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## **JOINT MEDIA RELEASE**

### **Launch of new alliance to push adoption of outcome-based contracting in private security industry**

- ~ Security Tripartite Alliance for Responsible Outcome Based Contracting offers a one-stop service for buyers and providers of security services~*
- ~ Companies can tap on NTUC Company Training Committee Grant to support transformation and technology expenses as part of OBC adoption ~*

1. The Security Tripartite Alliance for Responsible Outcome-Based Contracting (STAR) was launched today to further support and accelerate the adoption of outcome-based contracting (OBC) in the private security industry, to help address manpower challenges in the industry.

2. Comprising the Association of Certified Security Agencies (ACSA), Security Association Singapore (SAS), Security Systems Association Singapore (SSAS) and the Union of Security Employees (USE), and with support from the National Trades Union Congress (NTUC) and the Ministry of Home Affairs (MHA), STAR will offer a one-stop service providing resources to buyers and providers of security services, as well as security officers, to help them shift towards OBC.

3. The OBC transition would typically adopt the “ATM” approach, which starts with security assessments of the site, followed by the installation of suitable security technology, and lastly, deployment of manpower to leverage the technology that has been installed. STAR will support companies undertaking such transformation projects in their application of the NTUC Company Training Committee (CTC) Grant, which provides funding support of up to 70% of qualifying costs for each project, subject to terms and conditions.<sup>1</sup>

4. STAR is in line with the Security Industry Transformation Map (ITM), which aims to build a vibrant, technologically advanced, and competitive security industry that delivers better security outcomes for Singapore and creates better jobs for Singaporeans. A key strategy of the ITM is to encourage the industry to move away from a manpower-intensive model, to one that integrates skilled manpower and technology, by promoting the greater adoption of OBC. This has become increasingly critical, with rising manpower costs and slower workforce growth. Headcount-based

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<sup>1</sup> More details of NTUC CTC Grant are available at <https://e2i.com.sg/ctc/>.

contracts will become increasingly unsustainable for procuring a service as important as security.

### **One-stop Service for Outcome-Based Contracting**

5. Based on a survey by the Ministry of Home Affairs (MHA) conducted in 2020, adoption of OBC among private sector service buyers stood at only about six per cent<sup>2</sup>, although about seven in ten had plans to adopt OBC. This is possibly due to the lack of expertise and awareness of available resources required to adopt contracts that optimise technology with manpower resources for better security outcomes.

6. STAR recognises that there is interest from the industry to adopt OBC, and it is timely to combine existing efforts. As a concerted, one-stop service for the industry, STAR will focus on ways to increase adoption of OBC by service buyers as well as help security agencies and officers transit to OBC by:

- a. Conducting assessments for buyers and agencies, and installing the right technology that the site requires, before deploying the rightly skilled manpower for the site;
- b. Consolidating available resources and funding to be a one-stop shop to support buyers and agencies with all things OBCs – from contracting matters to training resources; and
- c. Recommending appropriate training for officers, beyond the Basic Licensing Unit requirements required under the Progressive Wage Model.

7. With greater OBC adoption, security officers will stand to benefit from higher value-added roles with wages that commensurate with their expertise and functions, while service buyers and agencies enjoy better security outcomes at lower long-term costs.

8. STAR will support the wider Built Environment (BE) cluster to shift towards integrated Facilities Management (FM) through greater use of technology to collectively meet deployment sites' needs, including those beyond security, such as FM services. Applying the OBC model across the BE cluster, instead of separate contracts for a site's outsourced needs (e.g. cleaning, security, FM, etc.) enables buyers to enjoy greater efficiencies. Buyers can consider their needs holistically from

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<sup>2</sup> Oral reply to Parliamentary Question by labour Member of Parliament Fahmi Aliman, April 2022

an integrated FM perspective and implement solutions which makes optimal use of their manpower resources. Workers such as security officers, FM officers, and managing agents also stand to benefit from better career prospects when they are upskilled to support these integrated needs.

9. STAR will also uphold best practices in the security industry by looking into unfair and discriminatory practices in contracts, as well as improving workplace safety and health standards at worksites.

10. NTUC Central Committee member and USE General Secretary Raymond Chin said, "USE and our tripartite partners have been driving efforts to improve the adoption of OBC in the private security industry for many years. A dedicated, one-stop service that is able to guide service buyers and agencies alike on the OBC journey from start to end, whilst also working closely with security officers so that they are able to adapt and make full use of technology to do well in their jobs will catalyse the transformation of our industry. As a tripartite alliance supported by NTUC, we are confident that STAR will be able to serve the needs of the industry, towards one that catalyses use of security technologies with manpower."

### **Launch of Security Tripartite Alliance for Responsible Outcome-Based Contracting at the Centre of Domestic Employees (CDE)**

11. STAR was launched during a visit to the CDE, via a Memorandum of Understanding (MOU) signing witnessed by Ms Sun Xueling, Minister of State (MOS), Ministry of Home Affairs and Ministry of Social and Family Development.

12. At the visit, MOS Sun, together with representatives from ACSA, SAS, SSAS and USE, toured the CDE premises with two security officers who have been deployed to CDE, to view how integrated FM has led to better security outcomes for CDE and the agency Hillcrest Security & Management Pte Ltd, as well as better wages and work prospects for the officers on site. Security Supervisor Shaheda Binte Abdul Gaffor and Senior Security Officer Ravinder Kaur have been trained in the area of building services and safety, and have taken on additional job scopes in the area of FM on top of their core security role. They have since received a wage increase of approximately \$200.

13. MOS Sun commended the industry-led initiative – "MHA is happy to support the launch of STAR. The alliance's holistic, one-stop service will complement MHA's ongoing efforts in driving adoption of OBC, which is a key strategy under the Security ITM. It is crucial to transform how buyers procure security services, so that they may

find ways to better integrate manpower, technology, and process improvements, for more productive and effective outcomes.”

14. Those interested to transit to OBC can contact STAR at [Trainandtransform@ntuc.org.sg](mailto:Trainandtransform@ntuc.org.sg).

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### **Annex: STAR’s one-stop service for security industry stakeholders**

**For media queries, please contact:**

Ruth Shirley  
Assistant Manager  
APRW  
9712 0540  
[ruth@aprw.asia](mailto:ruth@aprw.asia)

Steven Paul Vincent  
Associate  
APRW  
8112 7992  
[steven@aprw.asia](mailto:steven@aprw.asia)

<b>Chinese Names and Terms</b>	<b>中文名称与词汇</b>
National Trades Union Congress	全国职工总会（职总）
Union of Security Employees	保安业雇员联合会
Security Association Singapore	新加坡保安协会
Association of Certified Security Agencies	安保机构认证协会
Security Systems Association Singapore	新加坡保安系统公会
Raymond Chin NTUC Central Committee member USE General Secretary	陈铭杰 职总中央委员会 委员 保安业雇员联合会 秘书长

### **About Union of Security Employees (USE)**

Formed in 1978, USE is an affiliate of the National Trades Union Congress (NTUC) representing all persons who are employed in a bargainable capacity in security and security related services in Singapore. The Union has been part of all tripartite efforts to transform the industry thus far, including the Security Industry Transformation Map and the implementation of the Progressive Wage Model for all security officers. For more details, visit <https://use.org.sg/>.

### **About Security Association Singapore (SAS)**

Security Association Singapore (“SAS”) is a lead trade association in the security industry in Singapore. We are a leading voice in the sector, working with government agencies, fellow associations and related organisations to represent the interests of our members, bring benefits to them, and improve the professionalism and standards in the industry.

Some of SAS’ initiatives include the Office of the SAS Counsel to assist members in legal issues and to issue periodic advisories on various legal topics; the Office of Industry Transformation that assists members in preparing their businesses for the future; a long running certifications programme that recognises proficiency and professionalism in security consultancy, security manpower management, private investigations and close protection; and townhall sessions to solicit members’ feedback on a periodic basis.

### **About Association of Certified Security Agencies (ACSA)**

ACSA was formed on 18 March 1997, to be the leading security association in Singapore acting as a voice of licensed security agencies and their employees. We adopt an approachable, caring and service-orientated front, to engage our members, partnering relevant government agencies, buyers and other stakeholders with an appropriate and amicable attitude to enhance the landscape of the private security industry to create a platform for a safe and secure Singapore, visit <https://acsa.sg>.

### **About Security Systems Association Singapore (SSAS)**

SSAS was formed in 1995 and aims to lead and support the Singapore electronic security industry in the provision of security products and services.

SSAS also promotes the electronic security industry's ability to provide security services to Singapore. SSAS provides an opportunity for members to interact opinions and discuss matters affecting the security systems and equipment industry and to co-operate with other associations on matters of common interest and to develop technical standards which the members shall comply. For more details, visit [www.ssas.org.sg](http://www.ssas.org.sg).

### STAR's one-stop service for security industry stakeholders

