



**SINGAPORE
POLICE FORCE**
SAFEGUARDING EVERY DAY

SAGE 2019

Industry Consultation On Assessment Criteria

31 January 2019

Restricted

Programme

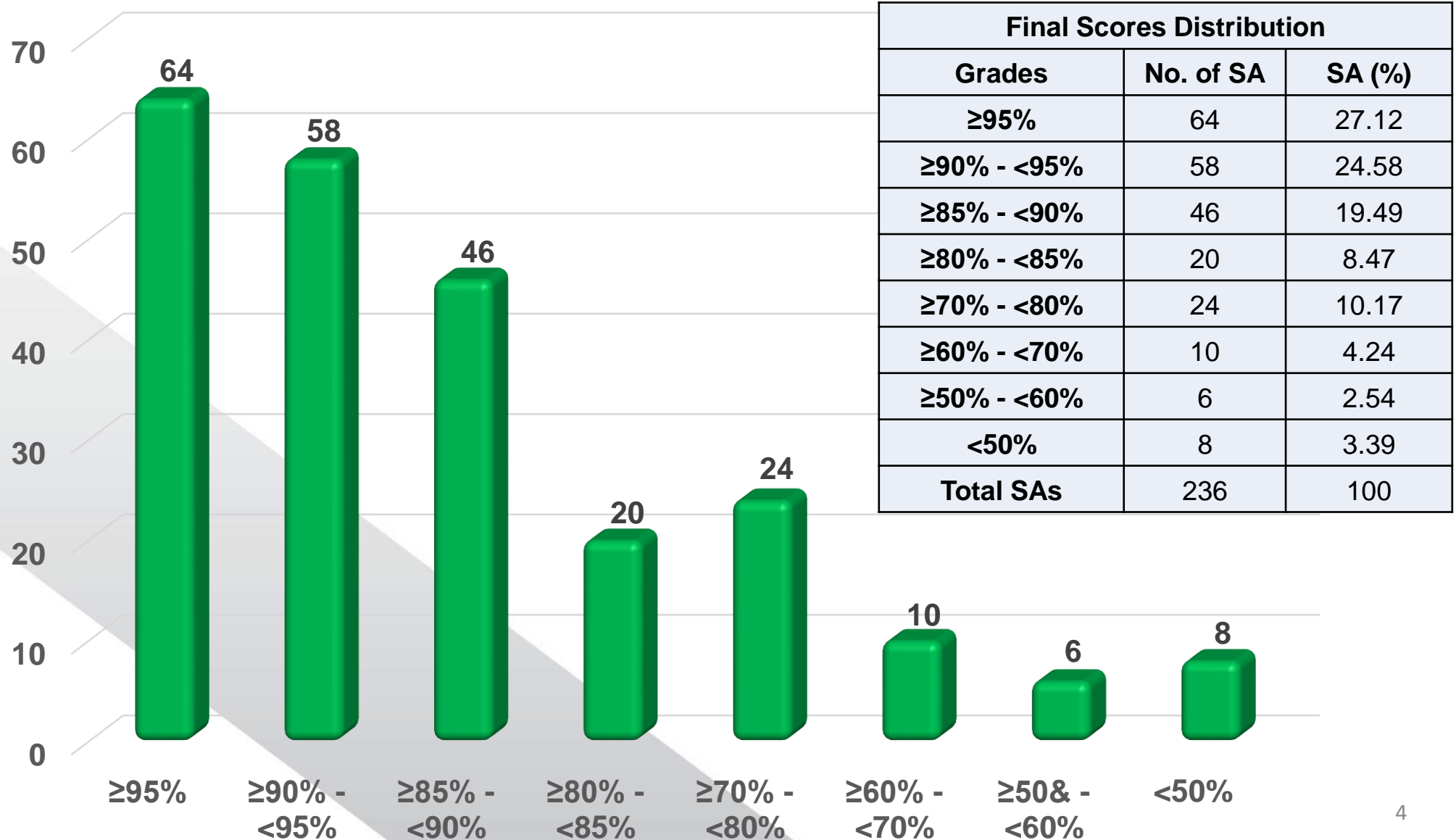
Time	Item	Agency
10.30am – 11.30am	<ol style="list-style-type: none">1. SAGE 2018 Results Recap2. SAGE 2019 Policy Direction3. Examples of Possible Changes4. Next Steps	PLRD
11.30am – 11.45am	Tea Break	
11.45am – 12.30pm	<ol style="list-style-type: none">5. MOM SAGE 2019 Assessment Criteria6. Discussion on MOM SAGE 2019 Assessment	MOM



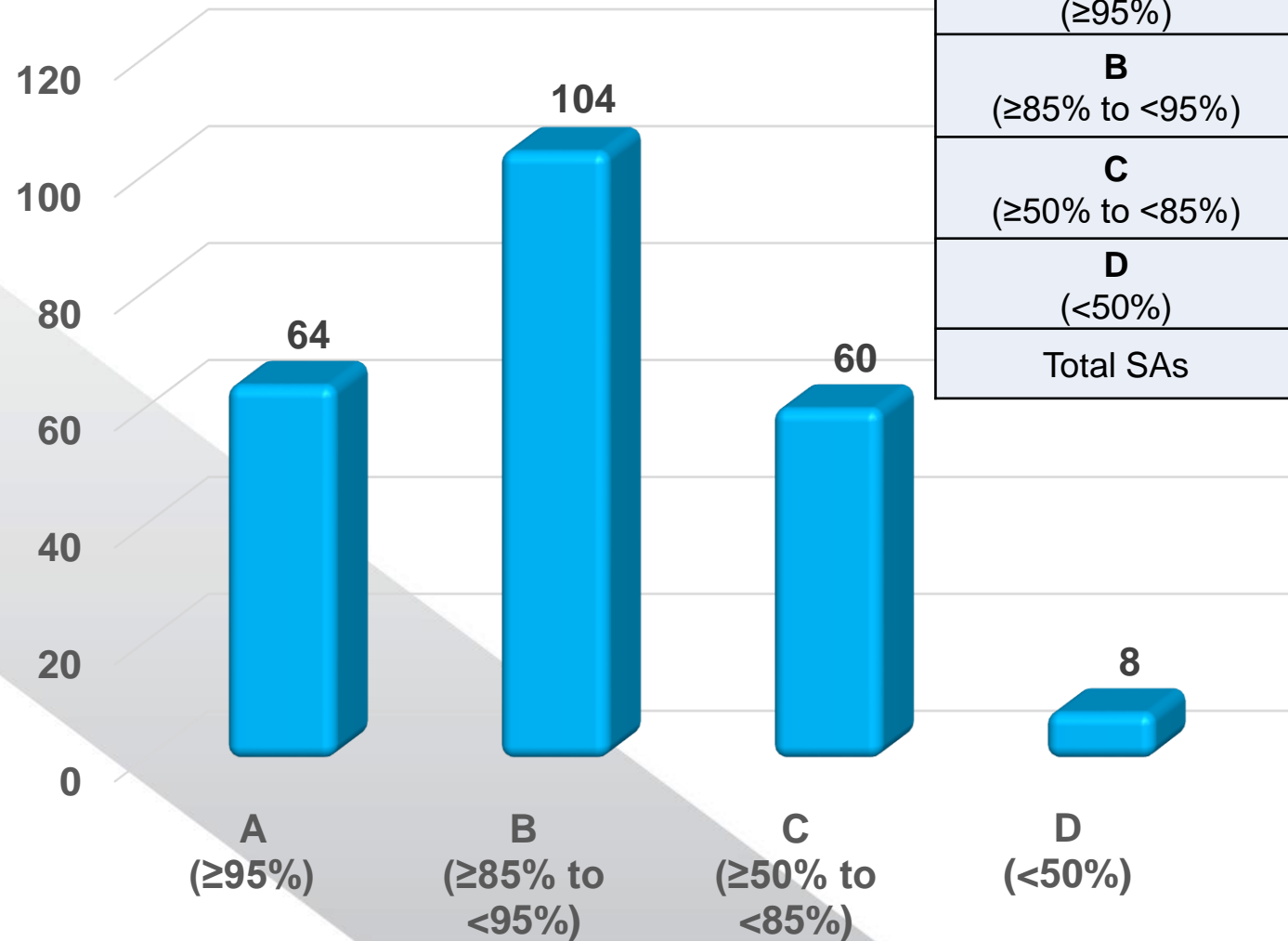
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1. SAGE 2018 - Results Recap

SAGE 2018 Final Scores Distribution



SAGE 2018 Final Grades



SAGE 2018 Final Grades		
Grades	No. of SA	SA (%)
A (≥95%)	64	27.12
B (≥85% to <95%)	104	44.07
C (≥50% to <85%)	60	25.42
D (<50%)	8	3.39
Total SAs	236	100

SAGE 2018 Results Analysis

- SAs generally did well for **output-based** criteria; e.g.
 - Criterion 1.1.4: Is there an SOP on Bomb Threat?
 - Criterion 1.1.5: Is there an SOP on Fire Emergency?
 - Criterion 1.1.6: Is there an SOP to deal with suspicious person, vehicles or activities?
 - Criterion 1.1.7: Does the SA have an SOP for After Action Review (AAR)?
- For **outcome-based** criteria, SAs generally did alright but this was probably because assessments were not stringent; e.g.
 - For scenario based assessment of SOs at deployment sites, questions were circulated early for SAs to prepare their SOs

SAGE 2018 Results Analysis

- Most SAs which performed well for **e-learning & e-testing criteria** had outsourced these functions to an external training provider
 - Criterion 3.2.6: Does the SA have a secured IT system to facilitate training through e-learning?
 - Criterion 3.2.7: Does the SA have a secured IT system to administer e-testing?
- SAs generally did not perform well for other “**Systems**” criteria
 - Criterion 3.2.5: Does the SA have an electronic Incident Management System to report, manage and document incidents?
 - Criterion 3.2.8: Does the SA have an electronic system to track the developmental training of its Security Officers for progression under PWM?

SAGE 2018 Results Analysis

- Most SAs performed well for the “**Recognise Terrorism Threats**” (RTT) criterion
 - However, this was an easy target
 - The overall industry picture for RTT compliance is still worrying
 - As of 31 Dec 2018, only about 44% of total SOs are trained in RTT and/or HCTA
 - Urgent need to push SAs to send their SOs for RTT by 1 Jan 2020



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2. SAGE 2019 - Policy Direction

SAGE 2019: Policy Direction

- Primary considerations
 - Continued focus on technology
 - Limits of output based criteria
 - Very easy to replicate
 - Not fully reflective of capabilities of SAs
 - Need to integrate security processes with technology

SAGE 2019: Policy Direction – Key Thrusts

1. Increase Emphasis on Systems Category

- Weightage for the Systems category will be increased
- Weightages for the rest will be correspondingly reduced
- Renamed 'Systems & Technology' to reflect growing emphasis on technology

2. Shift From Output to Outcome-Based Assessment

- Reduce reliance on output-based criteria
- More stringent requirement and assessment
- Increase outcome-based criteria with greater weightage

3. Job Re-Design to Weave in Technology for Productivity

- Job Re-Design to cater to general profile of SOs
- Weaving in of technology in the security processes to enhance productivity

1. Increase Emphasis on Systems & Technology Category

Proposed SAGE 2019 Scoring System		SAGE 2018 Scoring System	
Category	Weightage (%)	Weightage A (%)	Weightage B (%)
Processes	30↓	38.25	42.5
People	22↓	22.95	25.5
Systems & Technology	25↑	15.3	17
MOM	15	15	15
CT	8↓	8.5	0
	100	100	100

2. Shift From Output to Outcome-Based Assessment

- Reduce reliance on output-based criteria
 - decrease maximum number of points for all SOP criteria
- More stringent requirement and assessment
 - expand requirements in Criterion 1.1.6 to include access control procedures

<p><u>1.1.6</u> Is there a Standard Operating Procedure (SOP) to deal with suspicious person, vehicles or activities?</p> <p>SOP on Dealing with Suspicious Person, Vehicle or Activity.</p> <p>The SOP should have the following components:</p> <ul style="list-style-type: none"> • Assessment of whether there is a real threat (e.g. presence of bomb) • Recording the description of the suspicious person or vehicle • Calling 999 to report 	Score System (max 5 pts)	
	SOP with all the components	5
	SOP with any 2 of the components	3
	SOP without any of the component or no SOP	0
Assessor's Observation		

2. Shift From Output to Outcome-Based Assessment

- More stringent requirement and assessment
 - SA must carry out at least 1 exercise within the assessment period (1 Jun 2018 – 31 May 2019)
 - Exercise Report must be submitted as proof
 - component requirements in Exercise Report remain the same

<p>1.1.11 Does the SA have an established format for reporting of exercises conducted pursuant to the Bomb Threat SOP?</p> <p>Past Exercise Report should be made available for verification.</p> <p>The report should contain the following key components:</p> <ul style="list-style-type: none"> • Introduction • Date/Time/Place of the exercise • Participants involved • Exercise Objectives • Key Observations • Lessons Learnt 	<p>Score System (max 4 pts)</p>	<p>pt</p>
	Exercise Report with all key components	4
	Exercise Report with at least these 3 key components: <ul style="list-style-type: none"> • Date/Time/Place of the exercise • Exercise Objectives • Lessons learnt 	2
	Exercise Report with <3 key components or no Exercise Report	0
<p>Assessor's Observation</p>		

2. Shift From Output to Outcome-Based Assessment

- More stringent requirement and assessment
 - scenarios which SOs will be tested will not be revealed before hand
- Increase outcome-based criteria with greater weightage
 - up maximum number of points for all outcome-based criteria

<p>2.3.7 Can the Security Officer demonstrate his ability to execute the SOPs on Bomb Threat, Fire Emergency, and Suspicious Person, Vehicles or Activities?</p> <p>The Security Officer may refer to the relevant SOPs.</p> <p>Security Officer has to demonstrate the ability to execute the SOP by answering questions posed by the assessors. Three scenarios will be covered: (i) Bomb Threat; (ii) Fire Emergency; and (iii) Suspicious Person, Vehicles or Activities.</p> <p>The assessors will be given 3 scenarios by PLRD. The assessors will read out relevant parts of the scenarios to the Security Officer and ask a set of questions.</p> <p>To note down the points articulated by the SO based on the SOP's components in criterion 2.3.6 to award points accordingly.</p>	<p>Score System (max 12 pts)</p>	<p>pt</p>
	Security Officer is able to demonstrate ability to execute the SOP on Bomb Threat	4
	Security Officer is able to demonstrate ability to execute the SOP on Fire Emergency	5
	Security Officer is able to demonstrate ability to execute the SOP on Suspicious Person, Vehicle or Activities	3
	Security Officer is not able to demonstrate his ability	0
<p>Assessor's Observation</p>		

2. Shift From Output to Outcome-Based Assessment

- More stringent requirement and assessment
 - assessment of Criterion 1.1.20 will shift from document check to office inspection
 - SA must demonstrate to assessors how the continuous training program works

Areas of Audit	Remarks/Observations (To tick or circle where appropriate)		Points Awarded
<p>1.1.20 Is there a program for continuous training to update Security Officers on security-related and/or terrorism information (local/overseas incidents)?</p> <p>Evidence of this program should include:</p> <ul style="list-style-type: none"> • Dedicated personnel who is responsible for monitoring incident of interest locally and overseas and identifying the lessons learnt • Process of converting the lessons learnt into training curriculum • Delivery of the curriculum via classroom or e-learning portal <p>Past training material should be made available for verification.</p> <p>Assessor may verify the program during main office assessment.</p>	Score System (max 20 pts)		pt
	Established training program with all the requirements indicated and evidence of past/current training material	20	
	No training program or no evidence of training material	0	
	Assessor's Observation		

3. Job Re-Design To Weave In Technology for Productivity

- Job Re-Design to cater to general profile of SOs
- Weaving in of technology in the security processes to enhance productivity
 - Criterion 3.1.1 (essay question on technology) will be reframed
 - Thrust will be how the SO's job was re-designed to weave in technology in order to enhance productivity

Areas of Audit	Remarks/Observations (To tick or circle where appropriate)		Points Awarded
<p>3.1.1 Does the SA deploy security technology to reduce its reliance on Security Officer manpower? (To be assessed by PLRD)</p> <p>Evidence of the security technology.</p> <p>Some examples of the technology are:</p> <ul style="list-style-type: none"> • Remote surveillance system (CCTV with live feed) with video analytics to detect intrusion and other suspicious activities • Robots to carry out perimeter patrol in permissible areas <p>SA should submit a write-up to elaborate on the technology and show the reduction in manpower after implementing technology.</p> <p>The assessors and/or PLRD may ask for a demonstration.</p> <p>SA must provide their own write-up in the submission and not based on supplementary materials.</p> <p>Qualitative assessment of the submission and demonstration (if any).</p>	Score System (max 20 pts)	pt	
	What was the desired security outcome before implementing the technology and how was it achieved?	5	
	How is the technology implemented at the deployment site (s)?	5	
	What was the desired security outcome after implementing the technology and how was it achieved?	5	
	What are the manpower savings derived from the adoption of this technology?	5	
	No evidence submitted	0	
	Assessor's Observation		

Counter Terrorism Component

- SAGE 2018 requirement: SA must send at least 20% of SOs for RTT by 31 May 18
- Proposed SAGE 2019 requirement (8% Weightage)
 - SAs must send 90% of its SOs for RTT by 30 Sep 2019 (based on total SOs notified as of stipulated date) to secure the 8%
 - SAs which sent less than 90% but more than 80% will be awarded 4%
 - SAs which sent 80% or less will get 0%



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3. Feedback on Policy Direction & Other Suggestions

4. Next Steps

Date	Description
21 Feb 2019	2 nd outreach session with industry to share proposed assessment checklist
20 Mar 2019	3 rd outreach session with industry to confirm final assessment checklist
End Mar or Early Apr 2019	Final SAGE 2019 assessment checklists will be published on PLRD's website