

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

Functional Area - Security Management

Title	Perform periodic reviews to ensure the effectiveness and efficiency of security services
Code	107650L4
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 establish a program to carry out periodic reviews to ensure the effectiveness and efficiency of security services.
Level	4
Credit	3
Competency	<p>Performance Requirements</p> <p>1. Knowledge about security services:</p> <ul style="list-style-type: none"> • Understand the mission, objectives and operations of the organisation • Understand the security strategy • Understand the security management plan • Understand the scope of security services • Understand the goals and performance standards of security services • 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 in providing safe and secure environments in the following legislations: <ul style="list-style-type: none"> ○ The Occupational Safety and Health Ordinance, Cap 509 ○ The Occupiers Liability Ordinance, Cap 314 • Be proficient in the minimum physical security standards • Be proficient in the security measures • Be proficient in the security policies, procedures and guidelines • Possess the skills for security risk profiling and analysis • Possess the skills for resource planning and budgeting • 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. Perform periodic reviews to ensure the effectiveness and efficiency of security services</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Formulate policies, procedures and guidelines for security reviews • Establish a program of security reviews: <ul style="list-style-type: none"> ○ Determine the venues/facilities for periodic security reviews ○ Determine the frequency of security reviews based on security risk level ○ Determine the security threats, risks and incidents that will trigger an ad hoc security review ○ Determine the scope and standards of the security reviews • Establish a recording system to track the outcomes of security reviews • Deploy sufficient manpower resources to perform the security reviews • Ensure that personnel deployed for security reviews are properly trained • Ensure that security reviews are carried in compliance with relevant policies, procedures and guidelines • Ensure that details of each review, the findings, as well as decisions and follow-up actions are properly recorded • Ensure that incidents, faults and failures are properly recorded • Ensure that post-incident reviews are carried out in order to identify gaps and failures which will be followed-through until the issues are resolved

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	<ul style="list-style-type: none"> • Carry out a holistic review of the effectiveness and efficiency of security services upon the instruction/request of management or once every 2 – 3 years, which should include: <ul style="list-style-type: none"> ○ An analysis of the current status of security risks facing the organisation ○ An analysis of the security strategy and security management plan about design effectiveness ○ An analysis of operational effectiveness by studying records of security incidents, site security reviews, and faults and failures. ○ An analysis of operational efficiency of security services by benchmarking against other similar operations ○ Identify various options/modes of security management and evaluate the cost and benefit as well as operational effectiveness and efficiency of each option/mode ○ Benchmark the existing practice against various options/modes and determine the preferred option/mode for the organisation ○ Document details of the review and the recommended option/mode and the rationale for the recommended option/mode • Discuss the review outcomes with management and obtain their support and endorsement of the recommended option/mode • Follow through with management decision/instruction until the issues are resolved • Keep proper records of the above actions and outcomes
Assessment Criteria	<p>The integrated outcome requirements of this UoC are the abilities to:</p> <ul style="list-style-type: none"> • Establish a program to manage and record the outcome of security reviews at individual sites and due to specific trigger points; and • Perform a holistic review about operational effectiveness and efficiency of security services upon management instruction/request or at least once every 2-3 years; and • Follow through with management decision/instruction on the outcome of the reviews and keep proper records about the reviews and decisions/actions.
Remark	