

THE SECURITY *Times*

FEATURE STORY

Security Industry Conference 2020



PAST EVENTS

- Customised Training for POLWEL – Red Teaming Workshops
- Information Collection (Perform Investigation Activities in Compliance with Legal Requirements)
- Security Industry Digitalisation & Job Redesign Workshop
- Practitioner Certificate for Personal Data Protection (Singapore) Online Workshop
- Certified Information Privacy Manager Workshop
- Introduction to Red Teaming Workshop



Dear Readers

2020 was one of the most challenging years for many of us. SII continued to operate through the COVID-19 global pandemic in dual modes i.e. in-person training (physical classes with safe management measures) and synchronous e-learning (online classes) to support the growing demand for security training.

SII conducted our signature events: the Security Industry Conference (SIC) and Security Masterclass online, unlike the previous years where the events were held at Marina Bay Sands. Your support for the 2 events heartened us amid the global pandemic and about 400 participants attended the SIC 2020 Webinar on 1 Sep 2020, and 80 participants attended the Security Masterclass Webinar on 4 Dec 2020.

SII was also privileged to partner with the Security Association Singapore (SAS) and Security Systems Association of Singapore (SSAS) for the 2nd Singapore Security Industry Awards (SSIA) 2020. The SSIA awards are the prestigious national-level awards for the security industry to recognise excellence among the security providers in manpower management and development, and technology adoption. Two of the SSIA winners namely, AETOS Guard Services Pte. Ltd. and Bulls-Eye Security Services Pte. Ltd., also shared their job-redesign experiences with the delegates during the Security Masterclass Webinar.

During the pandemic, SII supported more than 100 unemployed Singaporeans and PRs through the 6-month Up-Skill in Security Operations as part of the national SGUnited Skills (SGUS) Programme. The

participants were trained in 15 modules comprising Security and Advanced domain skills such as Threat Observation, Security Risk Analysis and Investigation, and Security Industry Transformation Map aligned skills such as Outcome-Based Contract, How to Conduct Red Teaming Exercise, Getting Ready for the Virtual Environment, etc. This will enable the job seekers interested in joining the security sector to upskill and be equipped with the mindset change and digital skills to grow in this evergreen sector. We welcome security agencies and in-house security employers who are keen to offer industrial attachments and/or employment opportunities to these SGUS programme participants to contact us.

The COVID-19 pandemic has also reinforced the importance of data and its protection in an increasingly digitalised world. SII has partnered with Young Technology Consulting Pte Ltd this year to launch the International Association of Privacy Professionals (IAPP) Certification courses in the area of Personal Data Protection Act. They include the following:

- Certified Information Privacy Manager (CIPM);
- Certified Information Privacy Professional/Asia (CIPP/Asia);
- Certified Information Privacy Professional/Europe (CIPP/Europe); and
- Certified Information Privacy Technologist (CIPT)

Security professionals can take the opportunity to deepen their knowledge in data protection policies and explore an alternative career progression pathway in this emerging field.

SII has also partnered with Workforce Singapore to launch the "Job Redesign Reskilling Programme for Security Officers" to support security employers with a clear transformation plan and commitment in reskilling their security officers to support Outcome-Based Contracts (OBCs). The Security Officers will undergo reskilling and upskilling (external training, in-house training and Structured On-the-Job Training) to take on new and additional roles through job enlargement on OBC sites. In turn, the security employers will receive funding support of course fee grant (up to 90% course fee support for courses not tapping on other funding and in-house funded at \$7/hour) and salary support.

On this note, I wish you well and stay safe during this time. Happy Reading!

Johnson Ng

Head
Security Industry Institute

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Skills

Sep - Dec 2020

Customised Training for POLWEL – Red Teaming Workshops

A total of 45 retiring Home Team officers were trained by SII on Red Teaming. The participants gained knowledge and skills to conduct Red Teaming exercises to enhance the security protection of an organisation.

**Best Sourcing**

Nov 2020

Security Industry Digitalisation & Job Redesign Workshop

SII launched the "Security Industry Digitalisation & Job Redesign" workshop on 20 Nov 2020. The participants were guided to grow a security business by leveraging technology and job redesign to improve work processes and create better quality jobs in the security industry.

**Technology and Innovation**

Jan 2021

Certified Information Privacy Manager Workshop

In collaboration with Young Technology Consulting Pte Ltd, Temasek Polytechnic will be rolling out a series of International Association of Privacy Professionals (IAPP) courses in 2021.

The inaugural Certified Information Privacy Manager workshop had attracted 19 participants. During the 3-day workshop, they learned how to turn policies into programmes. It focused on the practical aspects of how to implement and operationalise data privacy and data protection in their organisations.



Sept 2020 >>>>>>> Oct 2020 >>>>>>> Nov 2020 >>>>>>> Dec 2020 >>>>>>> Jan 2021 >>>>>>> Feb 2021

Regulations

Oct 2020

Information Collection (Perform Investigation Activities in Compliance with Legal Requirements)

33 students attended the inaugural "Information Collection (Perform Investigation Activities in Compliance with Legal Requirements)" Course. It is a mandatory licensing module for one aspiring to be a private investigator.

The course focuses on topics such as "Interpret Job Roles and Responsibilities of a Private Investigator and Private Investigation Agency", "Conduct Surveillance", "Conclude Investigation" and "Managing Evidence and Court Proceedings".

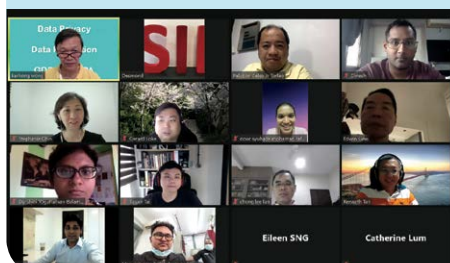
Regulations

Jan 2021

Practitioner Certificate for Personal Data Protection (Singapore) Online Workshop

12 participants attended a 2-day online preparatory course via Zoom to equip them with practical data governance and data protection knowledge and skills to establish a robust data protection infrastructure for their organisation.

The participants had an enjoyable time interacting with the trainer, Kar Hong, discussing different case studies in the Zoom breakout rooms as well as networking with each other.

**Skills**

Feb 2021

Introduction to Red Teaming Workshop

20 participants attended the "Introduction to Red Teaming" workshop on 25 February 2021. This was an "in-person" class conducted by Mr Dex Yuen, a security professional with 22 years of experience. Dex was the Deputy Director of Security, SP PowerGrid. The trainees had an enriching session and gained practical knowledge on executing Red Teaming exercises at their workplaces.



Security Industry Conference 2020



VVIP SIC 2020

Like its previous iterations, the 11th annual Security Industry Conference (SIC) was a time of information exchange, peer sharing, and trendspotting for professionals in the security industry. The only notable difference this time was that unlike the previous conferences, SIC 2020 was held virtually via Zoom on 1 September 2020, where about 400 participants learned about the latest developments in the security industry.

In planning this year's conference, the Security Industry Institute (SII) had to adapt to the restrictions caused by the COVID-19 pandemic, and the transition from a physical Conference to a Webinar where the theme of the conference was "Enterprise Security Risk Management and Business Continuity in Times of Uncertainty".



GOH Opening Address

In his opening remarks at the Security Industry Conference 2020 on 1 September 2020, Mr Desmond Tan, Minister of State, Ministry of Home Affairs and Ministry of Sustainability and the Environment, touched upon the relevance of the conference theme "Enterprise Security Risk Management and Business Continuity in Times of Uncertainty" amidst the new operating environments faced by the industry due to the COVID-19 pandemic. Thanking the industry for their significant contributions during the pandemic, he emphasised the importance of continuing transformation efforts whilst overcoming the crisis.

He shared about how the Ministry of Home Affairs and tripartite partners have developed strategies to promote technology adoption, outcome-based

contracting (OBC) and skills upgrading to help achieve the vision for a competitive and more technologically advanced security industry. He also highlighted SII's support for these strategies through their programmes; namely the Specialist Diploma in Security Consultancy and OBC workshops respectively. 32 students had graduated from the Specialist Diploma in Security Consultancy in May 2020 and 356 security professionals attended OBC related courses conducted by SII.

The conference theme was further expounded by the Keynote Speaker from International SOS, Mr James Smallwood, Security Director, Intelligence and Assistance, Asia Pacific, whose presentation centred on "COVID-19 Security Forecast and Management: 2020 & Beyond". Amid the already complex risk profile across the globe, he suggested that COVID-19 be treated as an additional friction point to consider which would exacerbate existing issues already plaguing different parts of the world, such as social unrest in countries such as India, Pakistan and Bangladesh, the military insurgency in Myanmar, rising unemployment in Indonesia, and disruptive activism and instability in Hong Kong. As a result of the myriad of security implications

that had been further exacerbated by COVID-19, he gave insights into how security practitioners could strive to meet best practices including achieving organisational-level situational awareness. He added that building resilience among the workforce, preparing for contingencies, and stress-testing plans were crucial.

The first speaker, Mr Henry Ee, Managing Director, Business Continuity Planning Asia Pte Ltd, continued the discussion with "Post COVID-19: What is the New Normal for your Risk and Resilience Programme?" Speaking on the importance of considering "Business Continuity" (BC) even before a crisis hit, he referenced COVID-19 and acknowledged that risks were hard to predict. He posed this question: "With a thousand and one possible scenarios, what do you prepare for?" Mr Ee reframed BC as one that planned for the critical consequences of losing resources (i.e. premises, supplies, equipment, staff, and data), rather than the cause of loss. Due to COVID-19 and the global trade war, he explained that supply chain had become vulnerable, and urged security practitioners to think about how they could ensure continuity, especially if another crisis were to hit while the world was still struggling to get out of the current pandemic.

The second speaker of the day was Ms Radhika Naidu, Assistant Director, Outreach & Engagement, Centre for Protective Security, Singapore Police Force, who spoke on "Outcome-Based Contracting for Security Services". She introduced the key tenets of Outcome-Based Contracts (OBCs) and addressed common misconceptions associated with OBCs. Lauding the private security industry as important in supporting the Home Team in keeping Singapore safe and secure, she emphasised that OBCs could help mitigate the manpower shortages the industry was facing. Ms Radhika also mentioned that the Singapore Police Force was leading OBC adoption efforts in the public sector, and had helped JTC Corporation implement OBC for their Recreation Centres (RCs) in July 2020. Located near foreign worker dormitories and industrial areas, RCs had high volumes of migrant workers coming by to use their facilities. Mr Herman Kassim, Manager, Recreation Centre Operations Dept, JTC Corporation, went on to share how their security provider had helped them identify key concerns and risks, and introduce various technologies to achieve more with less.

Dr Graham Ong-Webb, Adjunct Fellow, S. Rajaratnam School of International Studies (RSIS), Nanyang Technological University and Vice President, Head of the Future Technology Centre, Singapore Technologies (ST) Engineering, further discussed how the power of OBC could be unlocked vis-a-vis the use of technology. However, there were two challenges to consider:

1. Technology is a barrier for entry due to the high capital cost especially for SMEs; and
2. Standardisation will remain lacking while security threats adapt. Technology adoption is capital-intensive, and capital demands for adopting a more comprehensive security technology suite will grow.

For the former, he suggested capability leasing as a central model be established with the security technology companies so that consumers could maintain leading-edge capabilities.

Dr Ong-Webb concluded that building an ecosystem of collaboration between security enterprises, service buyers and technology providers would benefit all

stakeholders and raise the productivity and effectiveness of the industry as a whole.

"As we consider what technologies to bring onboard, there is also the need to think about its impact on the security workforce. How do we help our security personnel navigate those technologies? How can we be more productive in the way we deploy our manpower? And how do we help our people upskill so we can drive better man-machine collaborations?" These were some questions Mr Goh Jia Yong, Director, People Advisory Services, Ernst & Young Advisory Pte. Ltd., attempted to answer in his presentation.

Mr Goh explained how job redesign opportunities could be explored through the implementation of technology. He highlighted that while technology could improve efficiency by addressing pain points in the current security personnel's job scopes, it could only be enabled if they possess the right skill sets. Besides, he urged the audience to think about how their security personnel's job skill sets were transferable to build a more agile workforce.

Dr Goh Moh Heng, President, Business Continuity Management (BCM) Institute, discussed how business continuity should be re-looked at and how it needed to evolve to suit the current climate. He projected that COVID-19 could last another 18 months until the new normal took place and recommended that the organisation reassess their critical business functions and review its financial and non-financial

impact on their organisation. Dr Goh further suggested that as the criticality of business functions has changed, organisations must rapidly review their current security operating protocols for the new normal and start to operate as an integrated composite team for the present post-COVID-19. Finally, Dr Goh emphasised the need for continuous upgrading of staff competency to handle complex security, crisis and disaster scenarios as we enter the new normal in our society.

Rounding off the insightful Conference with how security companies could leverage the latest initiatives to grow their businesses were Mr Aaron Wan and Mr Stephen Nathan, Managers, Business Advisory from SME Centre@Singapore Indian Chamber of Commerce & Industry. After hearing the various strategies and inputs from earlier speakers, Mr Wan and Mr Nathan outlined the available support and solutions that security agencies could tap on to further their organisational plans, be it in hiring, training, technology adoption, or job redesign.

Panel Discussion

SIC 2020 concluded with a Panel Discussion moderated by Mr Raj Joshua Thomas, President, Security Association Singapore with the seven speakers and Ms Chelvin Loh, Director, SkillsFuture Singapore. The participants' perceptive questions allowed a lively exchange between the Panel and sparked more in-depth conversations on the topics that were presented throughout the day.



Security Masterclass Webinar 2020

In the comfort of their own homes and offices, about 80 delegates participated in the first-ever Security Masterclass Webinar on 4 December 2020. Held via Zoom, the Masterclass themed "Thriving in Outcome-Based Contract", was a follow-up to the Security Industry Conference 2020 Webinar held on 1 September 2020. It gave the participants an opportunity to gain insights from experts on critical topics such as security sourcing and job redesign.

In his opening address, Mr Johnson Ng, Head/SII, shared about how security companies could manage their security sourcing, transform their security businesses and thrive in a post COVID-19 world leveraging Outcome-Based Contracts (OBC). He also shared that SII had partnered with the Security Association Singapore (SAS) and Security Systems Association of Singapore (SSAS) for the "Singapore Security Industry Awards (SSIA) 2020" and the upcoming SII initiatives in 2021.



▲ Opening Address by Head/SII



▲ Presentation by Dex Yuen, Director, Security 4.0 Pte Ltd

Kicking off the session was Mr Dex Yuen, Director, Security 4.0 Pte Ltd, who presented on "Outcome-Based Contracting: The New Norm for Security Sourcing to Transform Your Business". He began by sharing the experiences which he had gained while working for the Singapore Police Force and several multinational corporations. He spoke about how security sourcing had evolved from output-based contracts to performance-based contracts.

While the concept of OBC is not new, assessing whether a tender qualifies as OBC-based is still a challenge for many companies. Addressing this common query, Mr Yuen highlighted the four key tenets of OBCs, namely, outcome-based specifications, performance-based payment, quality-focused evaluation and longer contract duration. He also discussed the importance of job redesign, and shared four common techniques (i.e. job enlargement, job enrichment, job reconfiguration, job elimination) that security agencies could use.



▲ Presentation by Alvin Tan, GM, AETOS Guard Services

However, implementing such changes were difficult. Attesting to the challenge was Aetos Guard Services, Winner of the "Alexander Henson Security Agency of the Year Award 2020" which was part of the SSIA 2020 focusing on Job Redesign. Mr Alvin Tan, General Manager, Aetos Guard Services Pte. Ltd. opined that even as the trend shifted towards OBCs and technology adoption, service providers still had to work hard at overcoming the common service buyers' beliefs that "a warm body is better than nobody".

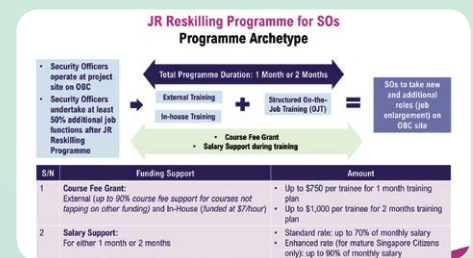


▲ Presentation by Jeran Singh, Director, Bulls-Eye Security Services Pte Ltd

Another winner of the same prestigious award was Bulls-Eye Security Services. Mr Jeran Singh, Director, Bulls-Eye Security Services Pte. Ltd. shared how they had implemented OBC solutions for different clients through the integration of manpower, technology and processes.

Thereafter, the participants put on their thinking caps for the interactive segment of the Masterclass - the group discussion and presentation. No more huddling over a table and scribbling handwritten notes; this year, participants assembled in breakout rooms to virtually engage with each other and discuss intensely - a new norm which is different but not any less effective. Moderated by Mr Yuen, the groups discussed and later presented their thoughts on two topics:

1. What are your comments/feedback on the initiatives under the "Best Sourcing" strategy? What other initiatives can be implemented to address manpower crunch?
2. What are the challenges faced by buyers/ providers when adopting OBC? How can we overcome these challenges?



▲ Presentation by Daniel Yip, Workforce Singapore

Complementing the day's discussions was a presentation by Mr Daniel Yip, Senior Manager, Healthcare, Social & Business Services Division of Workforce Singapore (WSG) on how companies could partner WSG on Job Redesign for Security Officers. He drew attention to the support that were available under the Security Productivity Initiative and gave a breakdown of their aims, eligibility, programme outline, duration, and funding support.

Pandemic or not, the annual SIC and Security Masterclass continue to empower security professionals through the exchange of knowledge. We hope that it had been a fruitful experience for everyone.

Congratulations to the Winners of the Alexander Henson Security Agency of the Year

- AETOS Guard Services Pte Ltd
- Bulls-Eye Security Services Pte Ltd
- FormTeam Consultancy Pte Ltd

SECURITY TRAINING PROGRAMMES

Certificate in Security Operations

Full Course Fee (Non-Singaporeans): **\$500.00**

Nett Course Fee (Singaporeans & PRs): **\$50.00**

MODULE

Incident Response (Handle Security Incidents and Services)

Guard and Patrol (Provide Guard and Patrol Services)

Threat Observation (Recognise Terrorist Threats)

Deterrence (Manage Disorderly Conduct & Threatening Behaviour)

Crowd and Traffic Control Management (Conduct Crowd and Traffic Control)

Access Control Management (Operate Basic Security Equipment)

Security Screening Management (Conduct Security Screening of Person and Bag)

Deterrence (Perform Security Duties at Protected Areas and Protected Places)

Information Collection (Perform Investigation Activities in Compliance with Legal Requirements) **new**

Advanced Certificate in Security Supervision

Full Course Fee (Non-Singaporeans): **\$1,300.00**

Nett Course Fee (Singaporeans & PRs): **\$130.00**

MODULE

Guard and Patrol (Supervise Security Officers)

Security Risk Analysis (Assess and Address Security Risks)

Security Operation Compliance (Perform Supervisory Duties within Legal Framework)

Capability Development (Induct Security Personnel)

Manpower Planning (Conduct Operation Briefing and Debriefing)

Manpower Planning (Monitor and Review Security Operations)

Performance Management (Lead and Manage a Team of Security Officers)

Access Control Management (Deploy Security Equipment)

Incident Response (Perform Monitoring and Reporting Duties at Central Command Centre)

Diploma in Security Management

Full Course Fee (Non-Singaporeans): **\$1,300.00**

Nett Course Fee (Singaporeans & PRs): **\$390.00**

Nett Course Fee SG Citizens aged 40 & above/ SME-Company sponsored SG Citizens & SPR: **\$147.00**

MODULE

Quality Assurance and Audit (Manage Security Operations)

Security Operation Compliance (Manage Security Agency within Legal Framework)

Conflict Resolution Management (Manage and Resolve Conflict in Security Environment)

Capability Development (Achieve Work Effectiveness in Security Environment)

Manpower Planning (Manage Recruitment and Selection of Security Personnel)

Performance Management (Manage Performance of Security Personnel)

Incident Response (Manage Security Emergencies)

International Association of Privacy Professionals (IAPP) Certification Programmes **new**

Full Course Fee (Non-Singaporeans): **S\$3,370.50**

Nett Course Fee (Singaporeans & PRs): **S\$1,011.15**

Singapore Citizens aged 40 & above/

SME-Company sponsored Singapore Citizens & Singapore Permanent Residents: **S\$381.15**

COURSES

1. Certified Information Privacy Manager
2. Certified Information Privacy Technologist
3. Certified Information Privacy Professional/Asia
4. Certified Information Privacy Professional/Europe

For more information, please call **6225 5744**
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SII is pleased to offer both in-person and online training during the post circuit breaker period. For details, please visit our website at <http://www.tp.edu.sg/sii>





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