

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

Functional Area - Guarding Services

Title	Manage security personnel for guarding operations
Code	107714L4
Description	This unit of competency applies to security personnel at supervisory level and above responsible for managing guarding operations of an organisation or a premises. It covers the abilities to manage the performance of a team of security personnel for guarding services according to laid-down policies, procedures and guidelines of the organisation or premises.
Level	4
Credit	2
Competency	<p>Performance Requirements</p> <p>1. Identify laws and regulations and other requirements relevant to the management of security personnel for guarding operation</p> <p style="padding-left: 40px;">Be able to:</p> <ul style="list-style-type: none"> • Identify requirements about employment, leave and rest days, reward and compensation, training, licensing, supervision, discipline and termination in relation to guarding services in Hong Kong, which 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 • Explain the goals and performance standards of guarding services • Explain the guarding services plan • Explain the scope of guarding services • Explain the policies, procedures and guidelines relevant to guarding operations <p>2. Manage security personnel for guarding operation</p> <p style="padding-left: 40px;">Be able to:</p> <ul style="list-style-type: none"> • Coordinate and deploy security personnel and resources for the respective duties/tasks: <ul style="list-style-type: none"> ○ Match tasks/duties, working hours and rotation requirements with individual capabilities and other relevant attributes ○ Clearly communicate the roles and responsibilities, procedures for performing the tasks/duties and the expected outcome ○ Acknowledge and balance the needs of the task, the team and the individual where possible • Monitor performance: <ul style="list-style-type: none"> ○ Monitor performance to ensure compliance with the laid-down policies, procedures and guidelines ○ Recognise and reward good performance ○ Coach security personnel to enhance their capabilities ○ Take disciplinary actions against serious failures/mistakes and/or repeat offenders • Give direction and support when needed <ul style="list-style-type: none"> ○ Take control and give direction on urgent and/or critical matters ○ Provide guidance and support in handling customer complaints and resolving problems and conflicts • Record and review performance outcome for continuous improvement <ul style="list-style-type: none"> ○ Develop monitoring measures to ensure that all activities and incidents are properly recorded ○ Investigate incidents to identify gaps and failures and take corrective actions

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	<ul style="list-style-type: none">○ Identify training needs and provide training to further develop the security personnel○ Provide feedback to management in order to improve the security services management plan and policies and procedures
Assessment Criteria	<p>The integrated outcome requirements of this UoC are the abilities to:</p> <ul style="list-style-type: none">● Lead security personnel to effectively perform guarding services according to the laid-down policies, procedures and guidelines; and● Monitor the performance, conduct and behaviour and service quality of security personnel in order to maintain the effectiveness and efficiency of guarding operation
Remark	Revised on Dec 2018