



Canadian
Supply Chain
Sector Council

Conseil canadien
sectoriel de la chaîne
d'approvisionnement

OCCUPATIONAL STANDARD

(For use in the development of supply chain related job descriptions, performance evaluations, career development plans, etc.)

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| Position: | SECURITY AND SAFETY MANAGER |
| Description of Position (As defined by the CSCSC Stakeholder Community) | <i>Security and Safety Managers direct an organization's security functions, including physical and cyber security and safety of people, data, property, and institutions.</i> |
| Position Development | Advancement to senior management positions is possible through progressively responsible positions and management experience as well as personal development training in people management/HR and organizational behavior |
| Required Qualifications: | (Education, Training, Related Work Experience) |
| Education and Additional Requirements | A university degree or college diploma is usually required. A combination of related training and considerable industry related experience may be considered an equivalent. A clean criminal record is required. If employed by transportation facilities a valid transportation security clearance by Transport Canada may be required. |
| Training | Individuals already have the required skills, knowledge, work-related experience, and/or training related to risk assessment and emergency response. If employed by marine facilities specialized training is required for compliance with the Marine Transportation Security Regulations. |
| Related Work Experience | Several years of supervisory experience and on-the-job training is usually required. |
| Tasks: | |
| Security and Safety Managers perform some or all of the following tasks | <ul style="list-style-type: none"> • Recognize safety and security needs for the employees and the company • Anticipate future needs for threat prevention and private information loss including employee travel, identity theft, personal safety and security on and off site, cyber security, communication devices, social media, and workplace violence prevention |

*Note the OS addresses alternative position titles including Security Manager, Security Department Manager, Corporate Security Manager, Security Management Director, Security Director, Security Services and Safety System Support Manager, etc.

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| | <ul style="list-style-type: none"> • Develop and implement organization’s security standards, policies, and procedures to ensure compliance with regulatory and legislative requirements • Plan, direct, or coordinate security activities to safeguard company assets, employees and the public • Effectively communicate safety and security standards, policies and procedures to all employees so that all employees are able to recognize potential threats • Create and make presentations to senior management identifying security gaps and proposing appropriate remedial measures • Participate in development and delivery of staff safety and security training activities • Identify, investigate, or resolve security breaches • Coordinate evacuation drills on emergency situations • Respond to emergencies, threats, fire or intrusion alarms, following emergency response procedures • Coordinate security operations or activities with public law enforcement, fire and other agencies • Communicate security status, updates, and actual or potential problems, using established protocols • Perform regular and random audits of security protocol and safety risks - physical on site or practically in operation • Perform audits in accordance with regulations and statutory requirements • Prepare reports on internal investigations, losses, or violations of regulations, policies and procedures • Conduct threat or vulnerability analyses, assess risks to mitigate potential consequences of incidents and develop a plan to respond to incidents • Supervise or provide leadership to subordinate security professionals, performing activities such as hiring, background investigation, training, assigning work, evaluating performance, or disciplining • Ensure employee retention and security clearance maintenance programs are conducted • Develop budgets for security operations and responsible for purchase of security-related supplies, equipment, and technology • Attend meetings, professional seminars, or conferences to keep abreast of changes in executive legislative directives or new technologies impacting security operations • Liaises with government officials and forward required reports • Ensure equipment is properly operated, tested and calibrated |
| Tools and Technology: | |

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| | <ul style="list-style-type: none"> • Computer hardware and associated software (i.e. specialized facilities management software, database user interface and query, electronic mail, project management, spreadsheets, word processing, presentations, human resources, financial and accounting, process improvement) • Communication devices, electronic surveillance, access control systems • Access control systems |
| Required Competencies: | (Knowledge, Skills, Personal Attributes) |
| Knowledge | A Security and Safety Manager should have knowledge of public safety and security, customer and personal services, administration and management, human behavior and performance, education and training, law and government, communications and media, personnel and human resources, economics and accounting, computers and electronics, English language, and other languages as required. |
| Skills | A Security and Safety Manager should have the following skill sets: monitoring, critical thinking, active listening and learning, speaking, reading comprehension, writing, coordination, judgment and decision making, social perceptiveness, persuasion, and service orientation. |
| Personal Attributes | (Abilities, Work Values, Work Styles) |
| Abilities | The following abilities are important to the role of Security and Safety Manager: oral expression and comprehension, written expression and comprehension, problem sensitivity, selective attention, speech clarity and recognition, inductive and deductive reasoning. |
| Work Values | Individuals who will succeed in this position: <ul style="list-style-type: none"> • develop and maintain working environments that are health and safety conscious • are result oriented and lead by example and offer supportive management • empower employees to work independently, to look out for themselves and avoid causing security threats to themselves and the company • empower employees to create a collaborative work environment and hold them accountable for performing designated accountabilities |
| Work Styles | The following work styles are attributable to a Security and Safety Manager: leadership, integrity, self control, stress tolerance, attention to detail, dependability, cooperation, concern for others, initiative, persistence, adaptability/flexibility. |

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| <p>Essential Skills Profile:</p> | <p>Essential Skills are the skills needed for work, learning and life. They provide the foundation for learning all other skills and enable people to evolve with their jobs and adapt to workplace change. For more detailed essential skills profiles please refer to the ESDC website: http://www.esdc.gc.ca/eng/jobs/les/index.shtml</p> <p>The Employment and Social Development Canada (ESDC) Essential Skills Profiles focused on occupations requiring a secondary school diploma or less, and on-the-job training. As such a formal Essential Skills Profile for the occupation of Security and Safety Manager has not yet been created by ESDC.</p> <p>The following section contains essential skills information identified in existing occupational standards and classified using the nine Essential Skills categories. Note that the content is not associated with ESDC and the Essential Skills Profiles.</p> |
| <p>Reading Text</p> | <ul style="list-style-type: none"> • Frequently read text in both print and non-print media <ul style="list-style-type: none"> ✓ short reports ✓ emails and memos ✓ security alerts and bulletins ✓ newsletters ✓ investigative summaries and recommendations ✓ instructions and best practice procedures ✓ staff schedules ✓ resumes ✓ performance reports ✓ meeting minutes ✓ equipment and operating manuals • Read and interpret dense and complex texts, and have ability to make high-level inferences using specialized knowledge <ul style="list-style-type: none"> ✓ policies and procedures ✓ regulations (e.g. security, health and safety, dangerous goods, other material management related) ✓ international standards ✓ instructional and managerial technique products • Frequently read paragraph length text in charts, tables and graphs |
| <p>Document Use</p> | <ul style="list-style-type: none"> • Must be able to generate documents and manuals • Documents produced and/or used may include forms, graphs, charts, lists, tables, schematics, drawings, schedules, reports, labels, warning signs, information signs, maps, accounting and financial statements, in both print and non-print media • Must be able to read simple to complex documents in which considerable inference may be required |

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| | <ul style="list-style-type: none"> • May study images generated by security cameras and scanners • Must be able to read/interpret, and write/complete/produce documents • May interpret maps and floor plans • Specialized knowledge of the content of the document may be required; multiple pieces of information from multiple sources are synthesized; the quality of information may be evaluated for accuracy and omissions |
| Writing Skills | <ul style="list-style-type: none"> • Write communications to co-workers and supervisors to inform about matters such as upcoming training and changes to operating procedures • Write detailed reports to describe incidents or violations of regulations, policies and procedures for court or other legal purposes • Write a variety of business letters • Write comprehensive work procedures • Write letters of reference, discipline and appraisal to detail the actions and performance of staff • Write supply procurement documentation |
| Numeracy | <ul style="list-style-type: none"> • Apply financial math/money math • Apply scheduling, budgeting and accounting math • Apply measurement and calculation math • Apply data analysis math • Utilize numerical estimation |
| Oral Communication | <ul style="list-style-type: none"> • Provide clear and concise direction and instructions to staff and other departments • Professional communications with clients, customers, staff, and colleagues using a variety of communications devices and media • Exchange information with other managers and senior management • Communicate on staffing related matters • Conduct staff meetings and make presentations • Communicate during high stress situations (e.g. emergencies, threats, fire or intrusion alarms, etc.) |
| Thinking Skills | (Problem Solving, Decision Making, Job Task Planning and Organizing, Significant Use of Memory, Finding Information) |
| Problem Solving | <ul style="list-style-type: none"> • May encounter equipment malfunctions • May encounter hostile and uncooperative people • Should be comfortable and detail oriented |

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| | <ul style="list-style-type: none"> • Should have strong memory skills that will allow them to remember unusual behavior, weather conditions, people and clothing, body language and details of surroundings • Ability to think and respond quickly, and adjust schedules and operating plans in response to unplanned events • May have to adapt negotiation strategies to cope with new circumstances or issues that arise • May have to deal with different government agency requests simultaneously |
| Decision Making | <ul style="list-style-type: none"> • Evaluate potential and actual, current safety and security threats • Evaluate and choose appropriate security and emergency response measures • Make decisions consistent with the established security procedures • Make decisions that meet regulatory requirements • Make decisions about staffing requirements • Make decisions about suggestions for change |
| Job Task Planning and Organizing | Liaison with employees and other management is needed to co-ordinate the security management activities. |
| Significant Use of Memory | <ul style="list-style-type: none"> • Remember policies and procedures relevant to security activities • Remember applicable regulatory requirements • Remember people and clothing, body language, unusual behavior, weather conditions details of surroundings |
| Finding Information | <ul style="list-style-type: none"> • Search computer databases to make sure information entered into the system is accurate and updated • Obtain information by speaking with staff, making phone calls, reading correspondence, and conducting database searches • Obtain information on legislation and regulations that may impact management decisions • Find information for budgeting purposes |
| Working with Others | Security and Safety Managers are generally self-directed and work as part of a broader team. They provide encouragement and support to team members and assist them in achieving their personal work objectives, the team work objectives, and provide recognition when objectives have been achieved. They often will consult with relevant colleagues for their views, concerns and issues related to security management. |
| Continuous Learning | Enhanced learning may be acquired as part of regular work activity, through training offered in-house, through reading or other forms of self-study, or through off-site training. Ongoing learning occurs |

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| | through participation in professional organizations, seminars, formal courses, conferences, trade shows. In addition, skills may be upgraded by taking management classes through educational institutions. |
| Additional Information | (Physical Aspects, Attitudes) |
| Physical Aspects | A Security and Safety Manager works extensively in an office environment (e.g. sitting for long periods of time, and repetitive computer and telephone use). Typically there is no bending or stooping required, however, Security and Safety Managers may be required to move around facilities in order to satisfy visual management functions. |
| Attitudes | Attitudes of a Security and Safety Manager include a strong commitment to leadership, customer service, and people management. A Security and Safety Manager should have excellent interpersonal skills, and exhibit an awareness of and sensitivity to other cultures. In addition, excellent planning and organizational abilities are required. |
| Future Trends Affecting Essential Skills: | All essential skills are affected by the introduction of technology in the workplace. Ability to adapt to new technologies is strongly related to skill levels across the essential skills, including reading, writing, thinking and communication skills. Technologies are transforming the ways in which Security and Safety Manager obtain, process, and communicate information, and the types of skills needed to perform. |

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| Government of Canada Defined - Related NOC Code & Description | 0114 Other administrative services managers This unit group includes managers who plan, organize, direct, control and evaluate departments responsible for corporate governance and regulatory compliance, records management, security services, admissions and other administrative services not elsewhere classified. Managers in this unit group are employed throughout the public and private sector. |
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| Document Management: | | | | |
|-----------------------------|------------------|----------------|------------------|------------------------|
| Activity # | Activity Type* | Replaces | New Version Name | Responsible Individual |
| 1 | Document Created | Not Applicable | May 7, 2015 | I. Vasileski (CSA) |
| 2 | | | | |

***Activity Types:**

- ✓ Document Created
- ✓ Document Modified (Minor Corrections & Editorial Changes)
- ✓ Document Updated (Complete Review)

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- ✓ Document Finalized
- ✓ Document Retired

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