	●		
	Information Collection	Gather and measure data on topics targeted to answer relevant questions	●	●	●	●	●	
	Media Storage Record Maintenance	Record essential information identified to meet governance principles		●	●	●		
Observation	Environment Observation	Measure situations by discerning the environment	●	●	●	●		
	Person Observation	Measure behaviour by discerning a person's actions	●	●	●			
People Development	Capability Development	Provide personnel with support for professional development				●	●	●
	Conflict Resolution Management	Manage conflicts and disagreements efficiently to reach compromise and agreements			●	●	●	
	Performance Management	Manage the performance of personnel to achieve organisation's performance targets				●	●	

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title		Proficiency Levels					
			1	2	3	4	5	6
Security Operation	Arrestation	Apply appropriate apprehension techniques on suspects during the committing of unlawful acts	●	●				
	Canine Handling	Deploy dogs for security patrols	●					
	Contingency Management	Manage resources to handle uncertain and emergency situations			●	●		
	Crowd and Traffic Control Management	Manage crowd and traffic flow	●	●				
	Executive Protection	Provide protection services to moderate risk security environment	●	●	●	●		
	Firearm Handling	Handle firearms in accordance to standard operating procedures	●					
	Guard and Patrol	Perform guard and patrol duties to ensure the security of guarded facilities and eliminate prevailing security threats	●	●	●	●		
	Manpower Planning	Manage human resources to meet organisation's goals and objectives			●	●	●	
	Security Escort	Perform security and cargo escorts from collection points to designated places safely	●	●	●			
	Security Event Management	Plan and coordinate security operations of specific events				●	●	●
	Security Operation Compliance	Manage operations that comply with the relevant legal requirements in the security industry	●	●	●	●		
	Security Screening Management	Conduct security screening activities to ensure the security of guarded facilities and mitigate prevailing security threats	●	●	●	●		
	Self-defence	Apply appropriate physical intervention tactics and techniques during hostile situations	●	●				
Security Risk Management	Quality Assurance and Audit	Methodological approaches to carry out security audits				●	●	
	Security Risk Analysis	Methodological approaches to identify and solve security-related problems			●	●	●	
	Security Threat Research	Establish procedures for gathering, analysing and interpreting information about security threats and present findings to relevant stakeholders				●	●	●
Security Technology Management	Access Control Management	Manage access points of entry for different levels of authorised entries		●	●	●		
	Alarm System Management	Detect alarm activations and respond appropriately		●	●	●		
	Robotics and Automation Application	Apply and integrate evaluated technologies into organisational operations or processes to achieve desired outcomes and reduce reliance on manual tasks		●	●	●	●	
	Security Surveillance Management	Obtain and record surveillance information accurately using appropriate surveillance equipment in accordance with relevant legal and organisational requirements	●	●	●	●		

Overview of Technical Skills and Competencies

General Description for Technical Skills and Competencies (TSCs)

Level	Responsibility (Degree of supervision and accountability)	Autonomy (Degree of decision-making)	Complexity (Degree of difficulty of situations and tasks)	Knowledge and Abilities (Required to support work as described under Responsibility, Autonomy and Complexity)
6	Accountable for significant area of work, strategy or overall direction	Empower to chart direction and practices within and outside of work (including professional field/ community), to achieve/ exceed work results	Complex	• Synthesise knowledge issues in a field of work and the interface between different fields, and create new forms of knowledge • Employ advanced skills, to solve critical problems and formulate new structures, and/or to redefine existing knowledge or professional practice • Demonstrate exemplary ability to innovate, and formulate ideas and structures
5	Accountable for achieving assigned objectives, decisions made by self and others	Provide leadership to achieve desired work results; Manage resources, set milestones and drive work	Complex	• Evaluate factual and advanced conceptual knowledge within a field of work, involving critical understanding of theories and principles • Select and apply an advanced range of cognitive and technical skills, demonstrating mastery and innovation, to devise solutions to solve complex and unpredictable problems in a specialised field of work • Manage and drive complex work activities
4	Work under broad direction Hold accountability for performances of self and others	Exercise judgement; adapt and influence to achieve work performance	Less routine	• Evaluate and develop factual and conceptual knowledge within a field of work • Select and apply a range of cognitive and technical skills to solve non-routine/ abstract problems • Manage work activities which may be unpredictable • Facilitate the implementation of innovation
3	Work under broad direction May hold some accountability for performance of others, in addition to self	Use discretion in identifying and responding to issues, work with others and contribute to work performance	Less routine	• Apply relevant procedural and conceptual knowledge and skills to perform differentiated work activities and manage changes • Able to collaborate with others to identify value-adding opportunities
2	Work with some supervision Accountable for a broader set of tasks assigned	Use limited discretion in resolving issues or enquiries. Work without frequently looking to other for guidance	Routine	• Understand and apply factual and procedural knowledge in a field of work • Apply basic cognitive and technical skills to carry out defined tasks and to solve routine problems using simple procedures and tools • Present ideas and improve work
1	Work under direct supervision assigned Accountable for tasks	Minimal discretion required. Expected to seek guidance	Routine	• Recall factual and procedural knowledge • Apply basic skills to carry out defined tasks • Identify opportunities for minor adjustments to work tasks

Overview of Generic Skills and Competencies

Generic Skills and Competencies (GSCs)

GSC	GSC Description	Proficiency Levels		
		Basic	**Intermediate**	**Advanced**
Communication	Convey and exchange thoughts, ideas and information effectively through various mediums and approaches.	Communicate information with others to respond to general inquiries and to obtain specific information.	Articulate and discuss ideas and persuade others to achieve common outcomes.	Negotiate with others to address issues and achieve mutual consensus.
Computational Thinking	Develop and use computational models, tools and techniques to interpret and understand data, solve problems and guide decision-making.	Use computational models, tools and techniques to identify patterns in a problem and develop a solution.	Modify existing computational models, tools and techniques to develop different solutions.	Develop and create computational models, tools and techniques to implement new solutions and apply to other problems.
Creative Thinking	Adopt a fresh perspective to combine ideas or information in new ways and make connections between seemingly unrelated fields to create new ideas and applications.	Connect ideas or information from related fields or applications to address an immediate issue.	Connect or combine ideas or information from unrelated fields or applications to generate multiple ideas to bring about a specific outcome.	Create original applications or ideas to reveal new possibilities and reshape goals through high level of innovativeness.
Decision Making	Choose a course of action from various alternatives using a reasoned process to achieve intended goals.	Make decisions of simple or routine nature to achieve intended goals using given information and guidelines.	Make decisions in a complex setting to achieve intended goals using a structured process and multiple sources of available information.	Make decisions in a volatile and ambiguous setting using a structured process and limited sources of available information to achieve intended goals.
Developing People	Help others to learn and develop their capabilities to enhance their performance and achieve personal or professional goals.	Use demonstration and explanation to teach a familiar task to inexperienced co-workers.	Provide coaching to others to develop their skills and knowledge on their jobs to enhance performance.	Provide mentorship to help others in their professional and personal development to improve performance and further their careers.
Digital Literacy	Use ICT tools, equipment and software to create, evaluate and share information digitally with others.	Perform basic functions using software programmes pertaining to computer operating systems and file management, and search online information.	Use available software features to create and edit documents, customise templates and reports and evaluate online information.	Use available software features to enhance documents, analyse and manipulate data, and use ICT to organise, share and communicate information clearly and coherently.
Global Mindset	Awareness of diversity across global cultures and markets. Seek opportunities to adopt successful practices and ideas.	Demonstrate understanding of global challenges and opportunities and how to transfer best practices across cultures. Respect cultural differences and needs of a diverse workforce.	Develop global networks and manage virtual relationships while balancing both local and global perspectives. Adopt a local and global perspective when making decisions.	Build the organisation's capabilities to compete in a global environment. Manage tension between corporate requirements, global and cultural differences.

Overview of Generic Skills and Competencies

Generic Skills and Competencies (GSCs)

GSC	GSC Description	Proficiency Levels		
		Basic	Intermediate	Advanced
Interpersonal Skills	Manage relationships efficiently and communicate with others effectively to achieve mutual consensus and outcomes.	Recognise own internal feelings and emotional states to manage interpersonal relationships in social situations.	Detect and decipher emotions of others to manage interpersonal relationships in social situations.	Influence, guide and handle others' emotions to build instrumental relationships and manage conflicts and disagreements.
Leadership	Lead others to achieve objectives in the most effective way. Provide an inclusive workplace that cultivates workplace relationships and teamwork, and foster the development of others.	Demonstrate professionalism to set a good example at peer level. Support others through own initiative and enthuse others through own positive and energetic approach.	Lead by example at team level. Encourage and guide others to adopt a point of view, make changes or take action. Provide a team environment that facilitates relationships building, teamwork and the development of others.	Lead by example at organisational level. Inspire, motivate and guide others to adopt a point of view, make changes or take action. Cultivate an open, cooperative and collaborative learning culture for the organisation.
Lifelong Learning	Seek out opportunities to enhance one's knowledge and skills. Access and acquire new knowledge and skills actively for continual learning.	Organise and manage own learning by setting learning targets. Identify learning approaches to achieve work or career goals.	Engage in collaborative learning by discussing one's learning with others and soliciting feedback to continually improve oneself.	Conduct self-reflective practices to review one's learning to facilitate continual growth in one's career or profession.
Managing Diversity	Work well with people from different ethnic, social, cultural and educational backgrounds and understand the concerns and interests of diverse work groups.	Demonstrate sensitivity to the cultural characteristics, values, beliefs, and behaviors of another ethnic or cultural group.	Build relationships with different ethnic or cultural groups by engaging in cross-cultural cooperative projects.	Manage conflicts arising from different ethnic or cultural groups and work effectively in cross-cultural settings.
Problem Solving	Generate feasible and efficient solutions to solve problems and capitalise on new opportunities.	Identify easily perceivable problems and follow given guidelines and procedures to solve the problems.	Identify less perceivable problems and use problem solving tools and techniques to solve the problems.	Anticipate potential problems beyond the current scope and apply higher order problem solving tools and techniques to turn problems into opportunities.
Resource Management	Efficient and effective deployment and allocation of resources when and where they are needed. Include planning, allocating and scheduling of resources to tasks, which typically include manpower, machines, money and materials.	Use resources to ensure optimum and efficient use of resources.	Deepen insights into the planning, allocation and deployment of resources to anticipate needs. Plan the allocation and deployment of resources efficiently and effectively.	Establish strategies for the allocation and deployment of resources efficiently and effectively.

Overview of Generic Skills and Competencies

Generic Skills and Competencies (GSCs)

GSC	GSC Description	Proficiency Levels		
		Basic	**Intermediate**	**Advanced**
Sense Making	Organise and analyse data and information accurately to identify relationships and detect patterns and trends to gain insights for decision-making.	Identify relationships and linkages within different components of data.	Interpret data to uncover patterns and trends between various sources of data.	Analyse data relationships, patterns and trends to gain important insights and make informed decisions.
Service Orientation	Commit to exceeding both internal and external customers' needs. Proactively identify customer needs and sustain a culture of service excellence within the organisation.	Exceed customer needs and expectations and handle service challenges with a positive mindset. Demonstrate an understanding of the organisation's service vision, mission and values.	Anticipate customer needs and expectations and elicit feedback from customers to improve service. Build relationships with customers to create and sustain customer loyalty.	Model, lead, train and motivate staff with a focus on sustaining a culture that encourages commitment to service excellence and high performance.
Teamwork	Work collaboratively and effectively with others to contribute to group efforts to achieve identified objectives.	Contribute to a positive and cooperative working environment by fulfilling own responsibilities and providing support to co-workers to achieve team goals.	Facilitate work team activities, provide assistance and support needed by team members and promote ownership and commitment among team members to work goals to improve team performance.	Establish teams, design and assess tasks to continually improve team effectiveness and cultivate a sense of organisational ownership and a cooperative working environment.
Transdisciplinary Thinking	Understanding of concepts across multiple disciplines, with the capacity to synthesise the knowledge and insights to guide decisions and foster cooperation.	Research and adapt concepts from outside one's field of expertise to supplement one's core knowledge and proficiency.	Co-relate material from diverse knowledge bases to guide decisions and policy making. Participate in reflective and trans-disciplinary communities within and outside the organisation.	Synthesise knowledge and insights across disciplinary boundaries to aid strategic decisions and foster cooperation within and outside of the organisation.
Virtual Collaboration	Use online collaborative communication tools to work as teams to accomplish tasks or projects.	Participate and contribute in a virtual team. Set up appropriate online collaborative tools and supporting equipment.	Use interactive collaborative tools to foster cohesion and commitment among virtual team members to achieve goals. Keep up-to-date with innovative online collaborative tools and applications to enhance one's proficiency in engaging in virtual collaboration.	Leverage on diverse team talent, latest online collaborative technologies and virtual platforms to produce collaborative behaviour and achieve technological savviness in virtual collaboration.

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We would like to thank the following organisations for their support and contributions in the development and validation of the Skills Framework for Security:

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Certis CISCO Security Pte Ltd

Concorde Security Pte Ltd

Dragnet Smartech Security Pte Ltd

Federal Protection & Investigation

Force-One Security Pte Ltd

Grand Mercure Singapore Roxy

Installations Auxiliary Police Force

IGC Security Services Pte Ltd

KH Security Agency Pte Ltd

Metropolis Security Systems Pte. Ltd

Oneberry Technologies Pte Ltd

Premier Security Co-operative Ltd

Reachfield Security & Safety Management Pte Ltd

Security Association Singapore

SATS Security Services Pte Ltd

Secura Group Ltd

SecuriState Pte Ltd

Security Industry Institute

Soverus Pte. Ltd

Spear Security Force Pte Ltd

Standard Security Investigation Services

Singapore Technologies Electronics Training and Simulation Systems) Pte Ltd

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Triple "S" Protection Pte Ltd

Union of Security Employees

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• Organisations that provided the necessary information and assisted in the validation

• Individuals who have agreed to share their personal career stories

• The Union for their views and support on behalf of their members

• The Industry Associations and Professional Bodies for sharing their business and members' perspectives

• Various Government and Government-Linked Agencies for their assistance

• Education and Training Providers for inputs on skills and competencies development

Wage Information

Job Role	Indicative Monthly Salary Range	
	25th Percentile ($)	75th Percentile ($)
Security Officer	1,800	3,100
Senior Security Officer	2,000	3,400
Security Supervisor	2,200	3,800
Senior Security Supervisor	2,300	3,600
Chief Security Officer	2,900	5,000
Security Consultant	5,200	9,700
Principal Security Consultant	8,800	16,000
Auxiliary Police Officer	2,200	3,200
Auxiliary Police Officer Supervisor/Team Leader	3,000	4,500
Officer Commanding/Operations Manager	3,800	5,300
Commanding Officer	4,600	6,400

Source: Wage ranges derived from data collected through the Security Agencies Grading Exercise as well as industry consultations.
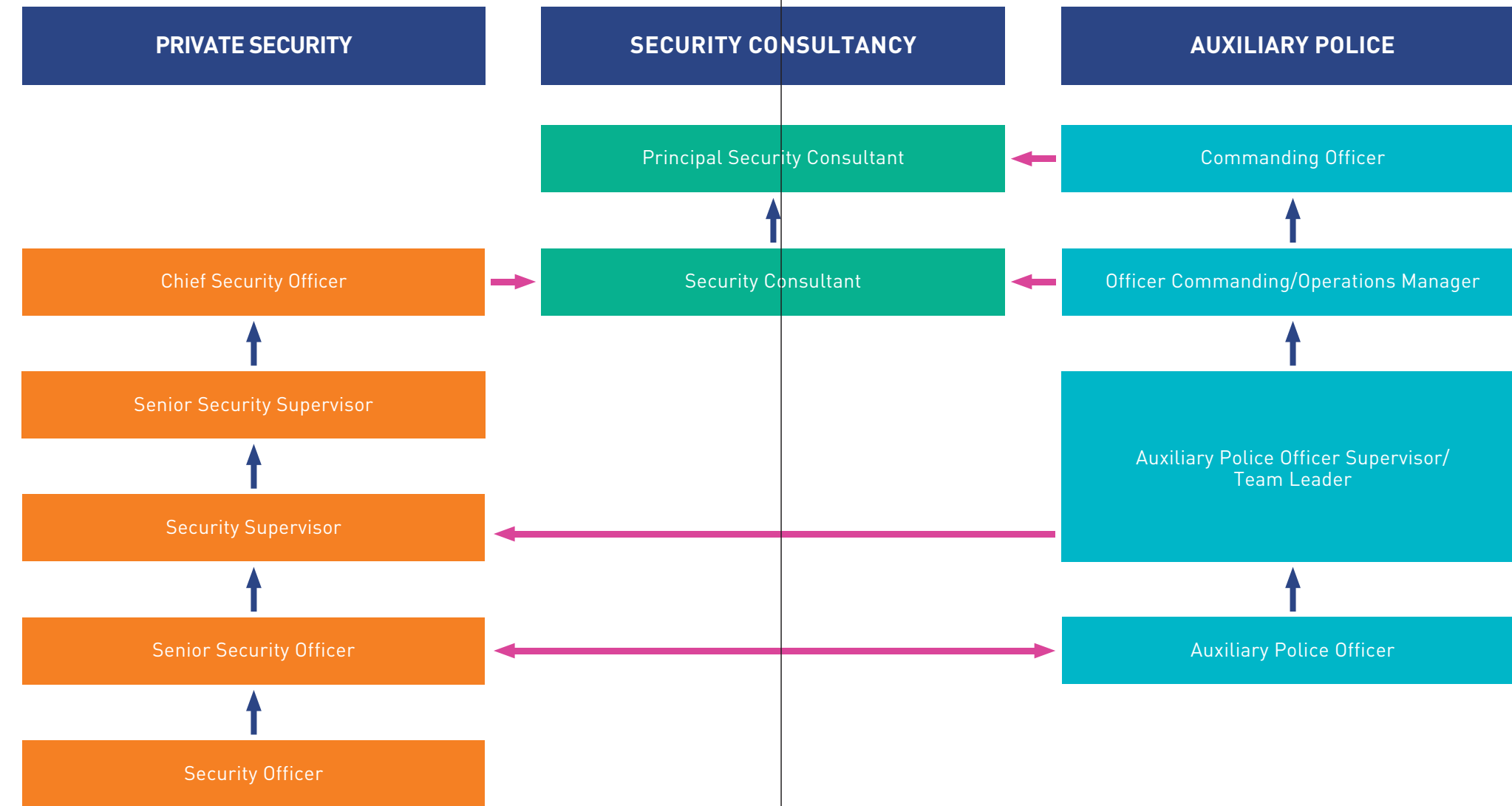
1) The above data reflects the indicative monthly gross pay and includes fixed bonuses, variable bonuses, overtime pay and allowances. Actual salaries may differ due to market conditions and organisation policies.

2) 25th Percentile Wage refers to the wage level which divides the bottom 25% of wage earners from the rest.

3) 75th Percentile Wage refers to the wage level which divides the top 25% of wage earners from the rest.

Notes

Notes

Notes

SKILLS FRAMEWORK FOR SECURITY
Career Pathways

PRIVATE SECURITY	SECURITY CONSULTANCY	AUXILIARY POLICE

	Principal Security Consultant ←	Commanding Officer
Chief Security Officer →	Security Consultant ←	Officer Commanding/Operations Manager
Senior Security Supervisor		Auxiliary Police Officer Supervisor/ Team Leader
Security Supervisor ←		
Senior Security Officer ←	→	Auxiliary Police Officer
Security Officer		

Legends: ↑ **Denotes vertical career progression**   ↔ **Denotes lateral (cross-functional) career progression**

The Career Map serves as a reference to reflect the available job roles and possible career pathways in the security industry, which may vary depending on the organisation's structure and business context. The Career Pathway would depend on individual aspiration, performance, capability, experience and the organisation's needs.

SKILLS FRAMEWORK FOR SECURITY
Career Pathways

Scan this QR code to find out more about the Skills Framework for Security