

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

Functional Area - Security Management

Title	Develop and manage the security plan of an organisation
Code	107625L6
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 evaluate the scope of security services and develop and manage the security plan of an organisation
Level	6
Credit	3
Competency	<p>Performance Requirements</p> <p>1. Analyse relevant information to identify critical requirements for managing security services of an organisation</p> <p style="padding-left: 40px;">Be able to:</p> <ul style="list-style-type: none"> • Identify the mission, objectives and operations of the organisation • Analyse the security strategy and the desired level of security to be achieved • Analyse security risks facing the organisation • Analyse the goals and performance standards of security services • Evaluate the requirements of the Security and Guarding Services Ordinance, Cap 460 relevant to the provision of security services in Hong Kong • Evaluate the organisation's common law duty of care and obligations to provide safe and secure environments under the following legislations: <ul style="list-style-type: none"> ○ The Occupational Safety and Health Ordinance, Cap 509 ○ The Occupiers Liability Ordinance, Cap 314 • Evaluate international standards and best practices for security management <p>2. Develop and manage the security plan of the organisation</p> <p style="padding-left: 40px;">Be able to:</p> <ul style="list-style-type: none"> • Identify security risks facing the organisation • Develop the scope of security services, which may include: <ul style="list-style-type: none"> ○ Physical security and technological support ○ Security control operations ○ Guarding operations ○ Close protection operations ○ Safety and security of high-value assets in transit ○ Safety and security of special events ○ Safety and security of staff on business travels ○ Safety and security of classified records and documents ○ Counter surveillance ○ Emergency management ○ Investigations • Develop the security management plan, taking into consideration <ul style="list-style-type: none"> ○ The security risks facing the organisation ○ The organisation's security strategy ○ The scope of security services ○ The goals and performance standards ○ The budget and resources available ○ Model of security management – centralised or decentralised or mixed ○ Model of security services – proprietary or outsourced or mixed • Manage the implementation of the security management plan: <ul style="list-style-type: none"> ○ Deploy adequate manpower, systems and devices, and related resources ○ Develop policies, standards, procedures and guidelines

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	<ul style="list-style-type: none">○ Coordinate training and drills for security personnel and other personnel operating within the organisation○ Monitor the effectiveness and efficiency of the plan and operations○ Conduct periodic reviews for continuous improvement
Assessment Criteria	<p>The integrated outcome requirements of this UoC are the abilities to:</p> <ul style="list-style-type: none">● Develop and manage a security management plan to achieve the desired level of security after taking into account relevant factors; and● Conduct periodic reviews of the security management plan and make recommendations to ensure that it meets the organisation's needs and objectives
Remark	Revised on Dec 2018