### TSC Category
People Development

### TSC
Performance Management

### TSC Description
Manage the performance of personnel to achieve organisation's performance targets

<table>
<thead>
<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
<th>Level 6</th>
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<tbody>
<tr>
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<td>SEC-PDV-3003-1.1</td>
<td>SEC-PDV-4003-1.1</td>
<td>SEC-PDV-5003-1.1</td>
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<tr>
<td>Supervise personnel's performance</td>
<td>Review personnel's performance</td>
<td>Formulate people development-related strategies and plans to achieve optimised business performance</td>
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#### Knowledge
- Understand security operations according to organisation procedures
- Organisation procedures relating to supervising direction of security officers
- Organisation procedures relating to supervising control of security officers
- Methods of team delegating duties and responsibilities
- Types of key performance indicators
- Types of training needs and development requirements
- Methods of performance appraisal
- Concepts of performance management
- Organisation procedures for staff appraisal
- Methods of providing feedback
- Strategies in people development
- Concepts of lifelong learning
- Organisation procedures for staff appraisal
- Methods of providing feedback
- Methods of coaching, counselling and interviewing
- Methods of reviews and assessments

#### Abilities
- Understand site security operations procedure
- Record relevant information for site inspections
- Ensure safety, security and confidentiality for all information relating to client's security operations
- Take appropriate actions to rectify situation when encountering problems
- Monitor staff performance through organisational appraisal systems
- Solicit periodic feedback on staff performance
- Document all performance evaluations carried out for staff
- Carry out informal reviews of staff performance regularly
- Establish areas for improvement for staff
- Arrange for coaching sessions with staff on identified areas for improvement
- Review individual action plans with staff according to organisational procedures
- Plan for succession (manpower)
- Coach staff to meet performance targets

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Effective date: February 2018, Version 1.1
| in supervision of direction of security officers |
| Carry out periodic checks to ensure that security officers perform duties as assigned |
| Use appropriate interpersonal skills to handle and deal with security officers to address problems encountered |
| Conduct coaching and counselling where necessary to assist them in meeting performance standards |
| Monitor security officers to ensure that required level of security service is maintained to meet client’s needs |
| Suggest improvements to organisational standards and values |
| Assist management to ensure ideas and information receive the acceptance and support of other security officers |

| Provide counselling to poor performers |
| Develop potential staff for higher appointments |
| Identify training and other interventions to develop staff |

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