16 November 2018

**RECOMMENDATIONS OF THE SECURITY TRIPARTITE CLUSTER ON THE PROGRESSIVE WAGE MODEL FOR THE SECURITY INDUSTRY**

**1.      Objective**

1.1     This report sets out the recommendations of the Security Tripartite Cluster (STC) on its review of the Progressive Wage Model (PWM) [1] training and emplacement requirements for the security industry.

1.2     The members of the STC are listed in Annex A.

**2.      Progressive Wage Model for the Security Industry**

2.1     In October 2014, the STC released its recommendations on the PWM for the security industry, which were then considered and accepted by the Government. The PWM was implemented as a licensing condition under the Police's licensing regime for private security agencies from 1 September 2016. All licensed security agencies must pay their officers according to the PWM wage ladder, and ensure that all resident unarmed security officers are trained in accordance with the PWM requirements.

Figure 1: PWM implemented from 1 September 2016



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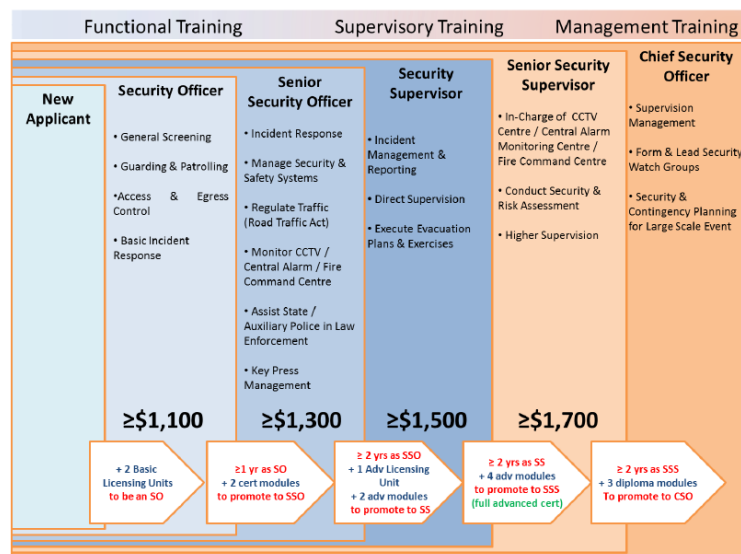
[1] The Progressive Wage Model was introduced by the National Trades Union Congress (NTUC) in June 2012 to help workers achieve sustainable real wage increases through skills upgrading and productivity improvements. It is mandatory for workers in the cleaning, security and landscaping sectors, which are mostly outsourced services.

2.2     Having a PWM for the private security industry benefits all stakeholders. The PWM provides a clear career progression pathway for security officers to earn higher basic wages as they become more productive and skilled, and take on higher job responsibilities. Security agencies benefit from a more productive and skilled workforce, and are better able to attract and retain workers. Service buyers benefit from higher quality security services.

2.3     The STC monitors the implementation of, and reviews the PWM to ensure it continues to remain relevant. In November 2017, the STC recommended to introduce annual increments to the PWM wages from 2019 to 2024, and remove overtime exemption for the security industry from 2021. This will benefit security officers, and give security agencies and service buyers the impetus to review their operations and to make more efficient use of manpower. It will also enhance the long-term attractiveness of the security industry. The STC's detailed recommendations can be found in the report released on 23 November 2017.

2.4     In response to the rising threat of terrorism, security officers will be required to obtain a third basic licensing unit known as "Recognise Terror Threats (RTT)" with effect from 1 January 2020. This is in addition to the two Workforce Skills Qualification (WSQ) basic licensing units that security officers must attain. Those who do not complete RTT training by 1 January 2020 will still be able to retain their licences, but can only be deployed at warehouses and condominiums until they complete their RTT training. Attacks overseas have shown that well-trained security officers are able to detect and deter terrorist attacks. The RTT training helps to ensure that our security officers have the relevant skills and competencies to respond to the terror threat.

**3.      Review of PWM Training and Emplacement Requirements**

3.1     While enhancements to the PWM wages were recently announced, the other components of the PWM, training and emplacement, have been in place for over two years.  It is therefore timely to review these components of the PWM to a) address implementation feedback from the industry, and b) align the PWM with the Security Industry Transformation Map (ITM).

3.2     While the five-level structure of the PWM works well as a default, one common feedback is the lack of flexibility at the margins. Security agencies find it difficult to promote or hire capable individuals due to the current year-in-grade requirements. More transparency on the exemption and emplacement criteria can be provided to fresh entrants with past experiences in security-related fields, for example ex-uniformed officers from the Police Force. Industry has also given feedback that some job functions do not correspond to the operational requirements on the ground.

*Security Industry Transformation Map*

3.3     In February 2018, the Ministry of Home Affairs (MHA) launched the Security ITM[2] with the support of various tripartite partners. The Security ITM recognises the need to shift away from manpower-reliant models of security guarding towards one that leverages technology and raises skills to deliver high-quality solutions, and to address the challenges facing the security industry. It consists of four strategies: (i) push for technology and innovation to transform operating models, (ii) promote best practices in procurement of security services, (iii) align regulatory criteria with the ITM objectives to raise standards, and (iv) invest in skills to support career advancement.

3.4     With the Security ITM, there is an even greater focus on the skills and competencies of security officers. The Skills Framework for Security was developed to provide security officers and prospective entrants with a comprehensive guide on the skills and competencies required for each role, and to help them with their career planning and skills upgrading.

3.5     Taking in industry feedback, and to support the security ITM, the STC makes the following recommendations:

a.  Placing stronger emphasis on skills and competencies for progression criteria;
b.  Facilitating entry of good quality candidates seeking to join the security sector; and
c.  Updating the prescribed PWM job functions for better clarity and effectiveness.

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[2] More information on the Security ITM can be found at www.mha.gov.sg/security-itm

**4.** **Stronger Emphasis on Skills and Competencies for Progression Criteria**

4.1     To support industry transformation, the STC recommends placing more emphasis on skills and competencies by moving towards a skills-based progression criterion for the PWM. Under a skills-based progression criterion, individuals should be able to progress to the next rank as long as they can clearly demonstrate that they possess the required skills and competencies for that particular rank.

<u>Align PWM Training Requirements to Skills Framework for Security</u>

4.2     To set the basis for a skills-based progression, the STC recommends that training requirements under the PWM be aligned with the Skills Framework for Security. The Skills Framework provides a comprehensive guide on the skills and competencies required for security industry, and can serve as a reference for developing the skills requirement for PWM ranks.

4.3     At the same time, to encourage the development of digital skills to support the push for technology and innovation, the PWM training requirements should also be aligned with the Digital Roadmap (Training) under the Security Industry Digital Plan[3].

<u>Reduce Year-In-Grade (YIG) Requirements</u>

4.4     The industry has given feedback that the PWM's current *minimum* year-in-grade requirements can unnecessarily delay the progression of officers that have demonstrated the skills and competencies needed for the job. These individuals have completed the requisite training and can take on higher job responsibilities but are prevented from taking on jobs at higher ranks because of the YIG requirements.

4.5     The STC recognises that it is important for security officers to have the requisite experience and that the YIG requirements was intended to serve this purpose. However, the STC believes that the current YIG requirements can be better calibrated and balanced so that capable individuals can be adequately recognised. Hence, the STC recommends to reduce year-in-grade requirements for progression towards Senior Security Officers (SSO), Security Supervisors (SS), and Senior Security

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[3] The Security Industry Digital Plan (IDP) works as a guide for local SMEs in the Security Industry to digitise their businesses, plug skills gaps and participate in national innovation initiatives. More details can be found at www.imda.gov.sg/security-idp

Supervisors (SSS). This will also help place more relative emphasis on skills and competencies, which in turn supports industry transformation. The YIG requirements for progression towards Chief Security Officer (CSO) should remain unchanged to reflect the seniority and experience required of CSOs as the apex grade within the PWM. The detailed recommendations are set out in the table below. The proposed revised progression norms of the PWM is in Annex C.

Table 1: Recommended reductions to minimum year-in-grade requirements

| PWM Rank | Current Criterion | Revised Criterion |
|---|---|---|
| Senior Security Officer (SSO) | **1 year** as SO | **6 months** as SO |
| Security Supervisor (SS) | **2 years** as SSO | **1 year** as SSO |
| Senior Security Supervisor (SSS) | **2 years** as SS | **1 year 6 months** as SS |
| Chief Security Officer (CSO) | **2 years** as SSS | **2 years** as SSS |

**5.  Facilitate entry of good quality candidates seeking to join the security industry**

5.1  The industry has given feedback that mid-career entrants with supervisory experience may not find a career switch to the security industry attractive because of the PWM structure that requires them to enter the security industry at the most junior rank of Security Officer.

5.2  The STC agrees that more flexibility and clarity can be provided to mid-career entrants seeking to join the security industry. This will help attract good quality candidates with leadership qualities, especially amidst the tightening labour market.

New Programme for Mid-Career Entrants to be Security Supervisors

5.3  To achieve this, the STC recommends the development of a new programme to allow and equip mid-career entrants with supervisory experience to join the industry at a supervisory position. To ensure that standards are maintained, candidates on the programme should meet the same skill requirements as all other Security Supervisors and undergo an assessment at the end of their programme. The programme should also be open to high potential in-service Security Officers who are nominated by their employers. This will provide the same progression opportunities for in-service officers.

<u>Greater clarity over exemption and emplacement criteria for ex-uniformed officers</u>

5.4     Ex-uniformed service personnel[4] can contribute a wealth of experience and expertise to the industry, and those seeking to join the security industry are currently exempted from some PWM training requirements and may be emplaced onto higher PWM grades as they are deemed to have the relevant experience for security officers.

5.5     To provide greater clarity on the exemption criteria, the STC recommends that the Police map existing training courses from the uniformed services to the PWM training requirements, and exempt ex-uniformed service personnel from certain PWM training courses if they have completed similar courses in the uniformed services.

5.6     The STC also recommends that the Police provide greater clarity on the emplacement criteria by listing considerations that will be taken into account (e.g. relevant vocational background, years of service and previous appointments in the uniformed services). This will provide ex-uniformed officers a better sense of where they can be emplaced if they consider a switch to the security industry.

## 6.     Update Job Functions for Better Clarity and Effectiveness

6.1     In response to industry feedback, the STC recommends changes to the job functions in the PWM to make them clearer and provide more flexibility on how officers can be deployed. One change is to allow Security Supervisors to manage Security Command Centres (i.e. CCTV Centres/CAMS/FCCs) that have fewer security personnel. For larger Security Command Centres, a Senior Security Supervisor will still be required. This change recognises industry feedback that Security Supervisors are able to manage smaller command centres, which also helps them take on higher-value tasks. The revised job functions can be found in <u>Annex D</u>.

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[4] The uniformed service includes the Singapore Armed Forces, Singapore Police Force, Singapore Civil Defence Force, Singapore Prison Service, and Auxiliary Police Forces.

**7.    Conclusion**

7.1    The STC's recommendations will help provide greater clarity and flexibility to security officers, prospective mid-career entrants and security agencies. It also places the PWM in a good position to support tripartite efforts to transform the security industry under the Security ITM. Through the review, the STC aims to pave the way for more meaningful careers, higher productivity and better security outcomes.
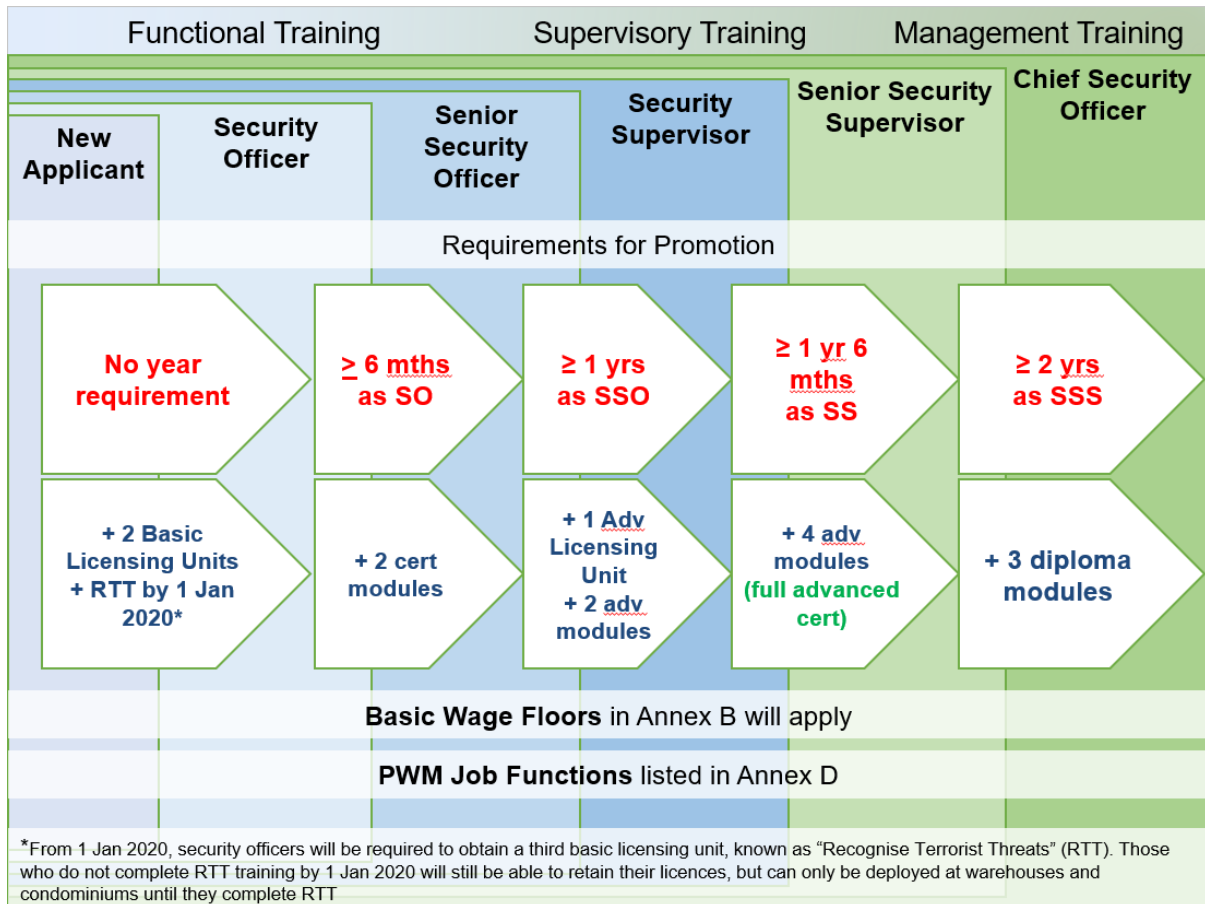
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**Members of Security Tripartite Cluster**

| | **Organisation** | **Representative** |
|---|---|---|
| Chairman | National Trades Union Congress (NTUC) | Mr Zainal Sapari, Assistant Secretary-General |
| Co-Chairman | Singapore National Employers Federation (SNEF) | Mr John Ng, Vice President |
| Labour Movement | Employment and Employability Institute (e2i) | Mr Gilbert Tan, CEO |
| | Union of Security Employees (USE) | Mr Steve Tan, Executive Secretary |
| | | Mr Raymond Chin, General Secretary |
| Employers/ Service Providers | Security Association (Singapore) | Mr Raj Joshua Thomas, President |
| | Association of Certified Security Agencies | Mr Robert Wiener, President |
| | APRO Asian Protection Pte Ltd | Mr Li Xiaowen, Deputy Managing Director |
| | AETOS Guard Services Pte Ltd | Mr Jeffrey Tan, General Manager |
| | Security Systems Association of Singapore | Mr Nelson Tee, President |
| | Certis CISCO Security Pte Ltd | Mr Ng Boon Gay, Senior Managing Director, Head Physical Security (Singapore) |
| Service Buyers | ComfortDelgro Corp Ltd | Ms Daisy Chan, Group Chief HR Officer |
| | CapitaLand Singapore Ltd | Mr Alfred Lim, Vice President & Head (Property Services) |
| | Frasers Centrepoint Property Management (Commercial) Ltd | Ms Molly Lim, Assistant General Manager (Retail Properties) |
| Government | Ministry of Home Affairs (MHA) | Mr Jonathan Mark Capel, Director, Security Policy Directorate, Joint Operations Group |
| | Singapore Police Force (SPF) | Mr Lu Yeow Lim, Director, Police Licensing & Regulatory Department |
| | Ministry of Manpower (MOM) | Mr Lee Pak Sing, Divisional Director Workplace Policy & Strategy Division |
| | | Mr Raymond Tan, Director, Employment Standards Enforcement Department, Labour Relations and Workplaces Division |
| | Workforce Singapore (WSG) | Ms Janice Foo, Director, Healthcare, Social & Business Services Division, Enterprise Development Group |

**Progressive Wage Model for Security Industry with effect from 1 January 2019**

| PWM Rank | Basic Wage Floor | | | | | | |
|---|---|---|---|---|---|---|---|
| | Current | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| Security Officer (SO) | $1,100 | $1,175 | $1,250 | $1,400 | $1,442 | $1,485 | $1,530 |
| Senior SO (SSO) | $1,300 | $1,360 | $1,420 | $1,585 | $1,633 | $1,682 | $1,732 |
| Security Supervisor (SS) | $1,500 | $1,560 | $1,620 | $1,785 | $1,839 | $1,894 | $1,951 |
| Senior SS (SSS) | $1,700 | $1,760 | $1,820 | $1,985 | $2,045 | $2,106 | $2,169 |
| Typical Shift Pattern | 12-hour a day, 6-day a week | | | 12-hour a day<br>alternate 5-day & 6-day work week<br>*OT Exemption removed wef 1 Jan 2021* | | | |

Please refer to STC Report released on 23 November 2017 for details.

**Revised Progression Guidelines**

| Functional Training | | | Supervisory Training | | Management Training |
|---|---|---|---|---|---|
| **New Applicant** | **Security Officer** | **Senior Security Officer** | **Security Supervisor** | **Senior Security Supervisor** | **Chief Security Officer** |
| Requirements for Promotion | | | | | |
| **No year requirement** | **≥ 6 mths as SO** | **≥ 1 yrs as SSO** | **≥ 1 yr 6 mths as SS** | **≥ 2 yrs as SSS** | |
| **+ 2 Basic Licensing Units + RTT by 1 Jan 2020*** | **+ 2 cert modules** | **+ 1 Adv Licensing Unit + 2 adv modules** | **+ 4 adv modules (full advanced cert)** | **+ 3 diploma modules** | |
| **Basic Wage Floors** in Annex B will apply | | | | | |
| **PWM Job Functions** listed in Annex D | | | | | |

*From 1 Jan 2020, security officers will be required to obtain a third basic licensing unit, known as "Recognise Terrorist Threats" (RTT). Those who do not complete RTT training by 1 Jan 2020 will still be able to retain their licences, but can only be deployed at warehouses and condominiums until they complete RTT

**Revised Job Functions with effect from 1 January 2019**

**(Details of Changes in Annex D1)**

## Security Officers

| Functions | SO | SSO | SS | SSS | CSO |
|---|---|---|---|---|---|
| **Screening²**<br><br>• Screening of people, property or vehicle<br><br>²Same definition as Section 2 Private Security Industry Act Cap 250A. | ● | ● | ● | ● | ● |
| **Patrolling & Guarding³**<br><br>• Patrol and clock routes<br>• Checking:<br>  • prevent entry/exit of unauthorized people, property or vehicle<br>  • entry/exit points are clear and secured<br>  • doors/windows/service lifts are secured<br>  • perimeter fences/walls/locks for wear & tear or forced entry<br>  • security system/equipment are working and not tampered with<br>  • signs of smoke or fire<br>• Guarding:<br>  • Guard premises/property<br>  • Preventing theft<br>  • Loss prevention (e.g. store detective)<br>  • Escort of cash or valuables in transit⁴<br>• Note and report irregularities | ● | ● | ● | ● | ● |

| | | | | | |
|---|---|---|---|---|---|
| • Detain suspicious person or vehicle and await instructions | | | | | |
| [3&4]Same definition as Section 13(a)(b) Private Security Industry Act Cap 250A. | | | | | |
| **Access & Egress Control**<br>• Control entry & exit points<br>• Conduct identity check and exchange passes<br>• Authorize access to staff and visitors<br>• Operate gates, door or barriers<br>• Traffic control within client premise<br>• Maintain access control records<br>• Escort visitors | ● | ● | ● | ● | ● |
| **Incident Response**<br>• Respond and report:<br> • fire alarms & fire related incidents<br> • crimes or public order incidents<br> • suspicious event, persons, properties or vehicles<br> • medical emergencies<br> • bomb or terrorist threats<br> • lift breakdown, power failure, burst water pipe/leaking or ruptured sprinklers<br>• Request for assistance within guarded premise by person suffering from injury, loss or damage of property<br>• Assist in evacuation | ● | ● | ● | ● | ● |
| **Acting as a Bodyguard[5] or Bouncer[6]**<br>• Bodyguard<br>• Bouncer<br> • Screen individuals seeking entry<br> • Controlling or monitoring the behaviour of individuals<br> • Removing individuals for behavioural reasons | ● | ● | ● | ● | ● |

[5]A person employed to guard an individual from bodily harm

[6]Same definition as Section 2 and 13(c) Private Security Industry Act Cap 250A.

## Senior Security Officers

| Functions | SO | SSO | SS | SSS | CSO |
|---|---|---|---|---|---|
| **Operate Security & Safety Systems**<br><br>• Operate[7]<br>  • Central Alarm Monitoring System (CAMS)<br>  • Fire control system<br>  • Lift control system<br>  • Electronic carpark system<br><br>[7]"Operate" means to control the functioning of the listed security & safety systems. | | ● | ● | ● | ● |
| **Regulating Traffic (Road Traffic Act)**<br><br>• Regulate traffic under Section 142B of Road Traffic Act | | ● | ● | ● | ● |
| **Security Command Centre[8], Fire Command Centre (FCC)[9] Monitoring**<br><br>• The primary responsibility of providing surveillance through CCTV/CAMS/FCC monitoring<br>• Maintain CCTV storage libraries<br>• Preserve evidence<br><br>[8]Security Command Centre is the location from which security operations are monitored or directed through the analysis of multiple data streams (e.g. CCTV Cameras, security alarms, wireless communications devices, etc)<br>[9]"FCC" has same definition as Fire Safety (Building Fire Safety) Regulation, i.e. a room within any premises which is specifically designated for the purpose of command and control of operations in the event of fire or other emergencies and fitted with the necessary equipment. | | ● | ● | ● | ● |

| Functions | SO | SSO | SS | SSS | CSO |
|---|---|---|---|---|---|
| **Assist Ministries, Statutory Boards or Government Departments in Law Enforcement Duties[10]** | | ● | ● | ● | ● |
| [10]"Duties" may include anti-littering, anti-smoking enforcements. | | | | | |
| **Key Press Management [11]** <br> • Exercise control over keys to areas defined as critical or sensitive by the client | | ● | ● | ● | ● |
| [11]An officer of at least SSO-level is required to control keys that are deemed critical or sensitive by client. SOs can control keys that are not deemed critical or sensitive by client. | | | | | |

## Security Supervisors

| Functions | SO | SSO | SS | SSS | CSO |
|---|---|---|---|---|---|
| **Appointed as Site-in-Charge[12] of Security Command Centre /FCC with 3 or less personnel (including the supervisor)** | | | ● | ● | ● |
| [12]"Appointed as Site-in-Charge" refers to security personnel deployed in-situ having command or supervisory power over operations of the listed systems. | | | | | |
| **Incident Management & Reporting** <br> • Supervise deployment at major/large-scale events[13] <br> • Respond to and report incidents at major/large-scale events <br> • Manage security incidents at major/large-scale events and report to relevant authorities | | | ● | ● | ● |
| [13]Refers to major national events (e.g. NDP, Parliamentary, Presidential Elections), large-scale international conventions (e.g. Shangri-la Dialogue, IMF/World Bank meeting, Singapore Airshow) or large-scale sporting events (e.g. F1 Night Race, Youth Olympic, SEA/Asian games). The examples cited are non-exhaustive and are meant to indicate the possible scale and complexity of major/large-scale events. | | | | | |
| **Direct[14] Supervision** <br> • Supervise & direct security personnel | | | ● | ● | ● |

| Functions | | | | | |
|---|---|---|---|---|---|
| • Conduct team briefing & debrief<br><br>• Train subordinates<br><br>[14]The supervisor gives specific instructions on all assignments. Work is reviewed for completeness and accuracy, or the employee performs tasks which provide inherent checks built into the nature of the work. | | | | | |
| **Execute Evacuation Plans & Exercises**<br><br>• Execute evacuation plans or exercises | | | ● | ● | ● |

## Senior Security Supervisors

| Functions | SO | SSO | SS | SSS | CSO |
|---|---|---|---|---|---|
| **Appointed as Site-in-Charge of Security Command Centre /FCC with more than 3 personnel (including the supervisor)** | | | | ● | ● |
| **Conduct Security Audits & Risk Assessment**<br><br>• Assess security risks & prepare mitigation measures<br><br>• Plan, confirm and conduct security audits | | | | ● | ● |
| **General[15] Supervision**<br><br>• Plan, assess & review team performance<br><br>• Assess subordinates<br><br>• Conduct After Action Reviews<br><br>[15]The supervisor provides continuing or individual assignments by indicating generally what is to be done, limitations, quality and quantity expected, deadlines and priorities. Additional, specific instructions are given for new, difficult, or unusual assignments. | | | | ● | ● |

## Chief Security Officers

| Functions | SO | SSO | SS | SSS | CSO |
|---|---|---|---|---|---|
| **Supervision Management**<br><br>• Maintain overall discipline & conduct of all security personnel | | | | | ● |

| | | | | | |
|---|---|---|---|---|---|
| • Cluster manpower planning, development & management<br>• Conduct disciplinary inquiries & open file | | | | | |
| **Form & Lead Security Watch Groups**<br>• Conduct operational/situational trend analysis<br>• Conduct crime/public order threat analysis<br>• Collaborate with security stakeholders on security matters | | | | | ● |
| **Security & Contingency Planning for Major or Large-Scale Events**<br>• Security planning for events<br>• Conduct contingency planning<br>• Handle security emergencies | | | | | ● |

**Details of Changes to PWM Job Functions**

**Changes are in green**

**Senior Security Officer**

| |
|---|
| **Security Command Centre[8], ~~Closed Circuit Television (CCTV), CAMS,~~ Fire Command Centre (FCC)[9] Monitoring** |
| • ~~Full time guarding through~~ The primary responsibility of providing surveillance through CCTV/CAMS/FCC monitoring |
| • Maintain CCTV storage libraries |
| • Preserve evidence |
| [8]Security Command Centre is the location from which security operations are monitored or directed through the analysis of multiple data streams (e.g. CCTV Cameras, security alarms, wireless communications devices, etc) |
| [9]"FCC" has same definition as Fire Safety (Building Fire Safety) Regulation, i.e. a room within any premises which is specifically designated for the purpose of command and control of operations in the event of fire or other emergencies and fitted with the necessary equipment. |

**Security Supervisor**

| **Functions** |
|---|
| **Appointed as Site-in-Charge[12] of Security Command Centre /FCC with 3 or less personnel (including the supervisor)** |
| [12]"**Appointed as Site-in-Charge**" **refers to security personnel deployed in-situ having command or supervisory power over operations of the listed systems.** |
| **Incident Management & Reporting** <br> • Supervise deployment at major/large-scale events[13] <br> • Respond to and report incidents at major/large-scale events <br> • Manage security incidents at major/large-scale events and report to relevant authorities |
| [13]Refers to major national events (e.g. NDP, Parliamentary, Presidential Elections), large-scale international conventions (e.g. Shangri-la Dialogue, IMF/World Bank meeting, Singapore Airshow) or large-scale sporting events (e.g. F1 Night Race, Youth Olympic, SEA/Asian games). The examples cited are non-exhaustive and are meant to indicate the possible scale and complexity of major/large-scale events. |
| **Direct[14] Supervision** <br> • Supervise & direct security personnel <br> • Conduct team briefing & debrief <br> • Train subordinates |

## Execute Evacuation Plans & Exercises

- Execute evacuation plans or exercises

## Senior Security Supervisor

### Functions

**Appointed as Site-in-Charge of Security Command Centre /FCC with more than 3 personnel (including the supervisor)** ~~In charge of CCTV Centre/CAMS/FCC~~

### Conduct Security Audits & Risk Assessment

- Assess security risks & prepare mitigation measures
- Plan, confirm and conduct security audits

### General[15] Supervision

- Plan, assess & review team performance
- ~~Train &~~ Assess subordinates
- ~~Develop individual training & competency roadmaps~~
- Conduct After Action Reviews