

Specification of Competency Standards
for the Security Services Industry
Unit of Competency

Functional Area - Security Management

Title	Formulate the security strategy of an organisation
Code	107623L7
Description	This unit of competency applies to security personnel at managerial level responsible for managing security services of an organisation. It covers the abilities to formulate the security strategy of the organisation.
Level	7
Credit	3
Competency	<p>Performance Requirements</p> <p>1. Analyse relevant information to identify critical factors that will affect the security strategy of an organisation</p> <p style="padding-left: 40px;">Be able to:</p> <ul style="list-style-type: none"> • Identify mission critical businesses and operations of the organisation • Conduct critical analysis and research on local and global security environments to anticipate security threats and risks facing the organisation • Evaluate the organisation's security capabilities • Evaluate the implications of laws and regulations affecting security operations of the organization, which should include: <ul style="list-style-type: none"> ○ Security and Guarding Services Ordinance, Cap 460 ○ Occupational Safety and Health Ordinance, Cap 509 and related regulations ○ Occupier's Liability Ordinance, Cap 314 ○ Any other laws and regulations relevant to the provision of safety and security to the people, assets and operations by the organization • Evaluate international standards and best practices for security management <p>2. Formulate the security strategy of the organisation</p> <p style="padding-left: 40px;">Be able to:</p> <ul style="list-style-type: none"> • Develop the desired level of security to be achieved based on security risks identified through risk profiling and analysis • Identify the best approach for managing security based on cost-and-benefit analysis of options available • Define the security strategy to include: <ul style="list-style-type: none"> ○ The desired level of security to mitigate the security risks ○ Organisation and scope of security services ○ Performance standard ○ Requirements of manpower and resources ○ Authority of security services, which may include: <ul style="list-style-type: none"> ▪ Setting security policies, standards, procedures and guidelines ▪ Managing security budgets ▪ Managing security manpower and resources • Conduct periodic reviews and revise the strategy where necessary
Assessment Criteria	<p>The integrated outcome requirements of this UoC are the abilities to:</p> <ul style="list-style-type: none"> • Formulate the security strategy to mitigate security risks facing the organisation and the best approach in managing the security risks for the organisation; and • Conduct periodic reviews of the security strategy to ensure that it meets the organisation's needs and objectives
Remark	