Effective 1 Jan 2026
SECURITY AGENCIES
COMPETENCY EVALUATION CHECKLIST:
CORE COMPETENCIES

Name of Security Agency (SA)	
SA's Unique Entity Number	
SA's Date of Last Licence Renewal	
Date of SA's Security Agencies Competency Evaluation (SACE) Notification Letter	
Date of Documents Submission by SA	
Date of Main Office Assessment	
Date of Deployment Site Assessment	
Number of Security Officers based on PRD's Records as of Date of SA's SACE Notification Letter	
Number of Deployment Sites based on PRD's Records as of the Date of SA's SACE Notification Letter	
Name of Assessor(s)	

Note:

1) For Main Office and Deployment Site Assessments, there shall not be any third parties present during the assessments. If the SA had hired a third party, e.g. a consultant, to assist with SACE, he must not be present when the assessment is in progress. The assessors may terminate the assessment and invalidate the result, if such third parties refuse to leave the assessment site. The only exception to this would be for "C.2: Continuous Professional Development".

2) SAs should use the terminology as stated in this Checklist for all documentary submissions.

Note: To pass each competency, all components must be present (i.e. SA must obtain a "Yes"). If any one or more of the components are not present (i.e. SA obtained a "No"), the SA is deemed to have failed the competency.

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Training and Readiness Category	
Competency	**Outcome**
C.1: Pre-deployment Training **SA has an induction training programme to prepare and familiarise security officers[1] when they are deployed to a new site.** **Documentation Assessment** The SA must submit an Induction Training Package/Programme for security officers. The training package must include the following components:	Pass / Fail

S/N	Component	Y/N
1	Job functions of the security officer of all grades under the Security Progressive Wage Model (i.e. Security Officer, Senior Security Officer, Security Supervisor, Senior Security Supervisor and Chief Security Officer)	
2	The service offences stipulated under Regulations 7A(1) and (2) of the Private Security Industry (Conduct) Regulations 2009 "7A. (1) When carrying out the functions as a security officer, a licensed security officer must – (a) not sleep; (b) not consume alcohol or be under the influence of alcohol; (c) not be absent from the place where the licensed security officer is deployed without any valid reason; (d) not use any threatening or abusive language; and (e) respond promptly to any request for assistance by any person within the premises where the licensed security officer is deployed if the person has suffered any personal injury, or any damage to loss of the person's property, within the premises. (2) A licensed security officer must not give any false representation to any person regarding the licensed security officer's level of training, skill or qualification as a security officer."	

Induction Checklist

Assessors will select one deployment site for assessment and notify the SA via email. SA must submit all the induction checklists for all the security officers deployed at the selected deployment site to the assessors.

This assessment is only applicable to security officers deployed on or after 1 April 2021. The SA must provide evidence, if any, of the security officers were deployed before 1 April 2021.

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[1] Security officers refer to security officers of all grades under the Security Progressive Wage Model (i.e. Security Officer, Senior Security Officer, Security Supervisor, Senior Security Supervisor and Chief Security Officer).

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The induction checklist must include the following components:

S/N	Component	Y/N
1	Name of security officer	
2	Date of deployment	
3	Date of induction: (Induction must be conducted within two weeks from the security officer's date of deployment at the site)	
4	Name of deployment site	
5	Site orientation and terrain awareness	
6	Site vulnerabilities	
7	Briefing on the specific roles expected of the security officer	
8	Contact details of the relevant personnel and the authorities at the deployment site	
9	Security officer was shown where relevant Standard Operating Procedures (SOPs) are located	
10	Security officer was shown where fire-fighting equipment is located	
11	Acknowledgment by the security officer	

Assessor's Observation

Deployment Site Assessment

The assessors will select one of the security officers at the selected deployment site for assessment. The assessor will interview him/her to assess if the induction was properly carried out based on the checklist. (Note: The interview may be conducted virtually, e.g. via Zoom or Skype, as long as there is video and audio features in the interview.)

S/N	Component	Y/N
1	The security officer acknowledges that a pre-deployment induction training was conducted within the two weeks of the initial deployment.	
2	The security officer is able to describe the site vulnerabilities.	
3	The security officer is able to describe his/her role at the deployment site.	
4	The security officer has access to contact details of relevant personnel and authorities at the deployment site.	
5	The security officer is able to show the assessor the location of relevant SOPs at the deployment site.	
6	The security officer is able to show the assessor the location of the fire-fighting equipment at the deployment site.	

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Assessor's Observation	
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Note: To pass each competency, all components must be present (i.e. SA must obtain a "Yes"). If any one or more of the components are not present (i.e. SA obtained a "No"), the SA is deemed to have failed the competency.

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Training and Readiness Category	
Competency	**Outcome**

C.2: Continuous Professional Development
 	
SA has a basic continuous training programme to train its security officers on the following areas:
 	
   a. Security officers to receive trainings on "Handle Security Incidents and Services", "Provide Guard and Patrol Services" and "Recognise Terrorist Threats"; and/or
 	
   b. Aviation security officers (AvSO) to receive trainings on "Access Control" & "Security Screening".
	Pass / Fail

Documentation Assessment

S/N	Component	Y/N

1	<u>Training Development</u>
	
	<u>For Existing SA</u>
	
	The SA has a continuous training programme conducted at least twice annually between the period of last licence renewal and the deadline for SACE Documentation submission.
	
	The SA collates information from real-life incidents (e.g. actual lapses by security officers at certain sites, articles or reports of local/overseas incidents which are security related, AARs from exercises). The SA converts the information collated into training packages with the following components:
	
	   i. Objective of the training package
	   ii. Key observations
	   iii. Lessons learnt
	
	The training programme may also include refresher training on the SA's Standard Operating Procedures. The SA will brief its security officers using the training package developed.	

Main Office Assessment

The SA's training capabilities will be assessed by Assessors during the Main Office Assessment. The SA must demonstrate the following components:

S/N	Component	Y/N
1	<u>Training Delivery</u> SA can deliver the training packages to its security officers via classroom or online platform, or both. SA is required to furnish the attendance records of security officers who had attended the training at least twice annually for the period of one year prior to the deadline for SACE Documentation submission.	
2	<u>Training Assessment</u> The SA has a secured electronic assessment system to administer e-tests for security officers.	

Note: To pass each competency, all components must be present (i.e. SA must obtain a "Yes"). If any one or more of the components are not present (i.e. SA obtained a "No"), the SA is deemed to have failed the competency.

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3	Training Analysis
	The SA analyses the security officers' performance in the e-tests to:
	   i. Identify areas where the majority of security officers are weaker in; and
	   ii. Include the areas of weakness in the training programme for security officers, for improvement.		

The SA shall provide the evidence required for this criterion, which may include getting the service provider (if any) to be present, during the Main Office Assessment.

Assessor's Observation

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Training and Readiness Category	
Competency	**Outcome**
C.3: Progressive Wage Model *[New]* **SA has a system to track the developmental training of its security officers for progression under the Security Progressive Wage Model (PWM)** **Main Office Assessment** The SA's continuous professional development will be assessed by Assessors during Main Office assessment. SAs must minimally use a digital spreadsheet (e.g. Excel spreadsheet) to track the developmental training of its security officers' progression under PWM. Handwritten paper records and/or photographs of handwritten records which were digitalised will not be accepted. The SA must demonstrate the following components in their continuous professional development:	Pass / Fail

S/N	Components	Y/N

1	The SA has a system to track the following:
	
	    a. Name of security officers
	    b. Training records of security officers
	    c. Effective date of current PWM grades held by the security officers
	    d. Projected dates when each security officer is eligible for progression to the next higher PWM grade	

Assessor's Observation

Note: To pass each competency, all components must be present (i.e. SA must obtain a "Yes"). If any one or more of the components are not present (i.e. SA obtained a "No"), the SA is deemed to have failed the competency.

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Training and Readiness Category	
Competency	**Outcome**

C.4: Conduct of Exercise
 	
Routine exercises are planned exercises conducted on a regular basis, to train and prepare security officers to handle security incidents.
 	
SA is able to:
 	
  a. **plan and carry out a training exercise**
  b. **conduct an AAR**
  c. **document the lesson(s) learnt and corrective measures**
	Pass / Fail

Documentation Assessment

The SA must conduct and submit one exercise report for each of the scenarios as listed below:
- a. Bomb Threat Exercise;
- b. Fire Emergency Exercise;
- c. Suspicious Persons, Vehicles, Activities or Objects Exercise.

A total of three exercise reports are to be submitted. All exercises must be physical deployment-based and be conducted between the date of last licence renewal and the deadline for SACE Documentation submission.

All exercise reports must include the following components and must contain the exact terms used under the component column, as headers, within the exercise report:

S/N	Component	(a) (Y/N)	(b) (Y/N)	(c) (Y/N)
1	Exercise Objectives			
2	Date, Time and Place of the exercise			
3	Participants involved (which must include at least one security officer)			
4	Key Observations (i.e. description of the responses of the security officer(s) during the exercise)			
5	Lessons learnt (i.e. learning points based on the key observations)			
6	Corrective Measures taken after the exercise			

Assessor's Observation

SA must submit a Table-Top Exercise Plan to the assessor. The plan must comprise the following components:

Note: To pass each competency, all components must be present (i.e. SA must obtain a "Yes"). If any one or more of the components are not present (i.e. SA obtained a "No"), the SA is deemed to have failed the competency.

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S/N	Component	Y/N
1	Type of Scenario	
2	Objectives of Exercise	
3	Participants involved (which must include at least one security officer)	

Assessor's Observation

Main Office Assessment (Table-Top Exercise)

The assessors will assess the SA at the Main Office. SA may select any one of the scenarios listed below:

   a.   Conduct any Bomb Threat Exercises; or
   b.   Fire Emergency Exercises; or
   c.   Suspicious Persons, Vehicles, Activities and Objects Exercises.

The table-top exercise must be the same as the Table-Top Exercise Plan submitted. The SA is to conduct the exercise with Assessors present to conduct an observation. If the exercise conducted has any deviations from the Table-Top Exercise Plan submitted, the SA must state the reasons when conducting the AAR. The exercise must be conducted within two hours and must demonstrate the following processes:

S/N	Component	Y/N
1	Facilitator to carry out the selected scenario;	
2	Facilitator to conduct an AAR	
3	Document the lesson(s) learnt and corrective measures	

Assessor's Observation

Note: To pass each competency, all components must be present (i.e. SA must obtain a "Yes"). If any one or more of the components are not present (i.e. SA obtained a "No"), the SA is deemed to have failed the competency.

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Training and Readiness Category	
Competency	**Outcome**
C.5: Conduct of Red-Teaming Exercise **Red-Teaming exercises are intrusion exercises with an element of surprise, to assess the security officers' vigilance and preparedness in responding to a red teamer with a planned mission.** **Documentation Assessment** SA has at least one staff who has attended the Red-Teaming course conducted by an accredited training provider. Please refer to PRD's website[2] for the list of training providers.	Pass / Fail

S/N	Component	(Y/N)
1	Red-Teaming course certificate of the SA's staff	
2	Evidence of the SA staff's employment (e.g. letter of employment from the SA)	

The Exercise Manager conducting the Red-Teaming Exercise (RTX) had attended red-teaming course and is able to:

    a. plan and carry out a training exercise;
    b. conduct an AAR; and
    c. document the lesson(s) learnt and corrective measures.

Exercise Reports

The SA must conduct and submit one exercise report for each of the scenarios as listed below:
    a. Access Control (e.g. red teamer gaining entry into the premises)
    b. Suspicious Object (e.g. suspicious object thrown or left in the premises by red teamer)
    c. Suspicious Identification (e.g. suspicious behaviour or appearance by red teamer)
The examples in the scenarios above are not exhaustive. SAs may modify the details of their scenarios accordingly and state in the report why their scenario falls under the above three scenario categories. A total of three Red-Teaming Exercise reports are to be submitted.
All exercises must be physical deployment-based and conducted between the date of last licence renewal and the deadline for SACE Documentation submission.
All exercise reports must include the following components and must contain the exact terms used under the component column as headers within the exercise report:

S/N	Component	Exercise 1 (Y/N)	Exercise 2 (Y/N)	Exercise 3 (Y/N)
1	Type of Scenario			
2	Exercise Objectives			
3	Date, Time and Place of the exercise			
4	Participants involved (which must include at least one security officer)			
5	Key Observations (i.e. description of the responses of the security officer(s) during the exercise)			

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6	Lessons Learnt (i.e. learning points based on the key observations)				
7	Corrective Measures taken after the exercise				
8	Name of Exercise Manager and attach the red-teaming course certificate.				

Assessor's Observation

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Operational Processes Category	
Competency	**Outcome**
C.6: Business Continuity Plan **SA has a Business Continuity Plan (BCP) to ensure business continuity in a contingency for its Main Office's operations and SA staff are familiar with the BCP** **Documentation Assessment** The SA must submit a copy of the BCP for any <u>two</u> of the contingencies listed in S/N 1. The BCPs must be reviewed annually, for effectiveness. The BCPs must include the following components, including details of alternate site(s) when applicable:	Pass / Fail

S/N	Component	Y/N

1	Type of contingencies (please indicate which two):
	
	   a. Major disaster or crisis (e.g. island-wide floods, building collapse)
	   b. IT related incidents (e.g. cyber-attacks)
	   c. Terror-related incident (e.g. bomb attack, vehicle attack)
	   d. Diseases outbreak (e.g. pandemic)
	
	The examples above are not exhaustive. SAs who submit BCPs with examples that not listed are to explain why their selected example falls under the selected contingency. For example, an SA selects major disaster and uses the example of haze would have to explain why.	

2	The BCP must describe and explain how the SA ensures that its business operations can continue based on the two selected contingencies	
3	Roles and responsibilities of the SA's staff (both security and non-security staff) when the BCP is executed	
4	Plan reviewed annually from the date of the last review	

Assessor's Observation (To state reasons if any of the components are not present)

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Main Office Assessment

The assessors will select one of the SA's staff (managerial level & above) at the Main Office for assessment. The assessor will interview him/her in person to verify his/her roles described against the BCP. The staff may refer to the BCP for reference.

S/N	Component	Y/N
1	The SA's staff (managerial level & above) is able to describe his or her role when the BCP is activated according to the SA's BCP.	

Assessor's Observation

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Command, Control and Communication (C3) Category	
Competency	**Outcome**
C.7: 24-hour Command Centre **The SA has a physical 24-hour Command Centre to oversee all its operations with dedicated personnel/team present to monitor the SA's operations.** An SA may operate through another SA's Command Centre as long as the required components are met. **Main Office Assessment** The Command Centre must have the following:	Pass / Fail

S/N	Component	Y/N
1	Deployment roster of personnel deployed in Command Centre	
2	List of all deployment sites with details of security officers deployed at each site	
3	Contact list of key personnel in the SA and relevant authorities	
4	Internet enabled facility which is able to access internet (e.g. Local Area Network "LAN", wireless "WiFi" or mobile data through 3G/4G/5G network)	
5	Ability to communicate (e.g. land line telephone, cellular or data communication)	
6	Records (e.g. occurrence book or E-records) showing continuous operations[3] in the Command Centre for the past six months prior to the date of Main Office assessment. (Example: If the Main Office assessment is conducted on 1 July 2022, the SA will need to show records of continuous operations from 1 January 2022 to 30 June 2022.)	

Assessor's Observation

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[3] SAs with 100% deployment sites that are operating less than 24 hours per day must provide evidence (e.g. contract of service) to the assessor. For these SAs, "continuous operations" refer to the operating hours of these deployment sites.

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Command, Control and Communication (C3) Category	
Competency	**Outcome**
C.8: Supervision **SA ensures that supervisory checks are duly carried out at all its deployment sites.** **Main Office Assessment** SAs must conduct one supervisory check per month for at least three consecutive months immediately preceding the date of SACE notification letter for its deployment sites. The supervisory check must be carried out by a supervisor who is not deployed at the deployment site. (Example: PRD notifies the SA on 1 Aug 2021 that SA will need to ensure that supervisory checks were conducted monthly from 1 May 2021 to 31 Jul 2021.) Evidence showing that supervisory checks were conducted for the stipulated period for each deployment site will be checked during Main Office assessment. Assessors will select three deployment sites of each SA for checks and notify the SA at least <u>five working days</u> prior to the assessment. Examples of evidence showing that supervisory checks were conducted are Occurrence Book, Supervisory Check Book, or any other documentary records. E-records are acceptable. The evidence of supervisory checks must have the following:	Pass / Fail

S/N	Components	Y/N
1	Monthly supervisory checks conducted at deployment site No. 1 for at least three consecutive months	
2	Monthly supervisory checks conducted at deployment site No. 2 for at least three consecutive months	
3	Monthly supervisory checks conducted at deployment site No. 3 for at least three consecutive months	

SAs with less than three deployment sites or no deployment sites must provide documentary proof to the assessor on the day of Main Office assessment and will be assessed based on the number of deployment sites which the SA has. SAs with no deployment sites will be exempted from this assessment.

Assessor's Observation

Note: To pass each competency, all components must be present (i.e. SA must obtain a "Yes"). If any one or more of the components are not present (i.e. SA obtained a "No"), the SA is deemed to have failed the competency.

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Command, Control and Communication (C3) Category	
Competency	**Outcome**
C.9: Incident Management	Pass / Fail

SA and its security officers are able to manage safety and security incidents effectively.

Documentation Assessment

SA must submit the Standard Operating Procedures (SOPs) to the assessor. The SOPs required for submission are as follows:

a. Bomb Threat;
b. Fire Emergency; and
c. Suspicious Persons, Vehicles, Activities and Objects.

Command Centre and Deployment Site Assessment

Assessors will conduct one physical exercise at the deployment site relating to an emergency or security threat incident. The exercise will concurrently assess the responses/actions by the Command Centre and the security officers.

Assessors will notify the SA on the date, time and selected deployment site for the exercise to be conducted at least <u>five working days</u> prior to the assessment and SA to submit the relevant SOPs at least three working days prior to the assessment.

S/N	Component	Y/N
1	The security officers adhered to the SA's SOP in handling the incident.	
2	The SA's wireless communications system is able to support two-way communications (mobile phones are acceptable) between the security officers and Command Centre during the exercise.	
3	The SA's Command Centre is able to provide direction and support to the security officers during the exercise.	
4	The SA is able to capture the following relevant information from the exercise using an Incident Management System that is minimally a digital spreadsheet (e.g. Excel spreadsheet). Hand-written paper records, and/or photographs and/or scanned copies of handwritten records will not be accepted: 1) Date 2) Time 3) Location 4) Brief Facts (i.e. what, how and why it happened) 5) Names of persons involved	
5	The SA's Incident Management System is able to search for any past incident based on date, time, place and/or person(s) involved.	

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Note: To pass each competency, all components must be present (i.e. SA must obtain a "Yes"). If any one or more of the components are not present (i.e. SA obtained a "No"), the SA is deemed to have failed the competency.

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Manpower Category	
Competency	
C.10: Manpower Please refer to MOM's Core Competency Checklist on C.10: Manpower.	

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