

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

Functional Area - Security Management

Title	Monitor the performance of outsourced security services
Code	107643L4
Description	This unit of competency applies to security personnel at management level responsible for managing security services of an organisation. It covers the abilities to manage outsourced security services and monitor the performance of the service provider in order to ensure security services delivered meet the needs and objectives of the organisation as well as the service level agreement.
Level	4
Credit	3
Competency	<p>Performance Requirements</p> <p>1. Knowledge about tender and contracts for security services:</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 requirements of the Security and Guarding Services Ordinance, Cap 460 relevant to the provision of security services in Hong Kong • Be proficient in the organisation's policies, procedures and guidelines relevant to tendering and contract management • Be proficient in best practices for managing outsourced security services • 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. Manage the performance of outsourced security services</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Establish the policies, procedures and guidelines for managing the performance of outsourced security services, e.g. inspections, performance assessment, enforcement actions against failures and defaults • Deploy sufficient manpower resources to perform the expected scope of work • Ensure that personnel are properly trained for their roles and tasks • Manage the relationship of parties affected by the outsourcing contract: <ul style="list-style-type: none"> ○ The security services, ○ The service provider, and ○ The user • Monitor service delivery through assessment of data collected in the following channels: <ul style="list-style-type: none"> ○ Complaints and feedback from the users and others ○ Regular reports from the service provider in the prescribed format and frequency as specified in the contract ○ Sample checks and/or on-site spot checks by personnel responsible for contract management ○ Inspections conducted using a risk management approach, taking into account complaints received, the operating hours and performance records of the service provider • Take immediate actions with the service provider to correct failures and/or substandard performance/services • Hold periodic review meetings with the service provider at management level: <ul style="list-style-type: none"> ○ To review the strategy and plans

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	<ul style="list-style-type: none"> ○ To assess performance against agreed service level ○ To benchmark performance against other similar outsourced arrangements ○ To endorse any requests for variations to the contract ○ To approve budget projections ● Carry out regular independent audits on the service quality and performance of the service provider ● Take disciplinary/penalty actions against failures and defaults identified according to the terms and conditions of the contract ● Keep proper records of complaints, review findings and disciplinary/penalty actions ● Determine performance records when considering renewal of contract ● Conduct regular reviews about the outsourcing arrangements for continuous improvement
Assessment Criteria	<p>The integrated outcome requirements of this UoC are the abilities to:</p> <ul style="list-style-type: none"> ● Monitor performance of outsourced security services according to laid-down policies, procedures and guidelines; ● Keep proper records of complaints, review findings and disciplinary/penalty actions ; and ● Conduct regular reviews about the outsourcing arrangements for continuous improvement
Remark	