

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

Functional Area - Security Management

Title	Formulate policies for security personnel management
Code	107627L5
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 and implement a set of policies for management of security personnel of the organisation.
Level	5
Credit	3
Competency	<p>Performance Requirements</p> <p>1. Knowledge about security services and human resources management:</p> <ul style="list-style-type: none"> • Understand the mission, objectives and operations of the organisation • Understand the security strategy • Understand the goals and performance standards of security services • Understand the security management plan • Understand the organisation's policies regarding human resources management • Understand requirements about employment, leave and rest days, reward and compensation, training, licensing, supervision, discipline and termination relevant to security services in Hong Kong, which should include: <ul style="list-style-type: none"> ○ Security and Guarding Services Ordinance, Cap 460 ○ Employment Ordinance, Cap 57 ○ Minimum Wage Ordinance, Cap 608 ○ Employees' Compensation Ordinance, Cap 282 • Possess the analytical skills and critical thinking skills to identify issues and resolve problems and conflicts • Possess the people skills and communication skills to deal with others • Possess the literacy skills to clearly and accurately record information and activities <p>2. Formulate policies for security personnel management</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Formulate policies for management of security personnel, which should include but are not limited to: <ul style="list-style-type: none"> ○ Employment contract ○ Reward and compensation ○ Leave and rest days ○ Promotion, discipline and termination ○ Pre-employment vetting and background checks ○ Performance standards ○ Conduct and behaviour ○ Training and development ○ Investigation of allegations and complaints • Integrate the above policies with relevant human resources management programs of the organisation • Develop plans to execute policies that are not supported by any existing programs: <ul style="list-style-type: none"> ○ Determine whether a specific policy should be managed by security services or outsourced to another department or outside the organisation ○ Ensure that the program for each policy is supported by: <ul style="list-style-type: none"> ▪ Clear action owners, guidelines and procedures ▪ Ongoing monitoring and control of the program ▪ Periodic reviews to ensure its effectiveness • Document the plans and obtain senior management approval and budget approvals

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	<ul style="list-style-type: none">• Implement the plans:<ul style="list-style-type: none">○ Identify a suitable service provider and establish the service agreement for operations to be outsourced○ Establish adequate resources, processes and controls for operations to be provided in-house○ Monitor performance and ensure that operations are effective and efficient○ Conduct periodic reviews to identify gaps and analysis and take corrective actions for continuous improvement
Assessment Criteria	<p>The integrated outcome requirements of this UoC are the abilities to:</p> <ul style="list-style-type: none">• Formulate and implement a set of policies for security personnel management; and• Contribute to the effective and efficient operation of security services
Remark	