Functional Area - Security Management

Title	Formulate the policies, procedures and guidelines for security operations
Code	107629L5
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 policies, procedures and guidelines for the security operation of the organisation.
Level	5
Credit	2

Competency	Performance Requirements
	1. Knowledge about security policies and standards:
	
	• Understand the mission, objectives and operations of the organisation
	• Understand the security strategy
	• Understand the scope of security services
	• Understand the goals and performance standards of security services
	• Understand the security management plan
	• Understand requirements of the Security and Guarding Services Ordinance, Cap 460 relevant to the provision of security services in Hong Kong
	• Understand the organisation's common law duty of care and obligations to provide safe and secure environments under the following legislations:
	    o The Occupational Safety and Health Ordinance, Cap 509
	    o The Occupiers Liability Ordinance, Cap 314
	• Understand international standards and best practices for security management
	• Understand the key principles and processes for the formulation of policies, procedures and guidelines
	• 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
	2. Formulate policies, procedures and guidelines for security operations
	
	    Be able to:
	• Establish the policies to manage security services of the organisation, based on factors such as:
	    o Organisational and legislative requirements
	    o Service agreements with customers
	    o Security risks
	    o Resources available
	• Develop guidelines to specify the minimum requirements regarding resources in personnel, facilities, systems and equipment and how these may be integrated together to achieve the objectives of the respective policies
	• Identify the roles and tasks involved
	• Identify the processes involved in each task
	• Develop the procedures for carrying out the tasks
	• Document the policies, guidelines and procedures in the prescribed format
	• Obtain the endorsement of senior management and relevant stakeholders
	• Publish and implement the policies, guidelines and procedures
	• Monitor and ensure compliance with the policies, guidelines and procedures
	• Carry out periodic reviews and take corrective actions where necessary

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Assessment Criteria	The integrated outcome requirements of this UoC are the abilities to: • Formulate policies, guidelines and procedures to guide security operations; and • Contribute to the effective and efficient operation of security services
Remark	