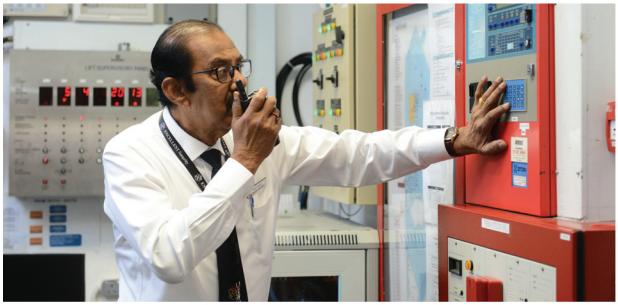
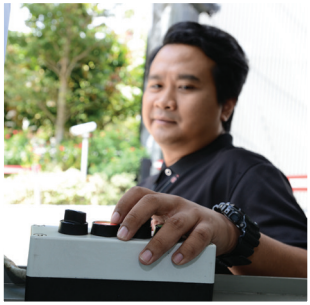
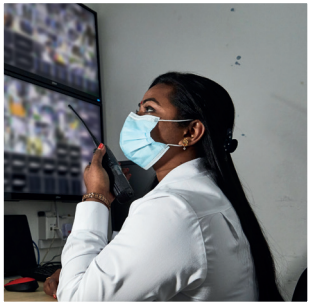
PROGRESSIVE WAGE MODEL

For the Security Industry



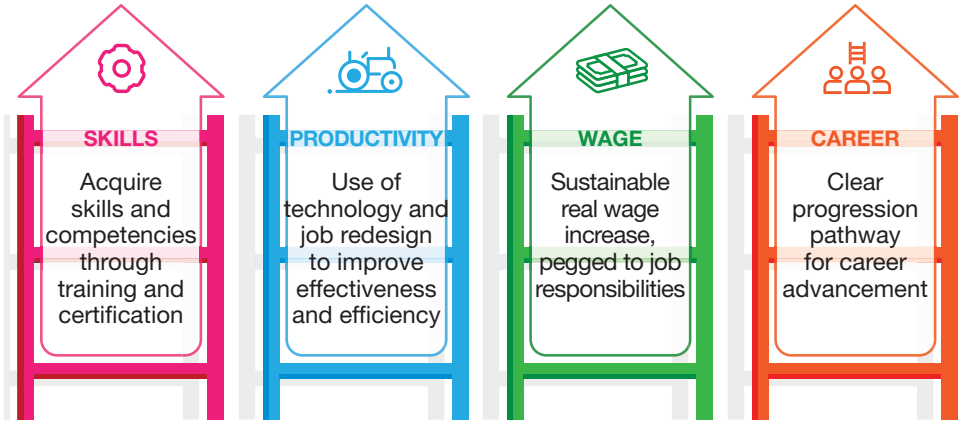



The Four Ladders of
Progressive Wage Model

The Progressive Wage Model (PWM) provides a clear progression pathway, enabling our workers to earn **Better Wages** with **Better Work Prospects** as they become **Better Skilled** and **More Productive**.

The PWM is applicable to all resident workers, i.e., **Singapore Citizens / Permanent Residents (SC/PR)** in the sector. Part-timers will adopt a pro-rated PWM Baseline wage.



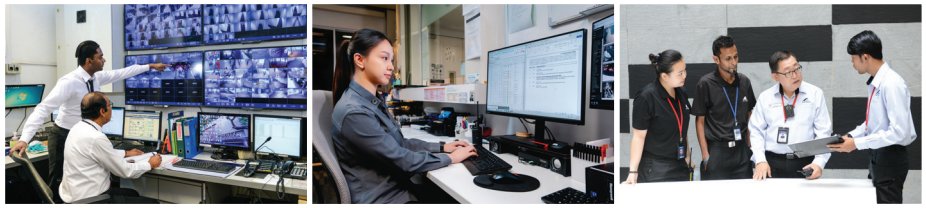
Note: For firms hiring foreign workers, employers are encouraged to adopt the key principles of progressive wages in their wage structure.

In October 2020, the Tripartite Workgroup on Lower-Wage Workers (TWG-LWW) was formed to look at ways to further uplift the wages and well-being of lower-wage workers (LWWs). This ensures that lower-wage workers' wage growth continues to outpace median wage growth.

The Security Tripartite Cluster (STC), comprising representatives from industry associations, employers, service buyers, unions and government agencies, released its recommendations on 12 November 2021 for a six-year schedule of sustained PWM Baseline Wage increases from 2023 to 2028 for the security industry. The recommendations were accepted by the Government.

The Security PWM covers resident security officers employed by security agencies who are licensed under the Police Regulatory Department (PRD), and in-house security officers. From 1 September 2016, all security agencies registered under PRD are required to comply with the PWM requirements as part of the licensing conditions.

To read the full STC report, scan the QR code or visit www.ntuc.org.sg/pwm



PWM Career Ladder

The PWM Career Ladder provides a clear career progression pathway to allow security officers to advance in their career.

In November 2018, the Government had accepted the STC recommendations on the revised job functions, to provide more clarity on security officers' job roles, and to enable more effective deployment of security officers.

PWM Job Level	Job Duties
Chief Security Officer	• Supervision Management • Form & Lead Security Watch Groups • Security & Contingency Planning for Major or Large-scale Events
Senior Security Supervisor	• Appointed as Site-in-Charge[1] of Security or Fire Command Centre with more than 3 personnel (including the supervisor) • Conduct Security Audits & Risk Assessment • General Supervision
Security Supervisor	• Appointed as Site-in-Charge[1] of Security or Fire Command Centre with 3 or less personnel (including the supervisor) • Incident Management & Reporting • Direct Supervision • Execute Evacuation Plans & Exercises
Senior Security Officer	• Operate Security & Safety Systems • Regulating Traffic (Road Traffic Act) • Monitor Security or Fire Command Centre • Assist Ministries, Statutory Boards or Government Departments in Law Enforcement Duties • Key Press Management
Security Officer	• General Screening • Guarding & Patrolling • Access & Egress Control • Incident Response • Acting as Bodyguard or Bouncer

[1] *Appointed as Site-in-Charge refers to security personnel deployed in-situ having command or supervisory power over operations of the listed systems.*

PWM Skills Ladder

The PWM Skills Ladder ensures that security officers will have the necessary skills to carry out their work competently and safely.

Under the ambit of the Security Industry Transformation Map (ITM) Tripartite Committee (SITC), a Skills Workgroup[2] was convened. The Workgroup identified emerging skillsets and competencies, to ensure the security workforce keeps pace with technology adoption as part of industry transformation. The STC supported the recommendations by SITC to emphasise technology-related competencies, as well as public engagement and conflict management skills.

PWM Job Level	PWM Training Requirements	Technical Skills & Competencies (TSC) Title	Course Title	Proficiency Level	TSC Code
Chief Security Officer	**Mandatory**	Security Operation Compliance	Manage Security Agency Within a Legal Framework	4	SEC-SOP-4011-1.1
	Select Any Two (2) WSQ Diploma modules	Capability Development	Achieve Work Effectiveness in Security Environment	4	SEC-PDV-4001-1.1
		Conflict Resolution Management	Manage and Resolve Conflict in Security Environment	4	SSEC-PDV-4002-1.1
		Quality Assurance and Audit	Manage Security Operations	4	SEC-SRM-4001-1.1
Senior Security Supervisor	**Mandatory**	Manpower Planning	Monitor and Review Security Operations	3	SEC-SOP-3008-1.1
	Select Any Three (3) Advanced Certificate Modules	Access Control Management	Deploy Security Equipment	3	SEC-TEM-3001-1.1
		Capability Development*	Induct Security Personnel	3	SEC-PDV-3001-1.1
		Crowd and Traffic Control Management	Supervise Crowd and Traffic Control Activities	3	SEC-SOP-3004-1.1
		Incident Response	Perform Monitoring and Reporting Duties at Central Command Centre	3	SEC-ICM-3003-1.1
			Contribute to the Management of Security Incidents	3	SEC-ICM-3003-1.1
		Manpower Planning	Conduct Operation Briefing and Debriefing	3	SEC-SOP-3008-1.1
		Performance Management	Lead and Manage a Team of Security Officers	3	SEC-PDV-3003-1.1
		Security Operation Compliance*	Perform Supervisory Duties within Legal Framework	3	SEC-SOP-3011-1.1
		Security Risk Analysis*	Assess and Address Security Risks	3	SEC-SRM-3002-1.1
		**Not inclusive if taken at Security Supervisor level*			
Security Supervisor	**Mandatory**	Guard and Patrol	Supervise Security Officers	3	SEC-SOP-3007-1.1
	Select Any Two (2) Advanced Certificate Modules	Capability Development	Induct Security Personnel	3	SEC-PDV-3001-1.1
		Security Operation Compliance	Perform Supervisory Duties within Legal Framework	3	SEC-SOP-3011-1.1
		Security Risk Analysis	Assess and Address Security Risks	3	SEC-SRM-3002-1.1
Senior Security Officer	**Mandatory** (Total of 2 SOAs will be awarded)	Security Surveillance Management	Perform Remote Surveillance Function	2	SEC-TEM-2004-1.1
		Deterrence	Manage Disorderly Conduct and Threatening Behaviour	1	SEC-ICM-1001-1.1
Security Officer	**Mandatory** Basic Licensing Units (Total of 4 SOAs will be awarded)	Guard and Patrol	Provide Guard and Patrol Services and Operate Basic Security Equipment	1	SEC-SOP-1007-1.1
		Access Control Management		2	SEC-TEM-2001-1.1
		Incident Response	Handle Security Incidents and Services	1	SEC-ICM-1003-1.1
		Threat Observation	Recognise Terrorist Threats	1	SEC-OBS-1002-1.1

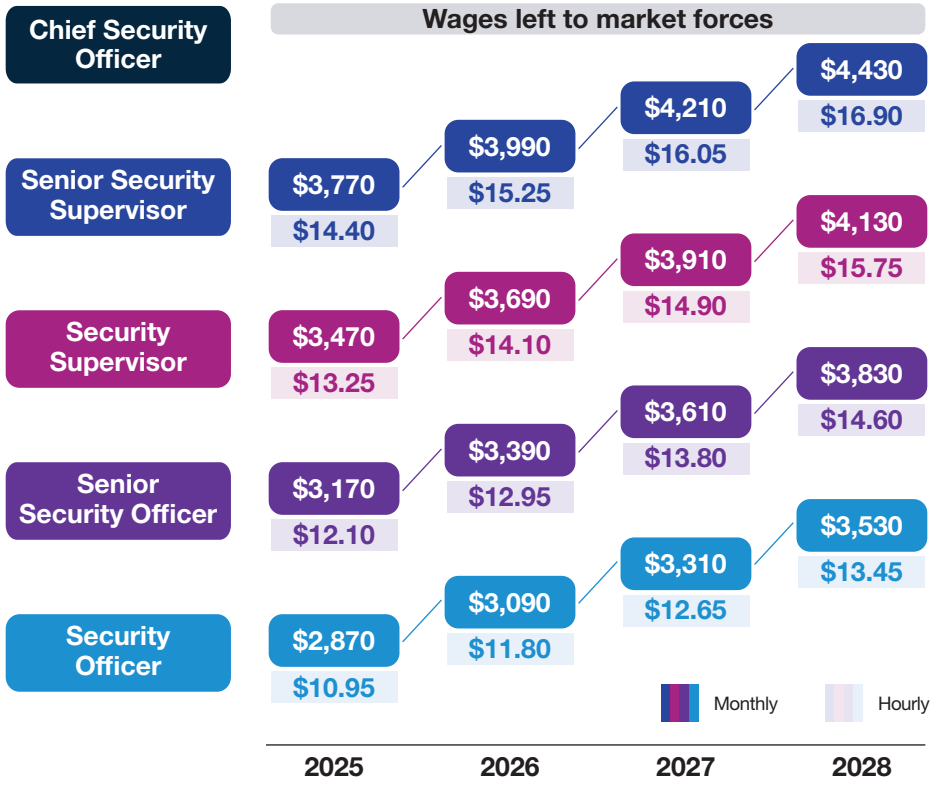
[2] *The SITC is a tripartite committee supporting the implementation, monitoring and review of the key initiatives of the Security ITM. The Skills Workgroup is led by the Singapore Police Force's Centre for Protective Security (CPS) and consists of representatives from the labour movement, security agencies, and government agencies.*

PWM Wage Ladder

The PWM Wage Ladder sets out the baseline wages and sustainable annual increases which are pegged to the respective PWM job levels.

PWM Baseline Wages for Private Security Officers employed by Security Agencies *with effect from 1 January of each year*

PWM Job Role

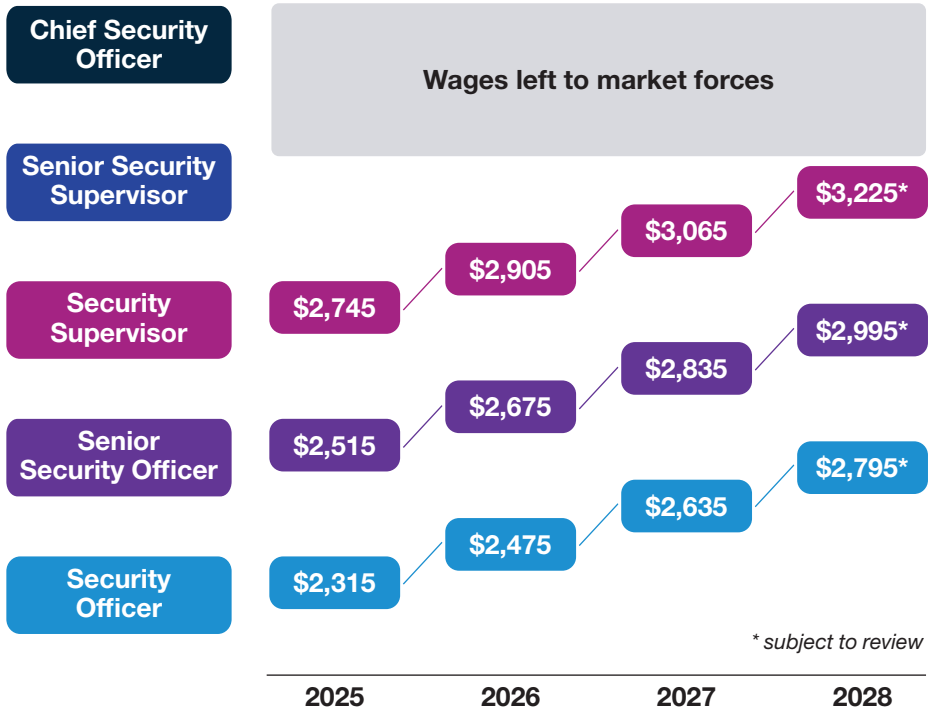


Note:
- *PWM Baseline Monthly Wages for Full-Time Private Security Officers refer to basic monthly wages. This includes wages paid for any extra hours worked above the 44-hour work week, as all Full-Time Private Security Officers will cross the current $2,600 monthly basic wage threshold for coverage under Part 4 of the Employment Act.*
- *The number of extra hours above the 44-hour work week are capped at 72 hours per month under PRD's licensing conditions.*
- *The PWM Hourly Basic Rate of Pay is applicable to SC or PR who are part-time or ad-hoc security officers.*

For in-house security officers, a differentiated wage ladder has been implemented since January 2024.

PWM Baseline Gross Wages (exclude OT) for In-House Security Officers *with effect from 1 January of each year*

PWM Job Role



Note:
- *PWM Baseline Gross Wages may include allowances, and other cash payments, and is before deduction of employee CPF. It excludes overtime pay, bonuses (e.g., AWS), reimbursements, stock options, other lump sum payments and payments-in-kind as well as employer CPF contributions.*
- *In-house security officers' basic wage should not fall below their existing basic wage of the preceding year if their job scope and working hours remain the same.*
- *For employees who are covered under Part 4 of the Employment Act, requirements for overtime rates of pay to be at least 1.5x the basic rate of pay continue to apply.*

PWM Productivity Ladder

The PWM Productivity Ladder encourages the use of technology and job redesign to improve business and workers' productivity.

Adopt Outcome-Based Contracting (OBC) for Better Security Outcomes

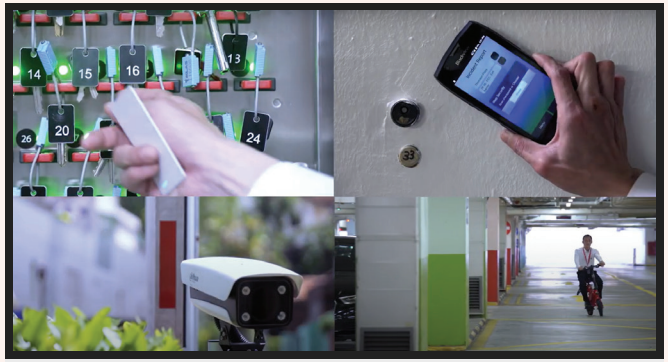
Through integration of technology and re-designing of work processes, Security OBC can improve productivity and reduce reliance on manpower. This can bring greater value to security buyers of outsourced security services, while security officers can also focus on more critical tasks.

Ready-To-Go Technology Enabled Solutions

- **Technology-enabled Patrol and Incident Management System** helps to track patrol activities, manage and report incidents
- **Video analytics** to detect intrusion and manage incidents
- **Feature recognition; or Pattern or movement recognition; or Calculation and density assessment** are technology enabled platforms to enhance security and visitors' experience with facial and vehicle recognition to prevent unauthorised access, speed up registration and allow detection of unusual activities.

Security agencies are encouraged to refer to the **Security Industry Digital Plan** to transform their operations with greater use of technology. Visit www.imda.gov.sg/security-idp for more details

Scan QR code or visit the OBC Resource Portal at https://bit.ly/CPS-OBC



Learn how the security officers at Thomson Plaza are better able to manage security operations with the use of technology such as body-worn cameras, key press and video analytics cameras



Watch this video to find out how two clusters of private condominiums come together to adopt OBC and optimise their manpower needs

Frequently Asked Questions

Computation of Extra Hours

1. Can employers make the security officers work more than 72 extra hours a month?

No. The extra hours worked in a calendar month[3] cannot exceed 72 hours regardless of the number of days in the month, as required under PRD's licensing conditions.

2. How are the extra hours under the PRD's licensing conditions computed?

An "extra hour" refers to every additional hour of work that is beyond 44 hours of work put in by a security officer in one week. (See also FAQ #4, for clarification when a security officer is on paid leave.) A "week" for the purposes of this condition means a continuous period of seven days commencing at midnight on Monday morning (i.e. starting on 0000h on Monday morning to 2359h on Sunday night).

Example: A security officer who works a 5-6-5-6 shift pattern with 12-hour shifts. The security officer works Monday-Friday (5-day work week) and Monday-Saturday (6-day work week).

Mon	Tue	Wed	Thur	Fri	Sat	Sun	Total hours worked	44-hour work-week	Extra hours
29 Jan – 31 Jan Total: 33h 33h + 0h extra			**1 Feb – 4 Feb** Total: 22h 11h + 11h extra				Jan: 33h Feb: 22h	Jan: 33h Feb: 11h	Jan: 0h Feb: 11h
5 Feb – 11 Feb							66h	44h	22h
12 Feb – 18 Feb							55h	44h	11h
19 Feb – 25 Feb							66h	44h	22h
26 Feb – 29 Feb Total: 44h 44h + 0h extra				**1 Mar – 3 Mar** Total: 11h 0h + 11h extra			Feb: 44h Mar: 11h	Feb: 44h Mar: 0h	Feb: 0h Mar: 11h
						Total:	Feb: **253h**	Feb: **187h**	Feb: **66h**

Note: Extra hours in each month cannot be more than 72 hours.

3. Do hours worked on non-working days and public holidays count towards the total number of hours worked a week or the maximum cap of 72 extra hours per month?

Yes. In line with STC's recommendations to reduce overall working hours for the security industry, all hours worked count towards the total number of hours worked in a week, regardless whether the hours worked were on rostered non-working days and/or public holidays. Any additional hours worked beyond 44 hours a week count towards extra hours.

Example: A security officer is contracted to work 55 hours a week (11 hours a day from Monday to Friday). The security officer works on a public holiday or on a non-working day that falls on a Sunday. The total hours worked in the week is 66 hours, and 22 hours are counted as extra hours.

Security agencies are to pay security officers who work on public holidays based on gross daily rate of pay or provide one day off-in-lieu.

4. Can security agencies impose additional working days on security officers to "make up" for days officers are on paid leave (e.g. annual leave, sick leave, off-in-lieu for public holidays)?

No. When a security officer goes on paid leave, he should be deemed as if he is working and receive his full basic monthly salary. Security agencies should not require security officers to work additional hours to "make up" for days they are on such paid leave.

Annual and sick leave entitlements continue to be protected under Part 10 of the Employment Act.

Authorised Deduction and Pro-ration of Salary for Full-Time Private Security Officers

1. Can employers deduct or pro-rate full-time security officers' salary if they work less than the hours agreed in the contract?

Employers are only allowed to deduct full-time security officers' salary in accordance with Employment Act stipulations, such as when:

a. The security officer took no pay leave; or
b. The security officer was absent without leave.

Employers are <u>not</u> allowed to deduct or pro-rate full-time security officers' salary when:

a. The security officer worked less than the contractual working hours because the security agency did not roster the officer to work enough hours; or
b. The security officer took paid annual leave or paid medical leave.

[3] *Employers may also fix a period ("salary period") which must not exceed one month. An example is a salary period "starting on the 15th of a month to 14th of the next month".*

Part-time Work Arrangements

1. **Who is considered as a part-time or ad-hoc security officer?**

   A part-time security officer is one who is under a contract of service to work less than 35 hours a week. Part-time workers are covered by Part 4 of the Employment Act if they earn a monthly basic salary of $2,600 or less.

   An ad-hoc worker is one who is hired to work on an ad-hoc basis such as for specific demands or events. Such a worker will be deemed as a part-time worker under the Employment Act if their working hours are less than 35 hours a week. Under Section 16 of the Private Security Industry Act 2007, the licensing officer must be informed of the employment of all security officers, including part-time security officers.

2. **Some security officers are deployed for ad-hoc events or to provide coverage due to manpower shortages. These security officers may occasionally work more than 35 hours a week. Should security agencies pay this officer the PWM Hourly Basic Rate?**

   Employers should state clearly in the contract of service the weekly hours of work for the part-time security officer, which should be less than 35 hours.

   If a part-time security officer is contracted to work less than 35 hours a week and is occasionally requested by the employer to work 35 hours a week or more, the employer should pay the security officer based on the wages stated in the contract of service, including overtime pay where applicable.

   However, if the security officer regularly works more than 35 hours a week, the security officer should be deemed as a full-time security officer in the contract of service and be paid the applicable full-time PWM wages. Security officers may contact their respective unions if they are unsure if they should be deemed a full-time security officer.

   Security agencies may consider providing a contract of service for security officers for the duration of ad-hoc events and pay the officer at least the PWM Hourly Basic Rate.

Greater Respect for Our Officers

Our security personnel are here to protect you and your property, and perform functions stipulated by the Private Security Industry Act.

Please treat them as professionals.

Voluntarily causing hurt to security officers may result in a fine of up to $10,000 and/or imprisonment of up to 5 years.

Security personnel can report any form of abuse that they encounter while performing their duties at work via the Union of Security Employees (USE)'s email address at use@ntuc.org.sg or USE's Facebook or at Tel: 6291 5145.

For more information on PWM, please contact NTUC U Care Centre

1800-CALL-PWM (1800-2255-796) (Mon – Fri: 9am – 6pm)

pwm@ntuc.sg

https://www.ntuc.org.sg/pwm /pwmsecretariat

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