

# SOTERIA

QUARTERLY • ISSUE #3 / APRIL 2022

NEWS AND INSIGHTS FOR SECURITY BUYERS AND PROFESSIONALS



Touching Lives:  
Interview With

**ZAINAL SAPARI**

PAGE 4

# EDITOR'S NOTE

Dearest Readers,

Welcome to our Issue 3 of Soteria Quarterly! It has indeed been an exciting month for all of us in the Security industry with PLRD finally launching the official confirmed set of SACE Electives! I'm sure everyone has fully scrutinized the "grading questions" by now, after having experienced the last Core modules, everyone should be more confident this time around. So what's up with the electives?

Actually, if you do compare them to the last SAGE ones, some may actually seem a little easier if you've already established the necessary operating systems over the years. In fact, this time around, we may even see some exciting new tech with the "open-ended" way of electives set out this year! I'm also excited our international borders are reopening further, allowing international events to return with larger group sizes for meetings. We certainly look forward to meeting you in person once again at our regular events which we have so missed in the last 2 years. Who knows, we may even plan a learning journey soon in the upcoming months or early next year or so.

Besides the new SACE electives, do remember we are inching closer to the new PWM changes date of 01 January 2024. Beginning from 2024, the basic monthly wage of security staff, no matter their rank, will rise above the S\$2,600 threshold for coverage under Part IV of the

Employment Act, which provides basic protection on hours of work, rest days, and entitlement to overtime pay. Have you prepared your backend systems to support all these changes? Staff employment contracts and client contracts relooked into? Technology budgeted and staff suitably trained? Well, I'd just say, let's keep those multiple plans rolling to welcome a new way of doing business in 2024! Do start preparations early everyone, and for those who've decided to brave the 1st round of SACE Electives, we can't wait to hear the feedback from you & good luck!



The Editor  
Lorraine Lim Tze Lin

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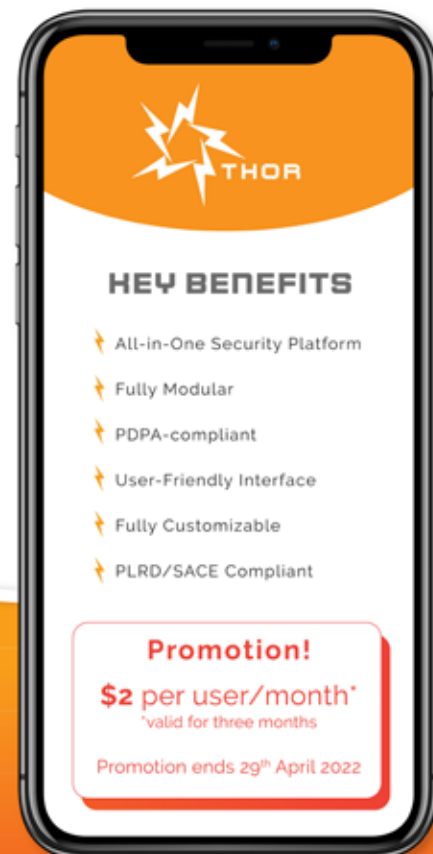
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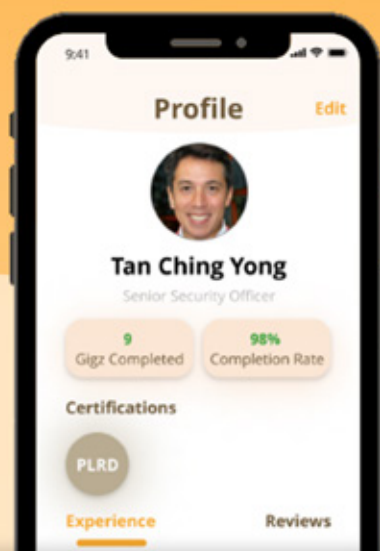


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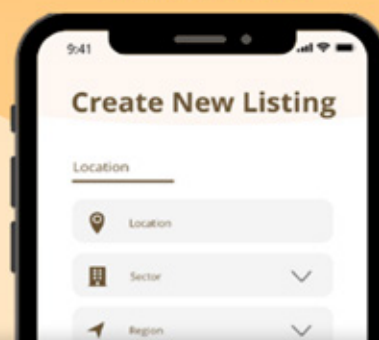
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# Touching Lives: Interview with Zainal Sapari

*Assistant Director-General & Director, U Care Centre,  
National Trades Union Congress (NTUC) and Chairman of Security Tripartite Cluster*

**The NTUC U Care Centre was set up to support low-wage workers in Singapore through advocating Better Jobs, Better Pay and Greater Respect. The UCC provides workers with guidance on work-related issues and opportunities to help them earn a better living.**

NTUC U Care Centre serves as the Secretariat for the Security Tripartite Cluster, among other PWM tripartite clusters, proactively engaging with industry stakeholders to seek ways to address the challenges and advocate for change, within the industry.

We are delighted to have the opportunity to invite Assistant Director-General & Director, U Care Centre, National Trades Union Congress (NTUC) and Chairman of Security Tripartite Cluster, Mr Zainal Sapari, where he shares how U care actively helps better the lives of officers in the Security Industry.



Photo Credit: NTUC U Care Centre

**Can you share about what NTUC U Care Centre does?**

In the labour movement, NTUC wants to ensure we can be the voice with weight to represent the interest of different segments of workers such as migrant workers, women, PMEs and vulnerable workers. NTUC U Care Centre (UCC) was set up to uplift the lives of our essential services workers through Better Wages, Better Welfare and Better Work Prospects. Amongst other work that UCC does to help vulnerable workers, UCC also serves as the Secretariat for the various Progressive Wage Model (PWM) tripartite clusters including the Security Tripartite Cluster. UCC proactively

engages industry stakeholders to seek ways to improve the skillsets of our workers and drive higher productivity through technology adoption and outcome-based contracting to bring about better outcomes for all.

***We are now entering the third year of COVID-19 pandemic, what did NTUC U Care Centre observe about the security industry prior to and during the pandemic?***

Prior to the pandemic, the work of Private Security Officers is often under-appreciated despite providing an essential service. While the COVID-19 pandemic had proven to be a trying time for all workers, it has also shown the important work our essential services workers are doing especially for those serving in the frontline such as security officers. Our officers rose to the occasion, despite the risk to their personal health and safety, to ensure safe distancing measures are adhered to and other regulatory requirements. Some even had to endure incidents of verbal or physical abuses but, I am heartened that many people came forward to condemn the aggressors. Increasingly though, I am seeing the public and end-users are showing greater respect to our officers who are carrying out their duties professionally.

Hence, it is important for us to leverage on this sentiment to push for better wages, training and welfare for our security officers by leveraging on technology and legislative change to ensure these efforts are sustainable.

***Can you elaborate on the types of U Care Centre initiatives for security buyers?***

UCC has been advocating to the Service Buyers to adopt Outcome-Based Contracting (OBC) as part of the security industry's transformation efforts. We had organised several OBC seminars and outreach sessions to educate service buyers on the benefits of OBC, and will continue to do so.

As an outsourced service, our security officers are deployed at their client sites. To help improve their working conditions, UCC has secured Government's funding for the provision of proper rest area for our essential services workers. The Workcare Grant provides co-funding of up to 80% of the costs incurred in setting up a new rest area or sprucing up an existing area, subject to the grant cap. More information on the Workcare Grant can be found at [www.ntuc.org.sg/workcare](http://www.ntuc.org.sg/workcare).

***U Care Centre (UCC) has advocated for fairer procurement practices and the adoption of outcome-based contracting (OBC). This should be the way going forward given the manpower shortage in the security industry. Would you be able to share with us on the success of this advocacy? Are there any challenges that UCC has heard from the security buyers?***

The key challenge UCC faced in advocating fair procurement contracts and OBC is to change mindset and behaviours of service buyers. Many contracts are still one-sided because they have clauses which are not fair to the service providers. UCC will continue our advocacy work to highlight such practices and push for fairer and outcome-based contracts. As OBC is still not pervasive, we need to show positive examples to demonstrate it can lead to win-win outcomes for service buyers and service providers. Hence, UCC had assisted eight service buyers under its pilot Smart Sourcing Initiative (SSI) in the past, working with commercial and residential building owners to implement OBC for their security contracts. There had been greater use of technology-enabled solutions such as vehicle recognition system, video analytics and visitor management systems, which translated to greater optimisation of manpower deployment. Promoting OBC is still work in progress. Many service buyers still lack the know-how to draft outcome-based statements and evaluation of OBC proposals. They may also not be familiar with the available security technology that can give the same security outcomes as having warm bodies. There is also the initial cost of technology adoption that might deter service buyers to explore this option. However, we believe that in the long run, the implementation of technology will work out to be more cost effective than relying on headcounts, given the revision of security personnel wages in the coming years.

***In 2021, a survey conducted on 1,000 security officers reveals that about 13.5% of these security officers face verbal abuse at work daily. This creates stress at work for the security officers. Can you share with us about the support on mental wellness offered by NTUC U Care Centre?***

UCC works closely with the Union of Security Employees (USE) to outreach to security officers who encounter abuse at their workplaces. USE has launched a free mobile application for security officers to report abuse or work-related grievances. Security officers may contact USE at tel: **+65 6291 5145** should they need any work-related assistance.

***This February, you have started your personal effort to raise donations for NTUC-U Care Fund by completing five milestone runs of 5 km, 10 km, 15 km, 22 km and 42 km. What motivated you to start this?***

I came from a low-income family where my father had to hold three jobs to support a family of seven. He worked as a conservancy street cleaner early in the morning before darting to another workplace to work as a refuse collector till noon. In the late afternoon right up to late night, he also worked as a security officer. I understand the struggles of lower income families. Any assistance they can receive would alleviate their hardship. When NTUC Charity Run started, it gave me an opportunity to do a personal fund raising. By doing this, I am able to rally my friends, colleagues and network to donate to a worthy cause. My family was very concerned with me undertaking such a commitment because the last time I ran in a full marathon was when I was in my twenties. But I assured them that I have been building my stamina and endurance over the last two years as I started running ever since the pandemic started. I had to undertake a challenge that requires a lot of commitment on my last run. Hence, I committed to complete all the different milestone runs on different days culminating to a full marathon. It was a worthy cause as funds raised will be used to help low-income union members and their families.

***What do you foresee the challenges going forward in the security industry?***

Manpower will still be a perennial problem unless there is greater acceptance by service buyers, especially in condominiums and private estates, to leverage technology to drive productivity. The industry also needs to be more aggressive in attracting a younger workforce as many of the existing security officers will eventually need to retire because of their age. This will prove a daunting task because of competition from the gig economy that seems to give better pay. The industry stakeholders also need to stem out unsustainable business practices that will compromise the ability of service providers to provide quality security services to service buyers. Service buyers play an important role in ensuring the sustainability in security sector, which includes making reasonable business arrangement. Costs will continue to go up, it is thus important to plan ahead, leverage technology-enabled solutions and transit to outcome-based contracts. This will reduce demands on manpower, while improving the quality of security outcomes. Nevertheless, the industry is in a good position to address these challenges because all the industry stakeholders including the security associations, service buyers, government and unions are seated on the same table to make the security industry better for the future of Singapore.

# Commercial Security Asia 2022

**Security Association Singapore (SAS) is a supporting organisation of the upcoming Commercial Security Asia (ComSec Asia) 2022 exhibition and conference held at the Sands Expo & Convention Centre, Marina Bay Sands from 18 - 20 May 2022.**

The organiser Comexposium Singapore who organises leading Homeland Security Exhibition and Conference - Milipol Asia-Pacific is launching Commercial Security Asia (ComSec Asia) 2022 bringing the Public and Private security communities together for the very first time under one large flagship event. Other supporting agencies also includes Security System Association Singapore (SSAS), Security Industry Institute (SII) and Pharmaceutical Security Institute. By combining these two events together will see Singapore elevating into the largest integrated security show covering all aspects of Homeland Security, Law Enforcement and Public Safety.

Within the Asia Pacific region and the world, security concerns and resilience remain paramount. The role of Government and Private sector security forces, intelligence and other agencies take on even more prominence within the context of a volatile and fragmented world. The raging global pandemic further amplified and heightened the need to maintain national security to ensure a stable and safe environment for everyone.

According to Verified Market Research, the Global Commercial Security System Market was valued at USD 195.32 Billion in 2020 and is projected to reach USD 376.34 Billion by 2028, growing at a CAGR of 8.54 % from 2021 to 2028.

In order to reflect this importance, and the interdependence of all the stakeholders (B2B, B2C and B2G) across the value

**Contributor:** Peter Ong, Security Association Singapore

chains, the coming together of Milipol Asia-Pacific and ComSec Asia will provide a timely and critical convergence of partnerships onto a fully integrated platform to serve and ultimately benefit the Asia Pacific region as a whole.



The Comsec Event expects to match over 30 leading local and international exhibitors with over 3,000 industry professionals from the private security sector, Commercial Facility Management, Emergency Response, Guarding Services, Physical Security, Port and Airport Services, transport agencies and many more others for the inaugural event. Together with the established Milipol Asia Pacific, this flagship event is expected to receive more than 8,000 attendees from both Singapore and its regional countries over the duration of 3 days.

If you wish to be part of the event! Join Comsec 2022 and enjoy the following benefits:

- Expand your network with leading industry experts
- Connect with key buyers
- Stay updated on industry trends and developments

For more information on your participation, contact Nora Rahman at **+65 8383 8013** or email: **[nora.rahman@comexposium.com](mailto:nora.rahman@comexposium.com)**.



# SAS' Internationalisation Programme

**Contributor:** Nicholas Lim, Security Association Singapore

The current economic environment is getting each time more dynamic and global. There are a number of benefits to an association in becoming more international: You can reach new audiences with your mission and engage a larger knowledge base, providing better and more diverse networking opportunities for current members. It can also be a catalyst for building new alliances and collaborative relationships.

Security Association Singapore understands that part of its mission is to provide its members with a platform to learn from our foreign counterparts and regulatory bodies, on top of exploring potential business opportunities overseas, hence, it has had a robust internationalisation programme.

Over the years, SAS has organised several Business missions and study trips to Qatar, the UAE, and China and has also explored Myanmar and Vietnam markets for opportunities for members. These mission trips have proven to not only be great avenues to expand the knowledge but also to develop a collaborative spirit between the association's members who travel together.

Adding most recently to its international efforts, SAS signed a Memorandum of Understanding (MOU) with the South African Security Association. Through MOUs with the association's foreign counterparts, SAS builds channels for the exchange of information, particularly regarding video analytics and security systems training standards.

As business landscapes rapidly change, SAS will continue to initiate programmes and pursue policies that benefit its members and the Security Industry.



# Security Association Singapore State of the Industry 2021

**Contributor:** Chelsea Cheh, Security Association Singapore

The following steps will help security agencies robustly and provide them with the information, tools and connections to ready their business and operations for the future.



## Microfinancing scheme

Smaller members will be able to get funding by September 2022 to bridge cost arising from their transformation efforts.



## Issuance of templates and guidelines

Templates and guidelines will be issued to members to illustrate how the security agency of the future will look like and how they can take concrete steps to make this vision a reality.



## Launch of OBX

A custom-designed online outcome-based tender generator and repository (OBX) will be launched to make it easier for buyers to adopt outcome-based contracting (OBC) and for service providers to bid for them.



## Outreach efforts with partners

- SAS will work with our tripartite partners to converting all contracts in the security sector to OBC.
- SAS will work with the Union of Security Employees to advocate for all security officers.
- SAS will lobby for service buyers to be covered by the new fair employment and fair consideration legislation.
- SAS will work with managing agents to eliminate discriminatory and unfair clauses in all security service contracts.



## Grooming of future leaders

The EXCO and President of SAS will co-opt members to be EXCO and appointing them to chair various committees in SAS to prepare them for future leadership.



The President of SAS, Raj Joshua Thomas, delivered the State of the Industry speech via Zoom in December 2021.



**Scan to watch  
the video.**



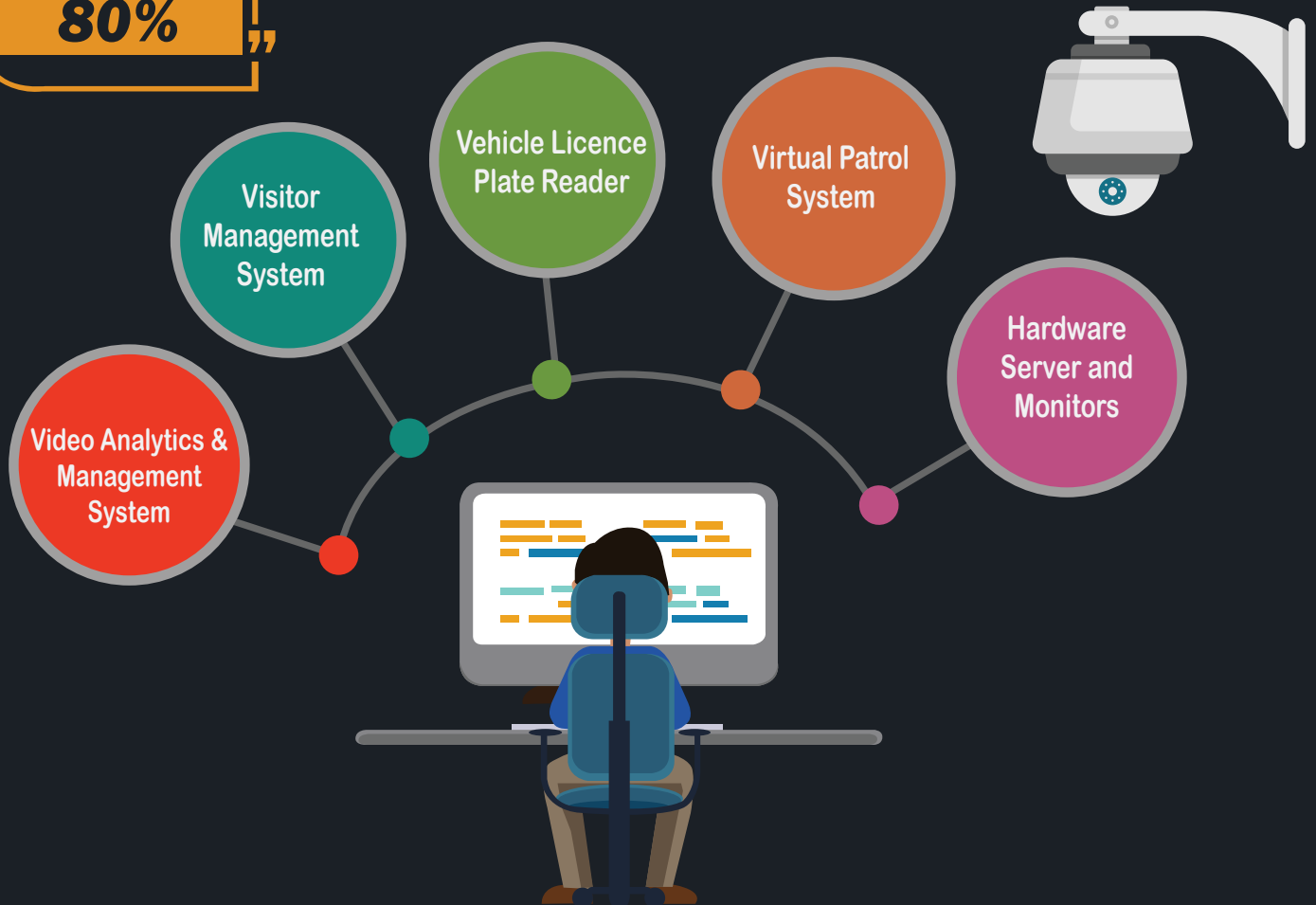
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# Restructuring Employment Contracts in View of the PWM



**Contributor:** Cynthia Tang, Tang Thomas LLC

The Security Progressive Wage Model (PWM) was implemented to raise the wages of security officers who are Singaporeans and permanent residents (PRs) over a six-year schedule through skills upgrading and productivity improvements. This will not only enhance security officers' employment terms while reducing their working hours, it will also increase standards for service buyers. This creates a win-win situation for all stakeholders in the security industry.

The Security PWM is a licensing condition for all private security agencies under the Police Licensing and Regulatory Department (PLRD). With effect from 1 September 2016, security agencies must meet the wage and training requirements to obtain or renew their licences.

During the six-year schedule from 1 January 2023 to 31 December 2028, security officers' basic wages will increase gradually. From 2024 onwards, the basic monthly wage for all entry level security officers will be raised to \$2,650. This new monthly basic wage will exceed the existing \$2,600 monthly basic wage threshold covered under Part IV of the

Employment Act that provides basic protection on working hours, rest days, and other conditions of service. The monthly basic wage of \$2,650 includes the income for the extra working hours as well.

The extra working hours, however, are now capped at 72 hours a month. The goal is to ensure sustainable growth in wages so that security officers do not clock excessive hours and remain fit to discharge their duties in a professional and competent manner.

Security agencies now have maximum flexibility to draw up fair employment contracts for security officers. So how should security agencies restructure employment contracts to abide by the latest PWM requirements?

There are some contractual provisions that are no longer legally required to be included in employment contracts. One such provision is illustrated below.

*36.—(1) Every employee shall be allowed in each week a rest day without pay of one whole day which shall be Sunday or such other day as may be determined from time to time by the employer.*

From 2024, employment contracts do not need to provide for a compulsory rest day within a week.

Another provision which may be removed from employment contracts is:

*38.—(1) Except as hereinafter provided, an employee shall not be required under his contract of service to work —*

*(a) more than 6 consecutive hours without a period of leisure;*

*(b) more than 8 hours in one day or more than 44 hours in one week:*

*Provided that —*

*(i) an employee who is engaged in work which must be carried on continuously may be required to work for 8 consecutive hours inclusive of a period or periods of not less than 45 minutes in the aggregate during which he shall have the opportunity to have a meal.*

From 2024, the need to provide a break for every 8 consecutive hours of work is no longer legally required.

Agencies must, however, ensure that their officers do not work more than the maximum 72 extra hours that is allowed each month.

In view of the enhanced Security PWM, security agencies should now include the following provisions in employment contracts:

- A cap on the total number of working hours per month, which cannot exceed the total allowable normal working hours plus 72 hours of extra hours;
- How the annual leave, medical certificates (MC) are accounted for towards the total working hours; and
- A provision for the event where a security officer does not clock the agreed number of working hours per month.

For any further queries, you may contact Tang Thomas at **+65 8182 2855** or [anthony.fun@tangthomas.com](mailto:anthony.fun@tangthomas.com).

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# Oneberry Technologies: The Future of Smart Surveillance



**Contributor:** Chelsea Cheh, Security Association Singapore

**Awarded Security Agency of the Year in 2019, Oneberry Technologies has been the leader in providing productivity-enabled security and surveillance solutions to government agencies, commercial, industrial and residential security buyers in Singapore. These solutions increase productivity, enhance security levels, resolve manpower shortages and reduce overall security costs.**

Their latest AI-assisted video anomaly detection system, ARVAS, taps on advanced statistical modelling and deep machine learning to continuously analyses video streams and highlights any abnormal behaviour to operators in real time. ARVAS' innovative approach requires no input of rules or pre-configuration, making it easy for operators to deploy.



ARVAS, introduced into service in mid 2020, is a self-learning video analytics solution that uses machine learning and big data analysis to provide a smarter, more powerful way of security surveillance. Such effective, proactive monitoring

leads to a lower reliance on routine physical patrols, with faster real-time response to anomalous events, preventing incidents from escalating and collecting unknown data.

This AI-assisted video anomaly detection system can be applied in conjunction or in replacement of traditional video analytics software to classify objects and detect unexpected scenarios. With its self-learning capability, ARVAS can adapt to different environments and detect unlimited range of anomalies.

Oneberry Technologies has a command centre which is powered by ARVAS that supports clients from industrial, commercial and residential properties. ARVAS can provide security buyers with significant cost savings while improving the overall security standard on premise. It also enables security buyers to embark on the Industry Digital Plan (IDP) of the Security Industry Transformation Map (ITM) through digital transformation.

The future of smart surveillance is shaping the security industry. Oneberry Technologies shows us that the industry is shifting swiftly from a traditional headcount-based model to one that integrates specialised manpower, cutting-edge technology and streamlined processes.



**Scan to watch the  
video on ARVAS.**

# SAS-SBF Foundation Compassion Fund



**Contributor:** Nicholas Lim, Security Association Singapore

SAS and the Singapore Business Federation Foundation have established the SAS-SBF Foundation Compassion Fund to benefit the association's members' employees who have fallen on hard times with a one-time support of \$300. SAS is one of the pioneer industry leaders to set up an industry-led Compassion Fund.

When employees step forward to apply to the Fund, employers become aware of the challenges of their employees, it is through this process that the industry-led Compassion Fund aims to be an ongoing enabler for the industry and businesses to care and support their employees.

SAS set a target of \$50,000 but have surpassed their target with \$73,200 raised.

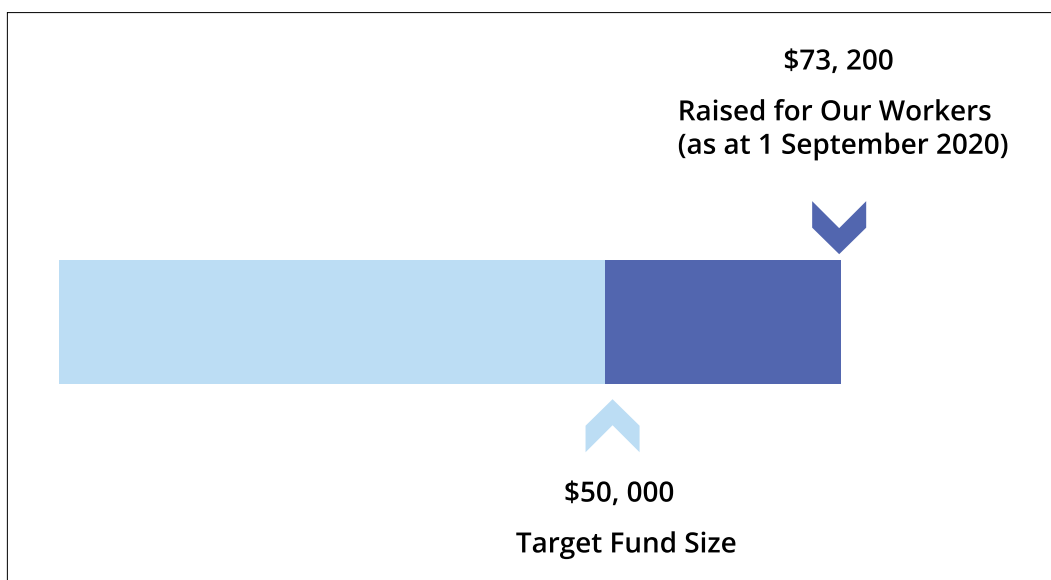
With matching from both SBF and Enterprise SG, the fund raised a grand total of \$219,600.

So far, \$12,300 of the funds has been disbursed. SAS and SBF foundation are encouraging more members of SAS to tap on these funds to help their employees who might be facing some form of financial difficulties.

Employees of SAS' Members interested in applying for the fund may visit: <https://www.hormatsecurity.sg/>

Completed application with the supporting documents should be submitted via email to [secretariat@sas.org.sg](mailto:secretariat@sas.org.sg).

For enquiries, please contact Ms Juliet Thong at +65 6836 0922 and [juliet@sas.org.sg](mailto:juliet@sas.org.sg).



# Regulating In-House Security Employers

Contributor: Muhammad Azhar, Security Association Singapore

**Security officers deployed by security agencies and those that are employed in-house serve the same operational functions, which are to keep premises and its occupants safe.**

For security agencies, there is the Security Agencies Competency Evaluation ("SACE"), a licensing criterion, which ensures that both the agencies and their officers are operationally competent. Whereas, for in-house security employers, there is no competency evaluation.

The SACE framework assesses the competencies in the following areas: training, operational processes, manpower, and command, control and communication. In essence, the competency evaluation assesses all the fundamental pieces that constitute a competent security agency while also ensuring that agencies harness a certain level of technology, which include wireless communications and electronic incident management systems. These are all important indicators in the upkeep of a security agency's standard to keep their service buyers' sites safe.

For in-house employers, there is an absence of such a licensing criterion. They are not assessed on their operational competency of their security departments. Their sites and employees do not have a calibrated security standard to meet, inadvertently, this could lead to an increase security risks. Which would beg the question of why there would be this double standard, where two entities who serve similar or even identical functions are treated very differently.

Therefore, to establish a definitive standard for all private security services the SACE framework should also apply to in-house employers of security officers. This would make the calibre of security services and operations consistent across the board.



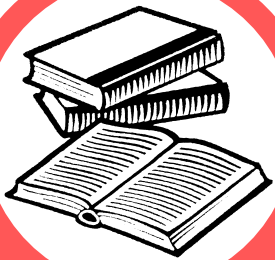


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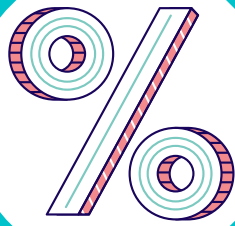
## **Mandating WSQ Threat Observation (RTT) for all Security Officers**

Reference to the announcement in Parliament on 3 Mar 2022 that the WSQ Threat Observation (Recognise Terrorist Threats) (RTT) module will be made mandatory for all security officers from 1 July 2023. Currently, security officers who have not completed the RTT module can only be deployed at condominiums and warehouses. With effect from 1 July 2023, all security officers will need to complete and pass the RTT course before they can be deployed at any sites to carry out the functions of security officer. This new requirement also applies to new security officers joining the private security industry from 1 July 2023.

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# A Significant Day for the Security Industry



The Security Industry has come a long way since 2004 when I first joined the industry. It started with the mandatory screening, training, and issuing of Security ID Cards in 2009. In 2016, another milestone took place for the industry as the Progressive Wage Model was implemented.

5 October 2021 will be remembered as a significant day for the security industry as I was listening to the parliamentary session on the amendments to the Private Security Industry Act were being read. I listened intently to the many Members of Parliament including Labour MPs and our SAS President, NMP Raj Joshua Thomas, stood in support of the amendments.

I remembered a case a few years back when a security officer was punched for doing his duty as a member of the public had felt inconvenience by him. The offender was issued with a warning only after an appeal was done to the authorities for the case to be reviewed. As a result, the security officer decided to leave the premises he had diligently guarded for many years and the industry as he felt humiliated and not well protected for doing his duty.

During this Covid-19 situation, security officers have been on the frontline playing an important role in ensuring Safe Management Measures are adhere to and the members of the public are kept safe in that process. This had led to some security officers being verbally or physically abused in the process.

I would like to thank the many past and present leaders of the Union of Security Employees, Security Industry Associations, Ministry of Home Affairs, Police Licensing & Regulatory Department, and many other stakeholders for the hard work they have put in for the Security Industry to bring it to where it is today.

At the same time, I would like to appeal to the members of the public to refrain from committing any form of verbal or physical abuse against workers as no one wants to go to work with the mindset that today they might be abused while carrying out their duty.

Let's make Singapore a gracious society where every worker is valued and respected.

Thank you.

**Hareenderpal Singh**

Director of Operations,  
RAS Security Pte Ltd  
Former Union Leader in Union of  
Security Employees



## GOVERNMENT GRANTS AVAILABLE FOR MEMBERS



### ENTERPRISE FINANCING SCHEME

- Merger & Acquisition (M&A) Loan



### DIGITALISATION AND INNOVATION

- SMEs Go Digital Programme
  - Advanced Digital Solutions (ADS)



### ENCOURAGING ENTERPRISE AND WORKFORCE TRANSFORMATION

- SkillsFuture Enterprise Credit (SFEC)
- Enterprise Development Grant (EDG)
  - Innovation and Productivity
- Productivity Solutions Grant (PSG)



### INTERNATIONALISATION

- Singapore Global Enterprise
- Singapore Global Executive Programme



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# Why Security Agencies Should Report Directly to Security Service Buyers



**Contributor:** Muhammad Azhar, Security Association Singapore

Security agencies provide services based on the demand of security service buyers that want to ensure that their premises are safe and secure. Security agencies are competent, regulated, and accredited to carry out their operations.

Security agencies, however, are currently reporting to managing agents that act as intermediaries between security agencies and service buyers. The managing agents do not have training in the security business, and they are not competent or licensed to manage security operations. Hence, security agencies, being licensed and competent in security operations, should report directly to the service buyers.

**Security agencies are competent, regulated, and accredited to carry out their operation and are trusted by service buyers that their outcomes will be met.**

Security agencies have the knowledge and skills to perform their security operations in a particular manner that keeps the service buyers' sites safe and secure.

The assumption by service buyers, however, is that the managing agents are also as competent in security operations. When the fact is that security operations is an art or even a science, and this requires security agencies to be strictly regulated by the police force. Additionally, security consultants and operations managers are required

to attend courses and undergo competency evaluations, making them specialists in the field. If managing agents are allowed to override the operational management of security agencies, it would defeat the entire purpose of the security courses and the strict regulations security agencies and personnel are put through.

This makes the highly regulated operations of a security agency different from other subcontracted services such as cleaning, maintenance, and landscaping, that the managing agents also oversee at sites. Hence, when the security operations at the sites are compromised due to mismanagement of the managing agents, the security buyers will be prejudiced.

It has been established that security agencies know best about security operations, while, managing agents are not competent to manage security operations. It falls to reason, and it is clear, there is no other way than to structure it such that security agencies should report directly to the service buyers, not to the managing agents.

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