

# SOTERIA

ISSUE #2 / DECEMBER 2021

QUARTERLY



## WOMEN LEADERS in the Security Industry

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# EDITOR'S NOTE



Amidst a tumultuous year, we found renewed strength in our Security Industry partners to rise up to the challenges faced in our day-to-day lives. In March this year, SAS conducted a webinar to assist members in transitioning from the old Security Agency Grading Exercise (SAGE) to the new

PLRD Security Agency Competency Evaluation (SACE) which kicked-off in April, where core competencies became mandatory modules required under the licensing regime beginning in 2021. Soteria Group, SAS' for-profit arm, stepped up to provide consultancy packages as an option to handhold new and older agencies alike through this change and we are pleased to report that 100% of our client agencies have passed their SACE assessments to date.

In May, when the Covid19 Delta variant hit our shores, many officers were struck with 7day-MCs or 14day Stay-Home-Notices and agencies found themselves grappling with unexpected guardhouse cleaning costs and other welfare-based negotiations with clients. The Industry faced increasing pushback in raising manpower contract prices and customers began reacting to the economic conditions by downsizing their manpower demand temporarily and further canceling events.

With such feedback, USE assisted by issuing supporting documents and letters encouraging Security Buyers not to impose liquidated damages at manpower supply disruptions caused primarily by Covid19. By September, MOM, BCA and EDB announced the beginning of Covid-19 Antigen Rapid Tests (ART) self-administration in between workers' RRT across affected sectors. Although the new ART testing requirement somewhat eased coordinating Rostered Routine Testing (RRT) logistics for some agencies,

it added new costs and administrative reporting confusion to others in the initial weeks. By October, the number of MOM/ICA approvals for Malaysian officers leaving and re-entering Singapore seemed to have eased and agencies had to quickly juggle the changes to their deployment numbers amidst a worsening manpower crunch. Hiring became increasingly difficult and technology adoption through capital investments slowly picked up pace and trickled through.

The month of November saw the official announcement by the Security Tripartite Cluster (STC) depicting the new security officers' baseline wage quantum which starts in 2023, under the 6-year Progressive Wage Model (PWM) for the Security Industry. In addition to the previously announced 3 percent increase to baseline wages in 2022, the STC said its recommendation, which has been accepted by the Government, is notably of a "significant increase" to the monthly wages, effective from 2024 to 2028. As the Industry prepares for this quantum shift, much more ground work needs to be done in terms of changing the mindset amongst agencies, buyers and officers to the concept of "security work". This void, in turn, will be fulfilled by SAS in the upcoming months. Whenever there are challenges, there are opportunities.

As this issue is about Women leaders in Security, I would like to applaud all females in the industry leading the pack, in charging ahead, holding the fort, manning the frontline and finding their way, through this maze of challenges in 2021 and 2022. My deepest gratitude to you for being a part of this most unique Security Industry experience this year. Thank you for being supportive of one another, with a heart to journey with our fine security officers. Whatever the situation is, we will advance forward and reverse the tide to shine forth and achieve more with our fellowmen, together.

Lorraine Lim Tze Lin

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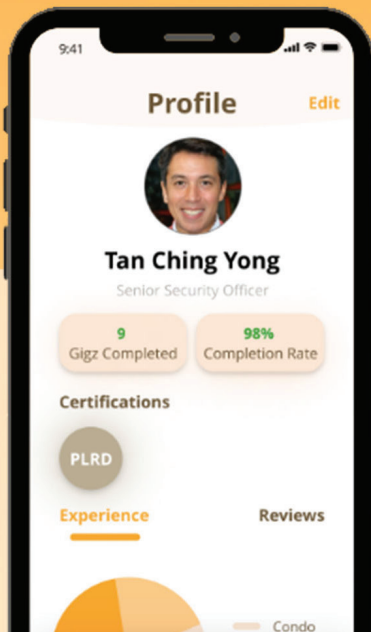
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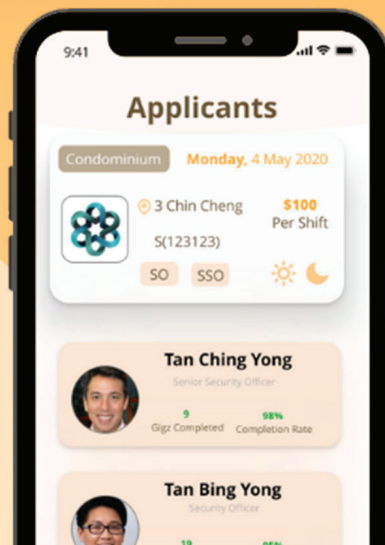
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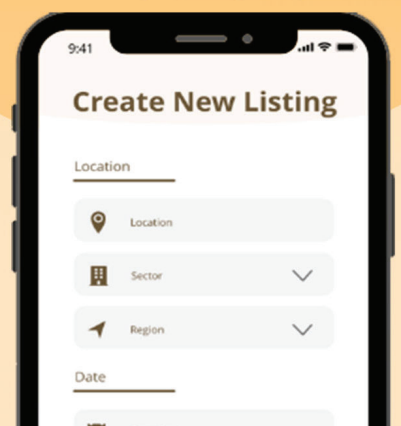
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# Women Leaders in the Security Industry

The Ministry of Social and Family Development has dedicated 2021 as the Year of Celebrating SG Women.

Soteria Quarterly took the opportunity to celebrate the achievements and spoke to four of the Security Industry's leading Women. We hear from them how they debunk stereotyping, change mindset, and continue to lead the way forward in a constantly changing business landscape.



**Penny Ang, Managing Director  
Danmax Security Management Pte Ltd**

***Q: How did you come to be in the security industry?***

I was in the Police Force way back in 1978. Before I joined the industry, my last duty post was with the Criminal Record Office of the Criminal Investigation Department. I left my career in the Police Force in 1993 with the intention to focus in taking care of my own family. I never imagine myself to be in this Industry because I know how tough it is to be in this line, given the long hours work and it was hard to pass the screening record for the Security Officer, but then my life partner encourages me to try it. I took it as a challenge to learn how the industry works but to be honest not willingly. I forced to expose myself to prove that I can run a Security Agency.

***Q: What is one career experience that is unique to being a woman?***

As a woman, being in the Security Industry is a unique career experience. Specially during 90's, only tough men can survive, and I have to manage difficult situation and have a good teamwork with gentlemen.

***Q: What traits do you admire the most in leaders?***

The most traits that I admire to being a leader are those who understand the need to "walk-the-talk", being a role model to your team where your views, goals, match to the aspirations of your organization.

***Q: What advice do you have for other female leaders?***

Women tend to be too emotional and afraid to try at times but to be a good leader, we consider the saying that "We will cross that bridge when we get there" So just focus on today's challenges and be brave enough to be the best version of yourself every day.

***Q: How do you unplug/unwind?***

I like to help others and be involve in a community work. It makes me feel good from within to be able to assist others in need and to be part of their success is priceless for me. I also do meditation, chanting and regular exercise.



**Q: How did you come to be in the security industry?**

In 2007, I joined my family business, which is Force-One security, which was then starting up with a small management team managing approximately 40-50 security officers. I left my Global Alliance Marketing Manager post in an MNC and decided to team up with my sister to transform our small outfit into a bigger Singaporean company.

**Q: What is one career experience that is unique to being a woman?**

It would definitely be being the Deputy President of SAS! I started off with SAS as a Committee member, slowly arising from Assistant Secretary and worked up the ranks from the ground up. Knowing everyone in the industry was indeed one of the most enjoyable experiences in my career in the security industry. The sharing of experiences for everyone, from SMEs to listed security companies, gave me an indepth view of how everyone managed their companies the most efficiently.

**Q: What traits do you admire the most in leaders?**

Charisma and logical thinking. Most leaders can “talk” but cannot “do” and it doesn’t get more irritating than that. Leaders who can also serve are also a valuable and respectable trait I enjoy seeing in others. The ability to put themselves in others’ shoes, resilience and patience. And of course, intellect!

**Q: What advice do you have for other female leaders?**

Never give up an opportunity to shine, in a sea of talented men. We are very fortunate to be in Singapore where female leaders are given an equal opportunity to voice their opinions and not worry about being ostracised or judged. It is with this confidence, that many women can come forth to serve and lead.

**Q: How do you unplug/unwind?**

In fact I unwind most effectively when I’m with others. I enjoy being around people and appreciate the company of friends and colleagues immensely. Simple jokes and camaraderie is a medicine for my weary self any time of the day.



**Lorraine Lim, Director  
Force-One Security Pte Ltd**



**Morraine Henson, Director  
Alwatch Security Management Pte Ltd**

### ***Q: How did you come to be in the security industry?***

My father, a decorated police officer influenced me from a very young age. He started the first local security agency in Singapore and was actually the founder of the Security Association. While still in school, he encouraged me to actively assist him by taking me on his night rounds, and of course typing his investigative reports. He told me once, while on night rounds, to be brave and that “ghosts” do not harm people, its people who do that. Then later in life I joined Evtac Security Management as its GM and was further appreciative of the trust and influence of a woman from the security industry, Cpt Genevieve Pereira (Retired). Both of them always had a strong sense of right from wrong, compassion and integrity.

To be like them was the challenge I took.

### ***Q: What is one career experience that is unique to being a woman?***

The biggest challenge and success I had achieved was to be able to gain the acceptance of many of my male counter parts and to be the first woman to be elected as Senior Vice President of SAS.

### ***Q: What traits do you admire the most in leaders?***

The traits I admire in leaders is when they trust and respect the men and women working under them as priority. They are the ones that make or break your reputation. Command and not demand respect.

### ***Q: What advice do you have for other female leaders?***

Do not lose focus on what can and cannot be done, and not be afraid to follow your instincts, to learn and grow from mistakes committed either by you or your competitors.

### ***Q: How do you unplug/unwind?***

The occasional drinks with friends, chat over anything except work. Daily morning walks and spending quality time with my family is how I unwind.



### **Q: How did you come to be in the security industry?**

I started as the Finance Director at Prospect Outsourcing Malaysia. I was later invited to head the finance department of Prospect Protection in Singapore. After spending a significant amount of time in the company, I was asked to assume the role of Managing Director and partner of Prospect Protection Singapore.

In truth, I was troubled by the way security officers were regarded by general society. I found a new love for the industry and harnessed new skills along the way in the hope to uplift the standards and livelihoods of those at the frontlines.

### **Q: What is one career experience that is unique to being a woman?**

Before answering this question, I need to preface it by saying that it is impossible to isolate one specific career experience from the challenging daily realities of being a woman in the workforce. There can be a consistent pressure to prove yourself worthy of respect. There are a lot of expectations of what a leader should be and what a woman is capable of. At the end of the day, leadership as a woman means constantly needing more energy to brush away all the stereotypes and get the job done simultaneously.

### **Q: What traits do you admire the most in leaders?**

I admire it when leaders are approachable to all levels of their company, and they can inspire those around them to be better versions of themselves. This includes the ability to give credit when it's due and to be accountable for all your decisions. Additionally, effective leadership is making sure both the output of the company and the people doing the work are in good hands. Particularly in the height of the pandemic, the importance of leadership respecting both balance sheets and humanity was paramount.

### **Q: What advice do you have for other female leaders?**

It is challenging for women to navigate leadership, especially in a male-dominated industry. Staying true to yourself is the ultimate goal, and not being pressured into behaving as someone you are not. I would say embracing vulnerability is just as important as being assertive and strong when the situation requires it – for instance, asking for help is just as respectable as giving advice! Do not be afraid of confronting issues with empathy. Authenticity is authority.

### **Q: How do you unplug/unwind?**

Above all, I love spending time with my family and watching a good movie – preferably both at the same time! Reading is another natural favourite of mine, along with some meditation for alignment.



**Liz Asokan, Director  
Prospect Protection Pte Ltd**

# Beyond Passing, Failing, and Paper Certifications: A Journey of and for Growth

Anyone worth their salt in the security industry knows how intimately career progression for officers is tied to training and upgrading skills under the Progressive Wage Model. We catch a glimpse of the inner workings of one of the sector's pioneering Approved Training Organisations ("ATOs"), KnowledgeTree Training Centre, and speak to David Chow, their Managing Director.



**Mr David Chow**

Managing Director, KnowledgeTree Training Centre Pte Ltd

Half past nine, and traffic along Bukit Timah Road is starting to ease up with the end of the morning peak hours. Nestled on the third floor of Rex House, a short walking distance from Little India MRT Station, there are already half a dozen people waiting in line at the reception of KnowledgeTree Training Centre, or KTree. Along the wall, a board is chock full of notices about course fees, enrolment criteria, and class schedules. Opposite, a display cabinet houses a few portraits, awards for excellence, and other paraphernalia that hints of the history behind the company.

KTree was established in 2006 as an ATO, but began its journey before that in 2003, providing in-house training at a Security Agency under the National Skills Recognition System framework. In the years since, KTree has racked up an impressive coterie of achievement and recognition, training over 4500 security professionals and serving over 200 companies across the private and public sectors. Operating from Rex House since 2017, the KTree campus houses 11 classrooms, 2 X-ray screening labs, and 12 assessment rooms. At any given day, constant streams of trainees, trainers, and assessors ply the neatly organised corridors of the campus, the pudding that proves skill upgrading is well and alive in the security industry.

Accolades aside, what strikes visitors to the KTree campus, and anyone who speaks with their Managing Director David Chow, is how little it seems to matter that they are well established in the sector. Don't get us wrong, it matters very much of course, but one core consideration seems to take precedence over everything, and as we learn from our conversation with David, it is this: Developing People.

**Q:** David, thanks for having this conversation today. Let's begin by asking about Developing People. How has this guiding light shaped your vision for KTree, and how it operates as an ATO?

**David:** When KnowledgeTree was established in 2006, the idea was to share the passion that our family had for developing individuals with the rest of the industry. I personally was first exposed to training security officers when I was still a student in Poly. I travelled to various sites to train officers how to use basic CCTV software during my holidays. Having managed KnowledgeTree for almost ten years now, I'm proud to have a closely-knit team that embodies the core competency of developing people.

We adopt a learner-first mindset in KnowledgeTree. Believe it or not, we learn a lot from our learners. It is the very core in refining our training courses and delivery at KnowledgeTree.

**Q:** Technology is a buzzword that's been going around our sector for the past few years, with the Industry Transformation Map and the Industry Digital Plan. What are your thoughts on this? Is technology really the answer to many of the industry's problems? And how is KTree planning to play its part in all this?

**David:** I think that technology is not just a buzzword anymore. In my opinion, the security industry is one of the fastest blue-collared industries when it comes to adopting technology. My honest answer, however, is that technology can be pointless if people do not know how to use it. So, even though technology may appear to be the solution, the solution still relies largely on how individuals use technology as tools to solve problems. This illustrates how crucial technology training is for the industry.

As an ATO, the first thing we would need to do is to transform ourselves. We have invested heavily in ourselves to have the appropriate equipment and skillset and are now ready to transfer that knowledge to our learners. We are currently in the midst of developing programs that aim to enable our manpower to be at the core of industry transformation.

**Q:** It's all about the future, right? When it comes to Developing People, what do you hope to see in the coming years, from the different stakeholders in industry? Let's talk about talent coming into security, trainees, and employers.

**David:** With the recent announcement of the changes to the Progressive Wage Model, there is a huge potential for career growth for individuals in the sector. The changes in the PWM will professionalise the industry tremendously in the next seven years and move away from the stigma that security work is low-paid work. This will make it a more attractive industry for talents to come into the industry.

While dealing with such rapid transformation may not always be smooth-sailing, I'm also optimistic that the better remuneration will motivate our current talents to equip themselves with future skills and value-add their employers. The employers will then benefit as they have skilled manpower they can count on to service outcome-based contracts.

**Q:** Looks like KTree is the place to be if I want to upgrade and grow myself as a security professional! One last question, and let's make it personal. What would your last low-budget meal be, and why?

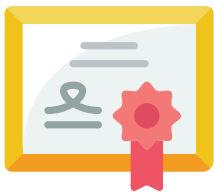
**David:** Nasi Briyani and Chendol at Tekka Market. Our learners love them!



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# Safeguarding Security Officers and Transforming Security Consultants

**Contributor:** Muhammad Azhar Bin Mohamed Iqbal, TwinRock Global



The Private Security Industry (Amendment) Bill was passed in Parliament on 5 October 2021, introducing two key amendments to the Private Security Industry Act i) enacting three new offences to protect security officers ii) removing the requirement for security consultants to be licensed under the PSIA. These new provisions point to the work undertaken by the Tripartite Cluster, demonstrating the cooperation within the security industry which has contributed to the leaps the industry has made the last few years.

First, the amendments introduce sections 17A, 17B, 17C and 17D to clause 3, with each carrying higher penalties than that stipulated under the Protection from Harassment Act (POHA). This recognises the importance of safeguarding our security officers and acknowledges the gravitas of the function they play in our society.

- Section 17A creates an offence of assaulting or using criminal force to deter a security officer from discharging his or her duties; carrying penalties up to \$7,500 fine and/or imprisonment up to two years.
- Section 17B creates an offence of voluntarily cause hurt to a security officer whilst carrying out his or her duties; carrying penalties of up to \$10,000 fine and/or imprisonment up to five years.
- Section 17C creates an offence of intentionally causing harassment, alarm, or distress to a security officer; carrying penalties up to \$5,000 fine and/or imprisonment up to 12 months.
- Section 17D provides for enhanced penalties for repeat offenders who have previously committed harassment offences.

These provisions are a testament of the egregious nature of these offences against our security officers and the strong stance we must take against such offences as a society. This follows from two surveys conducted by Union of Security Employees and Singapore University of Social Sciences, which found that four in ten security officers have experienced some form of abuse at their workplace. This is also apparent from the multiple disturbing media reports of abuse and hurt caused to our security officers.

Second, the amendments to the PSIA changes the regulation of security services specifically the licensing of security consultants. This comes accordingly with the move towards self-regulation of the security industry. The Security Consultants Accreditation Programme (SCAP) will be first steps towards industry self-regulation, having been launched by Security Association Singapore (SAS) and Association of Certified Security Agencies (ACSA) in understanding with the Ministry of Home Affairs, to develop competent security consultants.

The standards of the examinations for the SCAP certifications are high, being set and marked by the Singapore Police Force. The rate of passing is currently at two thirds of all candidates, which is proof of the benchmark of the assessments, while there is a strong pickup rate for future examinations. Through this, the security consultants can develop in a way that is relevant to the industry and to the needs of the clients', which gears itself for the future of the security industry.

These two key amendments are a move in the right direction for the security industry, which is primed for transformation. The security industry would have to continue engaging with the government through the tripartite cluster to ensure that changes in legislation such as the PSIA amendment bill are enacted in a way which keeps pace with the industry's transformation.



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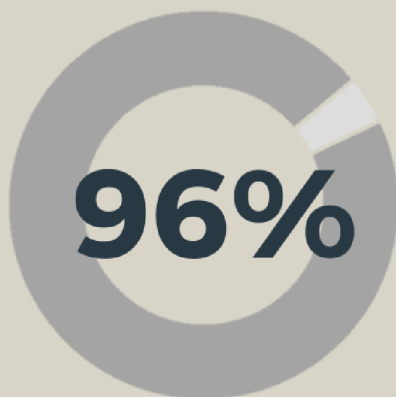


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# The newly refreshed PWM is the crucial piece of the puzzle that is industry transformation

Contributor: Sarah Lewis, Security Association Singapore

Imagine security industry transformation as a jigsaw puzzle.

We first started with a blank board, with status quo being exploitatively low-skilled “jagas”, low wages and long hours. They were seen as unprofessional, even though they worked through the day and night and had nowhere private to take breaks.

They were, however, in high demand. Buildings mushroomed in Singapore quickly, and security is essential for each new building. Security agencies sprouted in the dozens to meet this demand and reap its benefits. The economy and business landscape changed rapidly, leaving security officers, whose situation had not changed, in limbo.

The first piece of the puzzle in 2016 tried to lift security officers out of stasis by raising wages and skills through the unprecedented Progressive Wage Model (“PWM”).

In 2018, the Security Industry Transformation Map (“ITM”) provided a hazy picture of what the completed puzzle should look like. It stated that the puzzle should be colourful and high-quality. Importantly, it provided the four key corners of the puzzle to build the rest of the puzzle with:

1. Aligning regulations
2. Promoting best sourcing
3. Investing in skills
4. Driving technology & innovation

Since then, several individual pieces have fallen into place. Security agencies will now be evaluated and developed based on their competencies. The government took the lead in adopting Outcome-based Contracts (“OBCs”) by 2020. The Overtime Exemption was removed in Jan 2021 to ensure security officers worked a maximum of 72 hours of overtime per month. Laws were introduced to protect security officers from abuse and harassment.

The Industry Digital Plan tried to enhance the fuzzy picture

that the ITM provided digitally. Stage 1 and Stage 2 solutions were simple to adopt, and are currently widely used. Perhaps the picture became more pixelated with the IDP as Stage 3 solutions seemed abstract, way into a distant future. The current state of the puzzle is fragmented with several pieces at each corner, and there is only a vague vision of a completed picture. What we need is a bold, crucial piece in the middle to connect all the dots and help each piece make sense when viewed from afar. The newly refreshed PWM could very likely be that missing crucial piece.

First, it significantly increases the wages of security officers, far outstripping previous PWM wage increases.

Any service buyer unwilling to reconsider headcount-based contracts will have to accept drastically higher prices for the same services.

Those embarking on OBCs will be presented with more cost-effective, technology-infused solutions. They will also have a range of quality solutions to choose one from that best suits their needs.





A technology-based solution would require skilled officers. Promotion to a higher rung requires technical know-how to manage more complex and efficient security systems. The now larger wage increase between PWM rungs will see a concomitant rise in productivity.

With just this move, this one crucial piece, all 4 corners of the puzzle have been linked and future pieces will fit in nicely.

Second, the level at which wages will be raised to is by design. It must be at a level that recognizes the high demand for security officers and empowers them, and it must make the industry attractive to the younger and more highly-skilled.

Third, the PWM will no longer stipulate basic wages. Instead, it will stipulate gross wages. Regardless of how many hours overtime the officer wants to work, he will be paid the same gross wage. Previously, it was in the security officer's interests to work the full 72 hours overtime to get the maximum salary possible at his PWM rank.

With the guarantee of a gross wage, coupled with the significantly higher level at which it is set, security officers

should start to recognize the value that they add and bring this confidence to the negotiating table. This could mean negotiating for shorter shifts or regular shifts, up to the officer's preferences and needs.

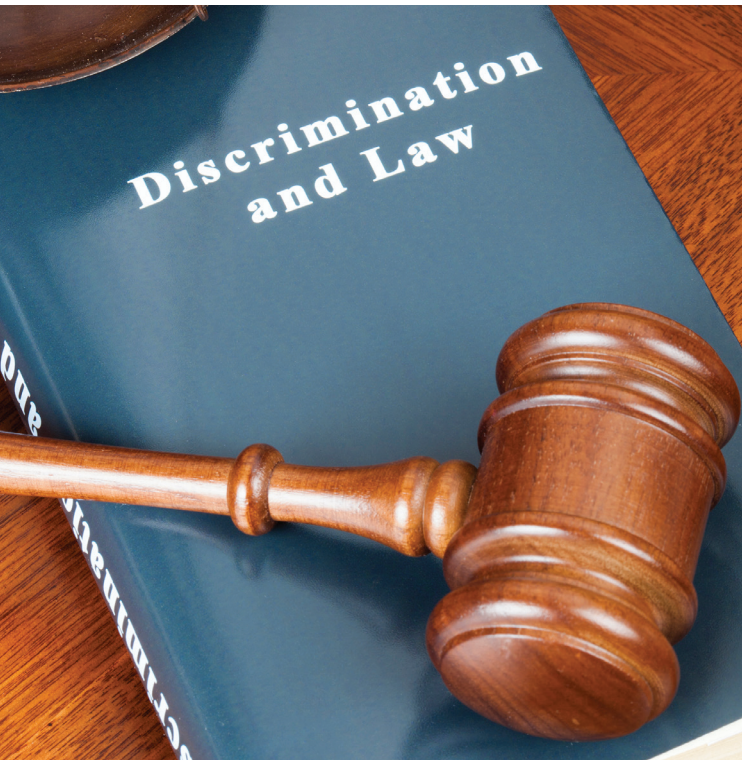
Raising wages beyond \$2,600 effectively takes officers out of Part IV for the Employment Act. The mindset change within the industry will take time, and thus a cap of 72 hours OT for security officers in the short term is necessary.

In conclusion, the brilliance of the refreshed PWM lies not just in its ability to align the objectives of the ITM with one move, but in doing so by changing incentives.

- Buyers are incentivized to adopt OBCs as a cheaper alternative.
- Security agencies are no longer incentivized to undercut or make manpower promises they cannot deliver on.
- Security officers are empowered to upskill and shop around for the best agencies.

With this game-changing piece of the puzzle, the path to real and sustainable industry transformation is clear as day.

# Addressing Potential Discriminatory and Prejudicial Employment Practices in Outsourced Security Services



**At the National Day Rally on 29 Aug 2021, Prime Minister Lee Hsien Loong announced that the Tripartite Alliance for Fair Employment Practices ("TAFEP") Guidelines would be enshrined into law.**

One day later, an SAS Member reached out to SAS about the said tender put out by Savills Property Management ("Savills"). Amongst other things, the tender purported to impose penalties for deploying security officers of a certain age without approval from Savills or the condominium, and appeared to do so for not deploying officers of a certain race.

On 6 Sep 2021, Security Association Singapore ("SAS") posted on its Facebook about a tender for security services put out by Savills that appeared to discriminate on the basis of race and age. The same tender also included clauses that appeared to allow for Savills to essentially summarily dismiss security officers at the site, at its absolute discretion and without appeal.

SAS' post was widely reported by the media, and public opinion, based on comments on the articles, was strongly against such practices by Savills. Even in Parliament,

**Contributor:** Ikhsan Suri, Security Association Singapore

questions were raised about the prevalence of such practices, and on the outcome of MOM action against Savills. TAFEP also informed the media that Savills had been the subject of multiple TAFEP complaints related to employment, and that it had recommended MOM take action, possibly to revoke or suspending Savills' work pass privileges.

There has not been any announcement by MOM, as yet, on its investigations into Savills and the outcome.

## Why SAS raised the matter

SAS decided to raise this issue publicly as such discriminatory clauses are extremely prevalent in the industry. As President, SAS Mr Raj Joshua Thomas said in Parliament in October 2021, most, if not all outsourced services contracts, including those used as templated by Managing Agents ("MAs") contained discriminatory clauses. There was therefore an urgent need to address this and to draw the attention of all stakeholders to this issue, and to start to push back against it. This is necessary to protect security officers and ensure that they do not work under prejudicial circumstances.

Indeed, labour MPs, the Union of Security Employees and the Association of Certified Security Agencies, came out to support SAS' position that something needed to be done urgently to remove such clauses from outsourced services contracts.

## Moving Forward

Post media-controversy, the crucial steps lie ahead. The public attention helped to nudge MAs in the right direction. However, a slight nudge is not enough, considering that such practices have been widespread for a long time, and seem to remain so. SAS has continued to receive feedback, and copies of tender documents containing similar clauses from other MAs, and it will keep advocating for practices that are fair for security workers, including by engaging MAs directly.



# Enshrining the TAFEP guidelines as law

**Contributor:** Muhammad Azhar Bin Mohamed Iqbal, TwinRock Global

**The Prime Minister (PM) announced that the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) guidelines will be enshrined as law during his National Day Rally speech. Currently, the guidelines exist as a framework for employers to follow as best practice, and enforcement is limited to the revoking of work pass privileges. This move, signals Singapore's intolerance towards discriminatory employment practices.**

There are two tenets to the TAFEP guidelines. First, applying relevant and objective selection criteria during the recruitment process; ensuring that meritocracy and fairness is upheld. Second, making reasonable efforts to attract and consider Singaporeans for job positions and developing their skills; before tapping on the global market for talent. This positions the job market in a favourable position for everyone regardless of their background, while ensuring that Singaporeans are employed fairly.

Additionally, the PM announced the creation of the anti-discrimination tribunal which seeks to protect workers against discrimination based on nationality and discriminatory practices as identified by TAFEP. This reflects the current TAFEP guidelines, protecting against discrimination based on age, race, religion, and disability. The tribunal aims to act as the initial line of settlement for employees who feel discriminated against. As the PM maintained that mediation and conciliation will remain the main means of resolving anti-discrimination cases and that "legal redress should be a last recourse".

This gives security officers an assurance that there will be recourse against errant employers or contracting agents. This bolsters the protections afforded to security officers

through the Private Security Industry Act Amendment Bill's protection against harassment. Common discriminatory clauses surround the age and race of our security officers; although, not be in their employment contracts, can be found in service agreements. It is the responsibility of security agencies to identify such unfair clauses before signing service agreements, or they would run the risk of breaking the law.

## Supporting lower wage workers

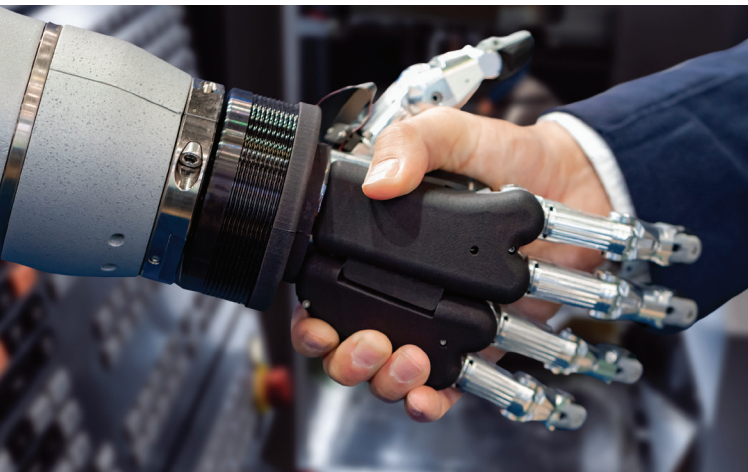
The PM commended the successful implementation of the Progressive Wage Model (PWM) for workers in the cleaning, security, landscaping and lift maintenance sectors. The workers have been able to develop their skills on top of the increments they have received over the years. However, lower wage workers are still facing job insecurity and precarity, coupled with less rainy-day savings during times of economic uncertainty. This acknowledgement was followed by the announcement that the PWM would be extended to the retail, food services and waste management sectors, while covering specific occupations starting with administrative assistants and delivery drivers to expand its coverage.

The expansion of the PWM to various other sectors is a positive indication of the model's effectiveness in the existing sectors. The security industry is proud to be a pioneer and champion of the PWM, and we should strive to continue nurturing the economic wellbeing and career development of our security officers.

# Triple S Protection: Embracing Technology

**Contributor:** Sarah Lewis, Security Association Singapore

The future of the security industry is here, and one agency charting the way forward is Triple S Protection Pte Ltd ("Triple S").



Founded in 2003, and with over 600 employees currently, Triple S has always strived to be at the forefront of innovation and to provide bespoke security solutions for their clients.

Just 2 months ago, Triple S reached a new frontier. Triple S launched its autonomous "Triple S Bot" Security Robot. The robot will patrol and respond to security threats at Science Park 1 (7 Buildings) as part of its holistic technology-integrated security infrastructure, assisted and controlled by skilled security officers.

This solution was made possible under an outcome-based contract ("OBC") put out by the client. Triple S rose to the challenge and responded to their call. Not only did they dare to innovate and consider technology-driven security solutions to implement for their clients, they were also highly resourceful and tapped on government support for adopting advanced technologies.

Like Triple S, Security agencies may consider applying for funding support for various Infocomm Media Development Authority ("IMDA") Advanced Digital Solutions, which offers specific security-related projects up till 31 March 2022.

The Triple S Bot was hence a successful collaboration initiated by Triple S, between security system provider, OTSAW, the government and their progressive client.

As a result of the implementation of technologies to various sites, Triple S was able to achieve a 5-6% reduction in manpower deployment across several properties, which will without a doubt afford their client significant cost savings, especially with the upcoming PWM wage increase.

Due to the OBC, Triple S was also able to propose and achieve maximum efficiency in their operations. Cluster guarding was enacted since 2020 across 7 commercial properties. Combining CCTV and Triple S Bot footage with state-of-the-art integrated technologies and video analytics capabilities, the team is able to rely on a lean and skilled team at their HQ command centre and minimal roving officers on the ground to provide immediate response.

Triple S Bot is able to provide enhanced vigilance and analytic capabilities through its 360-degree camera and live feed, unpredictable route patrolling, and intrusion detection technology. Triple S Bot can also be relied on to provide tireless patrolling and surveillance, beyond the capabilities of any human.

**The future of security technology and manpower integration is here, and Triple S Bot shows us that is indeed a reality.**

With enhanced efficiency and vigilance, Triple S is bound to meet, if not far exceed expectations in terms of outcomes and even help their client achieve cost savings.

The future of security technology and manpower integration is here, and Triple S Bot shows us that it is indeed a reality. With this shining example, more service buyers can realise the benefits of tailor-made security solutions enabled and empowered by technology.

Security officers and prospective entrants can also look forward to exciting, challenging and fulfilling careers in security, playing important roles in security analysis and technology operation, which cannot easily be substituted.



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# SII Security Industry Conference 2021 Webinar

**Contributor:** Security Industry Institute

“Emerging Stronger into the New Norm for the Security Industry” was this year’s theme for Security Industry Conference Webinar. It was held on 3 September 2021 by Temasek Polytechnic’s Security Industry Institute (SII). It focused on how security companies could better cope with the new norm and be equipped with workplace learning, technology and also develop a business continuity plan for their business operations. The webinar was well received and attended by about 370 participants from the security industry.



**Mr Desmond Tan**

Minister of State, Ministry of Home Affairs and Ministry of Sustainability and the Environment

Mr Johnson Ng, Deputy Director/Temasek SkillsFuture Academy and Head/SII gave the Welcome Address and spoke about Security 4.0 as an articulation of the vision of the Security Industry Transformation Map (ITM) launched in February 2018 by the Ministry of Home Affairs. He envisaged that the security industry in the Security 4.0 world, would encompass connected security systems and processes communicating autonomously by providing relevant data to security professionals tasked to protect personnel and properties from harm. He said that the Security ITM would develop a vibrant, technologically advanced and competitive security industry, that would deliver better security outcomes for Singapore and provide good jobs for Singaporeans; and this can be achieved via progressive learning and continuous training.

In his speech, Guest-of-Honour, Mr Desmond Tan, Minister of State, Ministry of Home Affairs and Ministry of Sustainability and the Environment thanked the security industry for stepping up to support various COVID-19 related operations and to look out for one another. With COVID-19 remaining in our midst, Mr Desmond Tan emphasised the need to keep our eyes on the future and underlined the continued relevance of the Security ITM.

Mr Desmond Tan shared about the Government’s priorities in the near future to raise industry standards through the new Security Agencies Competency Evaluation framework and to transform demand for security services through the continued push for wider adoption of outcome-based contracts (OBCs). These two strategies would further transform the way security services are delivered, resulting in productivity improvements, better jobs, and better security outcomes. He also elaborated on the resources available to help the industry gain a better understanding of OBCs, including Temasek Polytechnic’s Specialist Diploma in Security Consultancy for security agencies and security buyers who wish to transit to OBCs.

Speaking on cost savings and improved operations, Mr Nicholas Lim from Soteria Technology Pte Ltd shared how a central command centre equipped with future ready technology solutions could improve productivity. Mr Freddy Teo, Head/National Centre of Excellence for Workplace Learning (NACE@TP) shared how NACE could develop and implement best-in-class workplace learning capabilities for companies. Dr Graham Ong-Webb, Vice President, Head of the Future Technology Centre, Singapore Technologies Engineering, spoke on the importance of remaining vigilant against terrorism threats in the “New Normal”. In addition, Mr Ong Liong Chuan, Convenor, Working Group on Business Continuity Management, talked about the ISO 22301 standard and how companies could formulate a Business Continuity Plan so that it could continue to operate even during periods of disruption.



# Building a robust Anti-Corruption framework in your organization

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

**Two cases of corruption involving employees of Security Agencies this year have brought the Security Industry under the public spotlight.**

On 16 Aug 2021, a former Director at White Knights Security Services was jailed for 10 months for bribing a security department manager at the Takashimaya department store.

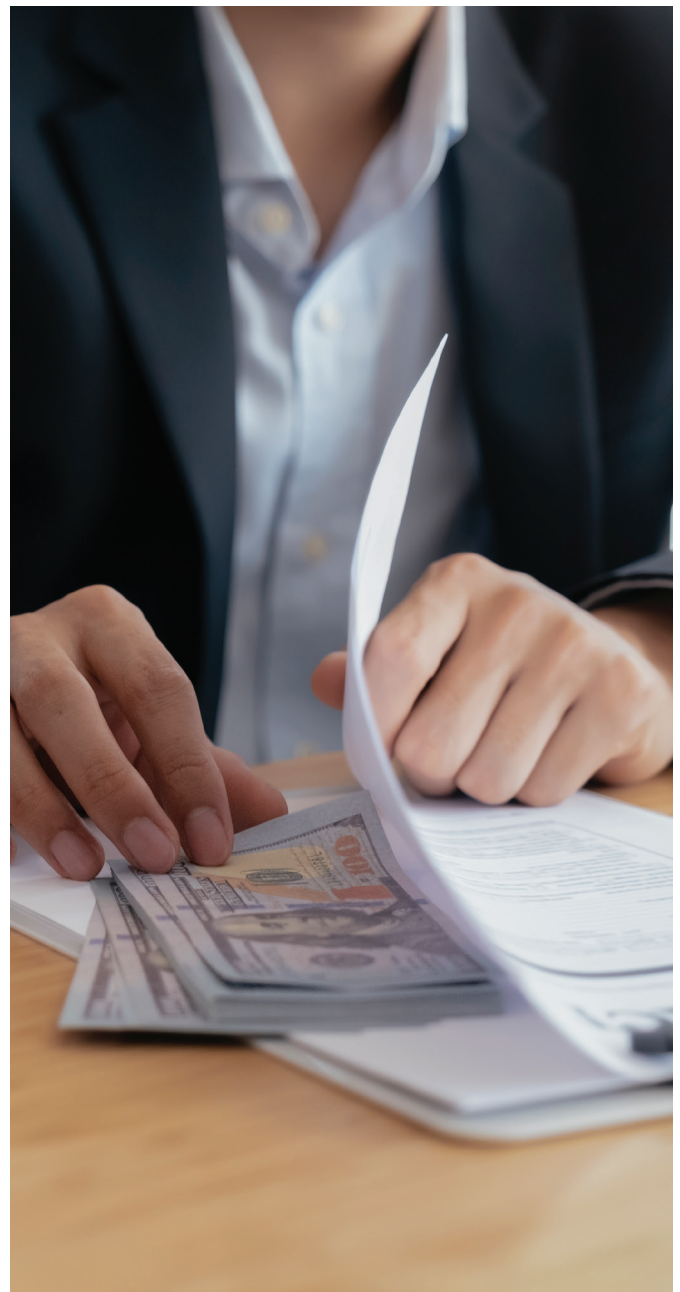
An amount totaling S\$121,000 was offered to the security manager over a three-year period so that he would not request liquidated damages from White Knights Security Services to be paid to Takashimaya due to a shortfall in the number of security officers deployed at the store.

The second case involved a former Director at Cominco. He was fined S\$3,900 on 11 Aug 2021 for bribing an employee of Smart Property Management deployed at Sherwood Condominium. The bribe was for the employee to successfully help Cominco secure the service contracts at Sherwood Condominium.

The above examples highlight the need for companies to build a robust framework in areas such as procurement and internal audit to prevent falling victim to corrupt acts by their employees. Dealing with bribery can be especially challenging for businesses with a small compliance footprint and limited resources.

Business owners can begin by visiting the Corrupt Practices Investigation Bureau's (CPIB) website. They have put together resources on ways to prevent corruption.

Download PACT: A Practical Anti-Corruption Guide for Businesses in Singapore. Developed by the CPIB, it contains useful information such as, how to conduct a company risk assessment to create a good internal control mechanism. The government agency also encourages companies to obtain certification under Singapore Standard (SS) ISO 37001 – Anti-Bribery Management Systems. They are designed to assist companies in implementing or



enhancing an anti-bribery management system to reduce corporate risk and costs related to bribery.

Berlin-based Transparency International (TI) Corruption Perceptions Index (CPI) 2020 has ranked Singapore the 3rd least corrupt country in the world out of 180 countries. We share the spot alongside Finland, Switzerland, and Sweden.

Singapore is also, the only Asian country ranked in the top 10. Our nation adopts a strict zero-tolerance approach towards corruption and the Security Association of Singapore stands strongly behind this policy.

While graft-related reports have fallen by 31% in 2020, businesses must continue to remain vigilant, and they should make anti-corruption a part of their corporate culture and operations.

# SII's Data Protection Courses gain traction

**Contributor:** Security Industry Institute and Young Technology Consulting

**There is an increased awareness of data protection and privacy lately, especially with the recent amendments to the Personal Data Protection Act (PDPA) that took effect from 1 February 2021. The PDPA was enacted in 2012 and came into force in 2014.**

Many countries have enacted data protection laws, with the latest being China's data protection law which will come into force from 1 November 2021. Why do governments in various countries enact data protection laws? This is because in the digital economy, data is the "oil" that powers the economy. Data will be key in facilitating international trade. For the digital economy to work, citizens must be able to trust that businesses will, and are able to, protect their personal data and not cause harm. The Singapore PDPA was introduced to prepare businesses for the digital economy.

PDPA has a direct impact on the day-to-day running of the security industry. With the increased use of technology such as smart CCTV, facial recognition, body webcam, and an increased awareness of data protection and privacy, the security industry has to make a number of changes in its processes. For example, it has to change the procedure on the handling of NRIC to verify the identity of visitors, provide improved protection of the visitor logbook to avoid accidental disclosure of personal information and handling of CCTV footage requests.

The Security Industry Institute (SII) is pleased to play a pivotal role in workforce development for the security industry. SII is one of the pre-eminent institutions on data protection training in Singapore. Apart from the WSQ Fundamentals of PDPA and Practitioner Certificate in PDPA (Singapore), SII, in partnership with Young Technology Consulting Pte. Ltd., also offers the internationally recognised professional certification programmes in privacy and data protection by the International Association for Privacy Professionals (IAPP) such as:

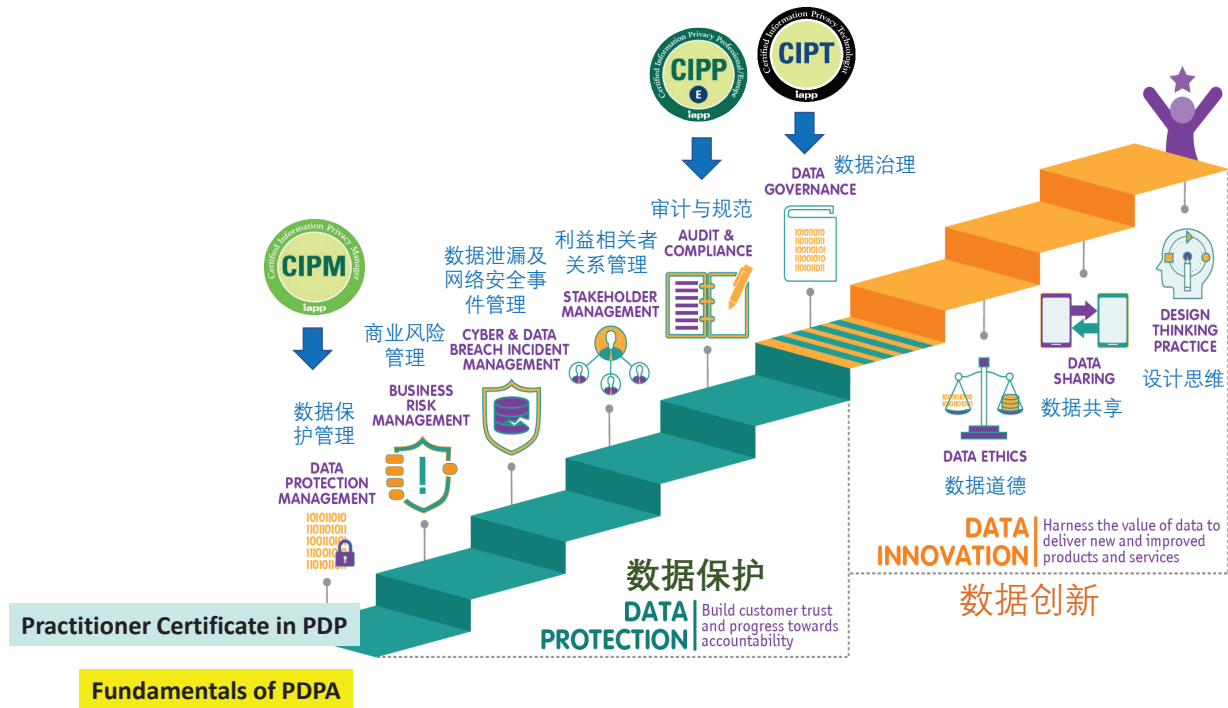
1. Certified Information Privacy Manager (CIPM) – for the Data Protection Officer (DPO) who needs to implement a comprehensive data protection program for the region.
2. Certified Information Privacy Professional / Europe (CIPP/E) – for data protection professional whose companies operate in many countries and have a need to for the European Union's General Data Protection Regulation (GDPR).
3. Certified Information Privacy Technologist (CIPT) – for anyone who needs to evaluate, procure, deploy, or develop technology systems. These include procurement, IT, audit, risk management, and compliance professionals.

**For those interested in SII's PDPA courses, you can find out more information at <http://www.tp.edu.sg/sii>**



The diagram below shows the PDPC competency framework for the DPO and the data protection courses that have been mapped to the competency framework.

## PDPC Training and Competency Framework for DPO



Source: Young Technology Consulting



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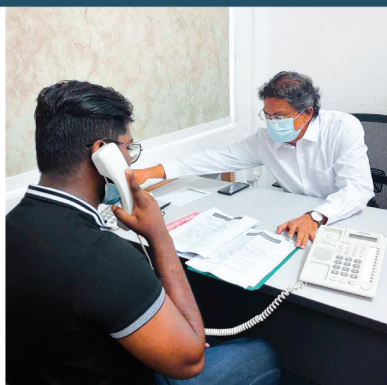
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# How to handle difficult customers

**Contributor:** Mohammad Fazly Johari, Security Association Singapore

**Security officers often find themselves in situations where they must deal with people who are angry, difficult, or in an *altered state of mind*.**

This can range from a person being denied entry to a private event or fielding the wrath of those who have been waiting in long lines or crowded areas.

Basic knowledge of their roles and responsibilities with the addition of communication skills can greatly help when security officers encounter strenuous situations. There are several ways to diffuse an encounter with an angry customer or dealing with difficult people in general, all of which relate to the following case study on how you can demonstrate security procedures when handling a difficult situation.

## Case study

During a Mega sales event organized by Premium Mall. Security Officer, John, was assigned to perform crowd control. His duties involve monitoring the people at the event to ensure rules are adhered to, checking the credential of shoppers, the ability to control an unruly crowd, eviction of unruly customers, and having the ability to assess the venue for other potential risks. Patrolling within the perimeter of the venue and denying unauthorized entry to the event area is also part of his responsibility.



While performing crowd control and verifying the credentials of the shoppers, he discovered that there is commotion in the queue. A male shopper, accompanied by his three friends, was seen arguing with other shoppers. As John is approaching the group, customers were pointing at the male shopper stating that he has jumped queue. His friends were trying to pull him away from the altercation. The male shopper turned nasty and hurled vulgarities at the other shoppers.

What will be John's next course of action?

**These are the strategies for Security Officers when dealing with angry customers:**

### Listening

When on the receiving end of an angry person, the security officer should demonstrate good listening skills, even if they know the agitated person is in the wrong. By allowing the person to vent their frustrations and have their say, he/she may become easier to deal with. One of the main reasons customers lose their cool and become aggressive is the feeling that they are not being heard.

### Be empathetic

Once you're sure that you understand the customer's concerns, be empathetic. Show that you understand why they're upset. And make sure that your body language also communicates this understanding.

### Repeat their concerns

Once they've had time to explain why they're upset, repeat their concerns so you're sure that you're addressing the right issue. If you need to, ask questions to ensure that you've identified the problem correctly. Use calm, objective wording as it can help lower anger and stress levels.

### Act and follow up

Explain every step that you're going to take to fix the problem to the customers.

However, if they persist, please inform the Management and your Command Centre to seek assistance. Call the Police if they refuse to cooperate with you.

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