

ON-THE-JOB-TRAINING (OJT) BLUEPRINT

(Advanced Traffic Management & Control)

Version Control Record

Version	Effective Date	Changes	Author
1.0	17 June 2026	Initial version	Dex Yuan

OJT CURRICULUM

Job Designation: Security Supervisor		Company/Department: Traffic Police	
Unit/Module: 3		Total main tasks: 12	Total OJT Hours: 40
S/N	Units/Modules		OJT Hours
1	Traffic Control (Normal Operations)	4	12
2	Traffic Control (Special Conditions)	4	15
3	Complex Situations, Incidents & Conflict Management	4	13

Module 1: Traffic Control (Normal Operations)		Total main tasks: 4	Total OJT Hours: 12
S/N	Main Tasks	OJT Hours	
1	Use Standard Signals	3	
2	Stop Moving Vehicles Safely	3	
3	Control Two-Way Traffic on a Single Lane	3	
4	Control Pedestrian Movement under Normal Flow	3	

Module 2: Traffic Control (Special Conditions)		Total main tasks: 4	Total OJT Hours: 15
S/N	Main Tasks	OJT Hours	
1	Perform Night Operations	3	
2	Adjust Operations for Adverse Weather Conditions	3	
3	Implement Traffic Diversion / Manual Control During Traffic Light Shutdown or Signal Malfunction	6	
4	Maintain Situational Awareness & Coordination	3	

Module 3: Complex Situations, Incidents & Conflict Management		Total main tasks: 4	Total OJT Hours: 13
S/N	Main Tasks	OJT Hours	
1	Coordinate Heavy Vehicles Loading / off-Loading & Machinery Interface	3	
2	Manage Non-Compliant Drivers	3	
3	Respond to Accident / Near Miss	3	
4	Manage Road User Conflict, Crowd Surge, Congestion Situations & Give Priority to Emergency Vehicles	4	

Notes:

1. Main Tasks: Describe the main activities of the Job using the Task Analysis.
2. OJT hours: Provides the estimated time needed for training each task.
3. Site Supervisor: Refers to the supervisor responsible for overseeing the work site, not the security supervisor.
4. LTA: Land Transport Authority
5. PPE: Personal Protective Equipment
6. PMD: Personal Mobility Device
7. PWD: Person With Disability
8. SA: Security Agency
9. TCP: Traffic Control Plan
10. TP: Traffic Police

OJT TASK ANALYSIS

Job Designation: Security Supervisor				Company/Department: Security Agency / Traffic Management			
Module 1: Traffic Control (Normal Operations)				Total Main Tasks: 4			
S/N	Main Tasks	Task Elements	Key Points	Task Standard	Knowledge, Skills & Attitude	Guidelines	OJT Hours
1.1	Use Standard Signals	- Adopt correct stance and positioning - Use standard hand signals for stop / go - Ensure visibility of signals to drivers - Maintain consistency of signals - Adjust signals based on traffic conditions	- Maintain correct stance and positioning - Use approved standard hand signals - Ensure signals are clearly visible - Apply consistent signalling - Adjust signals based on traffic flow	- Maintains stable stance at edge of control zone, facing oncoming traffic at all times with no back turned to live vehicles - Executes prescribed stop / go signals (arm fully extended, clear motion) visible to drivers at ≥ 30 m distance - Positions within unobstructed line-of-sight; signals are not blocked by vehicles / equipment - Uses consistent signal patterns with no conflicting or ambiguous	Knowledge: - Standard traffic control hand signals - Visibility requirements Skills: - Signal execution - Body positioning Attitude: - Confidence - Alertness	Demonstrate – OJT Lead Supervisor shows correct hand signals and stance Imitate – OJT Trainee replicate signals Perform / Practice – OJT Trainee control traffic in scenarios Observe – OJT Lead Supervisor checks clarity, consistency, and driver response Feedback – OJT Lead Supervisor corrects signal execution	3

Job Designation: Security Supervisor				Company/Department: Security Agency / Traffic Management			
Module 1: Traffic Control (Normal Operations)				Total Main Tasks: 4			
S/N	Main Tasks	Task Elements	Key Points	Task Standard	Knowledge, Skills & Attitude	Guidelines	OJT Hours
				gestures during each control cycle Modifies signal timing based on traffic density / speed without causing abrupt stops or confusion, except where specific directions are issued by the Authority			
1.2	Stop Moving Vehicles Safely	1. Assess approaching vehicle speed and distance 2. Position safely before stopping vehicle 3. Signal driver to stop using correct hand signal 4. Ensure vehicle comes to complete stop	- Assess vehicle speed and distance - Position safely before signalling - Use clear stop signal - Ensure full stop before action - Maintain safe distance	- Initiates stop signal only when vehicle is at a controllable distance (sufficient stopping gap observed) - Positions outside vehicle path and does not step into live traffic lane during stopping action - Uses clear stop signal resulting in vehicle	Knowledge: - Vehicle stopping distances - Safe positioning principles Skills: - Judgement of speed/distance - Signal timing Attitude: - Caution - Responsibility	Demonstrate – OJT Lead Supervisor shows safe stopping technique Imitate – OJT Trainee practise stopping vehicles Perform / Practice – OJT Trainee handle live/simulated vehicles Observe – OJT Lead Supervisor checks timing, positioning, and safety	3

Job Designation: Security Supervisor				Company/Department: Security Agency / Traffic Management			
Module 1: Traffic Control (Normal Operations)				Total Main Tasks: 4			
S/N	Main Tasks	Task Elements	Key Points	Task Standard	Knowledge, Skills & Attitude	Guidelines	OJT Hours
		5. Maintain safe distance from vehicle		deceleration response within initial approach - Confirms wheels are fully stationary before allowing pedestrian/team movement - Maintains ≥ 1 m clearance from stopped/moving vehicle and avoids vehicle path		Feedback – OJT Lead Supervisor highlights unsafe actions	
1.3	Control Two-Way Traffic on a Single Lane	1. Coordinate with opposite controller 2. Assess traffic volume and flow 3. Release traffic in controlled sequence 4. Hold opposing traffic safely 5. Prevent vehicle conflict in lane	- Maintain coordination with opposite end - Assess traffic flow before release - Release traffic in sequence - Hold opposing traffic safely - Prevent vehicle conflict	- Establishes positive confirmation (audio - radio or whistle / visual – hand signal) before releasing traffic into single lane - Adjusts release timing based on queue length and vehicle type (e.g. heavy vehicles)	Knowledge: - Single-lane control principles - Traffic flow coordination Skills: - Coordination - Timing and sequencing Attitude: - Teamwork - Decisiveness	Demonstrate – OJT Lead Supervisor shows coordinated control Imitate – OJT Trainee practise coordination Perform / Practice – OJT Trainee control two-way flow Observe – OJT Lead Supervisor checks timing and conflict prevention	3

Job Designation: Security Supervisor				Company/Department: Security Agency / Traffic Management			
Module 1: Traffic Control (Normal Operations)				Total Main Tasks: 4			
S/N	Main Tasks	Task Elements	Key Points	Task Standard	Knowledge, Skills & Attitude	Guidelines	OJT Hours
				- Releases vehicles only when full lane is visibly clear of opposing traffic - Maintains effective stop control preventing any opposing vehicle entry during active flow - Ensures zero simultaneous opposing entry into single lane during operation cycle		Feedback – OJT Lead Supervisor corrects coordination lapses	
1.4	Control Pedestrian Movement Under Normal Flow	- Observe pedestrian movement - Direct pedestrians to designated route - Prevent unsafe crossing - Assist vulnerable pedestrians (if required)	- Monitor pedestrian flow - Direct to designated route - Prevent unsafe crossing - Assist when necessary	- Continuously monitors pedestrian behaviour within assigned zone without lapse - Uses clear gestures/verbal instruction to guide pedestrians to approved route in a professional manner	Knowledge: - Pedestrian safety requirements - Routing procedures Skills: - Observation - Communication Attitude: - Public safety awareness - Patience	Demonstrate – OJT Lead Supervisor shows pedestrian control techniques Imitate – OJT Trainee guide pedestrians Perform / Practice – OJT Trainee manage flow	3

Job Designation: Security Supervisor				Company/Department: Security Agency / Traffic Management			
Module 1: Traffic Control (Normal Operations)				Total Main Tasks: 4			
S/N	Main Tasks	Task Elements	Key Points	Task Standard	Knowledge, Skills & Attitude	Guidelines	OJT Hours
		5. Maintain separation from traffic	• Maintain separation from traffic	(courteous and polite) • Intervenes immediately when pedestrian attempts unauthorised crossing • Provides assistance (e.g. elderly, children or PWD) ensuring safe passage across route • Maintains physical separation (barrier/clear distance) between pedestrians and live traffic at all times		Observe – OJT Lead Supervisor checks safety and compliance Feedback – OJT Lead Supervisor highlights safety gaps	

Job Designation: Security Supervisor				Company/Department: Security Agency / Traffic Management			
Module 2: Traffic Control – Special Conditions				Total Main Tasks: 4			
S/N	Main Tasks	Task Elements	Key Points	Task Standard	Knowledge, Skills & Attitude	Guidelines	OJT Hours
2.1	Perform Night Operations	1. Check lighting and visibility conditions 2. Ensure reflective PPE compliance 3. Adjust positioning for visibility 4. Use illuminated / enhanced signalling 5. Monitor reduced visibility risks	• Ensure adequate lighting is available • Wear reflective PPE properly • Position for maximum visibility • Use enhanced/visible signals • Monitor low-visibility risks	• Confirms work area illumination allows clear recognition of officer and signals at ≥30 m; reports and halts deployment if lighting is inadequate • Wears high-visibility vest with reflective strips visible from front and rear; no obstruction (e.g. raincoat covering reflective strips) • Positions within illuminated zone and avoids shadow areas; remains continuously visible to approaching drivers without obstruction	Knowledge: • Night visibility requirements • Lighting and reflective standards Skills: • Positioning under low light • Signal visibility control Attitude: • Vigilance • Safety awareness	Demonstrate – OJT Lead Supervisor shows night positioning and signalling Imitate – OJT Trainee adopt reflective positioning Perform / Practice – OJT Trainee operate under low-light scenarios Observe – OJT Lead Supervisor checks visibility and signal clarity Feedback – OJT Lead Supervisor highlights visibility gaps	3

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Module 2: Traffic Control – Special Conditions				Total Main Tasks: 4			
S/N	Main Tasks	Task Elements	Key Points	Task Standard	Knowledge, Skills & Attitude	Guidelines	OJT Hours
				• Uses reflective baton (traffic wands), blinker lights or enhanced arm signals with clear motion detectable by approaching vehicles • Detects glare / dark zones / approaching vehicles without headlights and repositions or escalates the issue to the site supervisor			
2.2	Adjust Operations for Adverse Weather Conditions	1. Identify weather-related hazards 2. Adjust positioning for safety 3. Modify traffic control signals 4. Ensure PPE suitability (rain gear)	• Identify hazards from weather conditions • Adjust position for safety • Modify signalling clearly • Wear appropriate PPE	• Identifies at least 3 hazards (e.g. slippery surface, extended braking distance, reduced visibility) before commencing control • Positions on stable, non-slip surface and maintains $\geq 1-2$ m	Knowledge: • Weather-related risks • Surface and visibility hazards Skills: • Adaptability • Risk assessment Attitude: • Caution • Proactiveness	Demonstrate – OJT Lead Supervisor explains weather adjustments Imitate – OJT Trainee adjust positioning Perform / Practice – OJT Trainee operate under simulated weather conditions	3

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Module 2: Traffic Control – Special Conditions				Total Main Tasks: 4			
S/N	Main Tasks	Task Elements	Key Points	Task Standard	Knowledge, Skills & Attitude	Guidelines	OJT Hours
		5. Monitor surface and visibility conditions	Monitor road and visibility conditions	clearance from live traffic lane at all times - Extend hand signals visibility and increases duration to compensate for reduced visibility; ensures driver response before proceeding - Wears rain gear that does not obstruct reflective PPE; ensures continued visibility during rainfall - Continuously checks for water pooling or reduced visibility and adjusts control actions immediately upon detection		Observe – OJT Lead Supervisor checks safety adaptation Feedback – OJT Lead Supervisor reinforces correct adjustments	

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Module 2: Traffic Control – Special Conditions				Total Main Tasks: 4			
S/N	Main Tasks	Task Elements	Key Points	Task Standard	Knowledge, Skills & Attitude	Guidelines	OJT Hours
2.3	Implement Traffic Diversion / Manual Control During Traffic Light Shutdown or Signal Malfunction	1. Identify junction layout, signal status, traffic flow, and deviation from approved arrangement 2. Assume control position at junction only upon instruction from authorised authority / site supervisor 3. Apply manual traffic control signals to each movement in correct sequence 4. Coordinate multi-directional traffic with other officers and confirm opposing flow is held 5. Prevent junction gridlock, highlight deviation to contractor, and	• Understand junction traffic flow, signal status, and approved diversion arrangement • Take control position only when authorised and safe to do so • Use manual control signals clearly and sequence one movement at a time • Coordinate with other officers and maintain positive confirmation • Prevent yellow-box encroachment / gridlock, report deviations, and	• Correctly identifies all approach lanes, turning movements, conflict points, and any deviation from approved shutdown / malfunction arrangement before taking control • Assumes a central, visible control position only after instruction from authorised authority / site supervisor and without obstructing vehicle paths • Controls one traffic stream at a time using clear stop / go / turn signals with no overlapping release	Knowledge: • Junction control principles, signal malfunction response, and manual junction control requirements • Multi-directional traffic flow and conflict points • Authority direction and escalation requirements for signal override Skills: • Traffic sequencing • Junction coordination • Deviation recognition and escalation Attitude: • Decisiveness • Control under pressure • Compliance with authority direction	Demonstrate – OJT Lead Supervisor shows manual junction control during signal shutdown / malfunction, including sequencing and authority-controlled override. Imitate – OJT Trainee practise control position, signal application, and coordination with other officers. Perform / Practice – OJT Trainee manage a simulated junction under traffic light shutdown / malfunction conditions and report deviations. Observe – OJT Lead Supervisor checks sequencing, conflict prevention, yellow-box control, and escalation of deviations. Feedback – OJT Lead Supervisor corrects timing errors,	6

Job Designation: Security Supervisor				Company/Department: Security Agency / Traffic Management			
Module 2: Traffic Control – Special Conditions				Total Main Tasks: 4			
S/N	Main Tasks	Task Elements	Key Points	Task Standard	Knowledge, Skills & Attitude	Guidelines	OJT Hours
		restore normal operation only upon authority instruction	override traffic signal only upon direction from LTA / TP / authorised authority	- Releases traffic only when downstream path is clear and opposing flow is positively held by officer / signal condition - Prevents vehicles from entering blocked exits or yellow box, reports deviations to contractor / site supervisor, and ceases manual override when instructed by LTA / TP / authorised authority		coordination gaps, and improper manual override behaviour.	

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Module 2: Traffic Control – Special Conditions				Total Main Tasks: 4			
S/N	Main Tasks	Task Elements	Key Points	Task Standard	Knowledge, Skills & Attitude	Guidelines	OJT Hours
2.4	Maintain Situational Awareness & Coordination	1. Monitor surrounding traffic conditions 2. Identify hazards and abnormal behaviour 3. Maintain awareness and take evasive actions during exigencies 4. Anticipate potential risks 5. Communicate emerging risks 6. Always face oncoming traffic	• Monitor traffic continuously • Identify hazards early • Take evasive action during exigencies • Anticipate risks • Communicate risks promptly • Do not turn your back to oncoming traffic while performing traffic control	• Maintains continuous scan cycle (front–rear–sides) at regular intervals (≤5 seconds) • Detects unsafe driver/pedestrian behaviour and flags risk immediately • Keeps at least one clear escape path identified at all times • Predicts potential hazards (e.g. speeding vehicle, congestion build-up) before occurrence • Reports or signals risk to team / supervisor within ≤5 seconds of detection	Knowledge: • Hazard indicators • Traffic behaviour patterns Skills: • Observation • Risk assessment Attitude: • Vigilance • Proactiveness	Demonstrate – OJT Lead Supervisor highlights hazard identification Imitate – OJT Trainee identify risks Perform / Practice – OJT Trainee monitor live scenarios Observe – OJT Lead Supervisor checks awareness and response Feedback – OJT Lead Supervisor reinforces proactive behaviour	3

Job Designation: Security Supervisor				Company/Department: Security Agency / Traffic Management			
Module 3: Complex Situations, Incidents & Conflict Management				Total Main Tasks: 4			
S/N	Main Tasks	Task Elements	Key Points	Task Standard	Knowledge, Skills & Attitude	Guidelines	OJT Hours
3.1	Coordinate Heavy Vehicles, Loading / Off-Loading, Turning Radius & Machinery Interface	1. Identify heavy vehicle / machinery movement and work activity 2. Position for safe control and visibility, remaining outside blind spots and active work zone 3. Guide vehicle using clear signals during reversing, turning, loading, or off-loading 4. Maintain exclusion zone for personnel, pedestrians, and live traffic 5. Coordinate continuously with operator / spotter / site supervisor	• Identify movement and work activity early • Position safely with visibility and outside hazard area • Use clear guiding signals for reversing / turning / loading / off-loading • Maintain exclusion zone and protect surrounding road users • Coordinate continuously with operator / spotter / site supervisor • Manage turning radius of general motorists especially heavy vehicles	• Detects movement early and positions before vehicle enters control zone • Positions outside blind spots and within operator's line-of-sight at all times, without entering active work zone • Uses standard guiding signals resulting in controlled vehicle movement during reversing / turning / loading / off-loading with no abrupt stop-start conflict • Ensures no personnel, pedestrians, or unsecured traffic enter the hazard	Knowledge: • Heavy vehicle blind spots and machinery hazard zones • Loading / off-loading interface risks • Exclusion-zone requirements and communication chain Skills: • Guiding techniques • Coordination Attitude: • Caution • Focus	Demonstrate – OJT Lead Supervisor shows guiding techniques for heavy vehicle movement, reversing, and loading / off-loading operations. Imitate – OJT Trainee practise signalling, positioning, and maintaining hazard exclusion. Perform / Practice – OJT Trainee guide a simulated heavy vehicle / machinery movement with operator / spotter coordination. Observe – OJT Lead Supervisor checks positioning, exclusion-zone control, signal clarity, and continuous coordination. Feedback – OJT Lead Supervisor corrects unsafe positioning, poor	3

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Module 3: Complex Situations, Incidents & Conflict Management				Total Main Tasks: 4			
S/N	Main Tasks	Task Elements	Key Points	Task Standard	Knowledge, Skills & Attitude	Guidelines	OJT Hours
			(approaching towards work area / affecting work area)	radius during operation Maintains positive communication with operator / spotter / site supervisor until movement is complete		sightline choice, and incomplete coordination.	
3.2	Manage Non-Compliant Drivers	- Identify non-compliant behaviour - Maintain safe position - Reinforce control signals - Avoid confrontation - Ensure the body-cam is switched	- Identify unsafe driver behaviour - Maintain safe distance - Reinforce signals clearly - Avoid confrontation - Body-cam is functioning to record incident	- Detects violation (e.g. failure to stop, speeding) immediately upon occurrence - Maintains safe distance and does not step into vehicle path under any circumstance - Repeats clear signals without escalating	Knowledge: - Types of non-compliance - Reporting procedures Skills: - Observation - Communication Attitude: - Professionalism - Composure	Demonstrate – OJT Lead Supervisor explains non-compliance handling Imitate – OJT Trainee respond to scenarios Perform / Practice – Role-play with non-compliant driver Observe – OJT Lead Supervisor checks safety and reporting	3

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Module 3: Complex Situations, Incidents & Conflict Management				Total Main Tasks: 4			
S/N	Main Tasks	Task Elements	Key Points	Task Standard	Knowledge, Skills & Attitude	Guidelines	OJT Hours
		on and functioning. 6. Report to site supervisor	Report incident	physical engagement - Does not pursue, block aggressively, or engage in argument with driver - Record evidence on body-cam for reporting purpose - Reports incident immediately with details (time, location, vehicle description)		Feedback – OJT Lead Supervisor reinforces non-confrontational approach	
3.3	Respond to Accident / Near-Miss	1. Identify incident occurrence 2. Secure immediate area 3. Stop or divert traffic 4. Provide basic assistance (if safe)	- Identify incident quickly - Secure area immediately - Control traffic safely and prevent secondary incidents	- Recognises accident / near-miss immediately upon occurrence - Establishes safety buffer and stops traffic within ≤30 seconds - Diverts traffic away from incident without	Knowledge: - Incident response procedures - Basic safety protocols - Body-cam evidence handling and escalation triggers for serious cases Skills: - Rapid response	Demonstrate – OJT Lead Supervisor shows incident response steps Imitate – OJT Trainee practise securing the area. Perform / Practice – Scenario-based incident handling	3

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Module 3: Complex Situations, Incidents & Conflict Management				Total Main Tasks: 4			
S/N	Main Tasks	Task Elements	Key Points	Task Standard	Knowledge, Skills & Attitude	Guidelines	OJT Hours
		5. Ensure the body-cam is switched on and functioning. 6. Report and document incident	- Assist only when safe to do so - Ensure body-cam evidence is preserved where required - Notify site supervisor immediately and inform Traffic Police for serious accidents, injury cases, or incidents involving government property	creating secondary hazard - Assists only when safe to do so without exposing self to traffic risk - Activates or confirms body-cam recording where required and preserves evidential continuity - Reports incident promptly with accurate details; notifies Traffic Police immediately for serious accident, injury, or damage involving government property, and completes documentation in proper sequence	- Traffic control under incident conditions - Incident documentation and escalation Attitude: - Calmness - Responsibility - Accuracy under pressure	Observe – OJT Lead Supervisor checks response time, traffic control Feedback – OJT Lead Supervisor improves response coordination	

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Module 3: Complex Situations, Incidents & Conflict Management				Total Main Tasks: 4			
S/N	Main Tasks	Task Elements	Key Points	Task Standard	Knowledge, Skills & Attitude	Guidelines	OJT Hours
3.4	Manage Road User Conflict, Crowd Surge, Congestion Situations & Give Priority to Emergency Vehicles	- Identify conflict, crowd surge, congestion, or yellow-box encroachment risk - Communicate instructions clearly to pedestrians / PMD users / cyclists / drivers - Maintain safe positioning and protect priority movement routes (e.g. buses, emergency access) - De-escalate conflict and regulate flow to prevent unsafe crossing, route obstruction, or junction blockage - Report / escalate persistent non-compliance,	- Identify conflict, crowd build-up, congestion, and yellow-box risk early - Communicate clear, firm instructions to affected road users - Maintain safe distance and protect priority movement routes where required - De-escalate calmly and regulate flow to prevent unsafe crossing or junction blockage - Escalate persistent non-compliance or congestion risk promptly	- Detects unsafe pedestrian / PMD / cyclist behaviour, crowd surge, or junction blockage risk immediately - Issues clear, firm instructions understood by the relevant road user group - Maintains ≥ 1 m distance, avoids physical contact, and protects designated pedestrian / vehicular / public bus movement path - Regulates movement to prevent uncontrolled crowd spillover, unsafe crossing, or encroachment into yellow box / live traffic	Knowledge: - Conflict management principles and public interaction protocols - Crowd surge management, yellow-box discipline, and public transport route protection - Reporting / escalation requirements for persistent non-compliance or obstruction - Junction control principles, signal malfunction response, and manual junction control requirements - Multi-directional traffic flow and conflict points - Authority direction and escalation requirements for signal override	Demonstrate – OJT Lead Supervisor shows de-escalation, crowd management, and congestion regulation techniques in complex road user situations. OJT Lead Supervisor shows manual junction control during signal shutdown / malfunction, including sequencing and authority-controlled override. Imitate – OJT Trainee practise communication, route protection, and movement regulation in role-play scenarios. OJT Trainee practise control position, signal application, and coordination with other officers. Perform / Practice – OJT Trainee manage simulated pedestrian / PMD / cyclist conflict,	4

Job Designation: Security Supervisor				Company/Department: Security Agency / Traffic Management			
Module 3: Complex Situations, Incidents & Conflict Management				Total Main Tasks: 4			
S/N	Main Tasks	Task Elements	Key Points	Task Standard	Knowledge, Skills & Attitude	Guidelines	OJT Hours
		crowd surge, or route obstruction 6. Identify approaching emergency vehicle (visual / audio) 7. Assess traffic conditions, applicable signals / rules, and route clearance 8. Signal and stop / hold traffic appropriately 9. Create and maintain clear passage 10. Resume normal traffic control after vehicle clears zone	- Identify emergency vehicle early - Assess the safest lawful method to clear the route - Stop / hold traffic using clear signals - Create unobstructed passage while complying with prevailing traffic rules unless directed otherwise by authority - Resume control after safe passage	- Reports incident or escalates when non-compliance, congestion, or route obstruction persists - Detects emergency vehicle via siren / visual at sufficient distance to initiate safe traffic control action - Identifies safest route and checks signal phase, traffic condition, and obstructions before clearing path - Stops or holds traffic within one control cycle using clear signals without causing secondary conflict	Skills: - Communication - De-escalation - Crowd control and congestion regulation - Traffic sequencing - Junction coordination - Deviation recognition and escalation Attitude: - Patience - Professionalism - Firmness with composure - Decisiveness - Control under pressure - Compliance with authority direction	crowd surge, and junction congestion scenarios. OJT Trainee manage a simulated junction under traffic light shutdown / malfunction conditions and report deviations. Observe – OJT Lead Supervisor checks safety distance, clarity of instruction, de-escalation behaviour, and ability to protect priority routes. OJT Lead Supervisor checks sequencing, conflict prevention, yellow-box control, and escalation of deviations. Feedback – OJT Lead Supervisor reinforces calm handling, control of congestion risk, and timely escalation. OJT Lead Supervisor corrects timing errors, coordination gaps, and	

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Module 3: Complex Situations, Incidents & Conflict Management				Total Main Tasks: 4			
S/N	Main Tasks	Task Elements	Key Points	Task Standard	Knowledge, Skills & Attitude	Guidelines	OJT Hours
				- Establishes continuous passage for the emergency vehicle and does not direct unsafe counter-flow unless instructed by authority - Resumes normal flow only after emergency vehicle fully clears zone and traffic conditions are safe - Prioritise emergency vehicles while complying traffic rules		improper manual override behaviour.	

OJT SET-UP & RESOURCES CHECKLIST

Set-up Requirement
1. Training Governance & Approval • Approved OJT Blueprint (latest version) endorsed by management • Appointment of qualified OJT Lead Supervisor (competent in traffic control operations) • Identification of OJT Trainee and verification of eligibility (valid security officer licence, WSQ requirements) • Defined training schedule aligned to Modules 1 to 3 • Approval from site/client for conducting OJT (if live environment)
2. Training Environment Preparation • Designated training site / work zone that reflects actual traffic control conditions • Site must support: ◦ Single-lane control ◦ Pedestrian routing ◦ Junction/diversion scenarios • Clear demarcation of: ◦ Work zone ◦ Safety Buffer zone ◦ Traffic lanes/space • Safe training conditions established (no uncontrolled hazards)
3. Safety & Risk Control Readiness • Approved Risk Assessment (RA) available and briefed • Emergency response procedures established and communicated • Emergency contacts displayed and accessible • First aid provision available on-site • STOP-WORK authority communicated to all OJT Trainee
4. TCP & Operational Documentation • Approved Traffic Control Plan (TCP) available for all modules • Site layout drawings and deployment positions prepared • Standard Operating Procedures (SOPs) for: ◦ Traffic control ◦ Incident response ◦ Communication protocol
5. Personnel & Role Assignment • Clear assignment of: ◦ OJT Lead Supervisor ◦ OJT Trainee ◦ Safety Officer (if required) • Defined roles for each scenario (e.g. controller, opposing controller, pedestrian marshal) • Communication chain established (OJT Lead Supervisor → OJT Trainee)

6. Equipment & Operational Readiness (Pre-Check)

- Pre-deployment inspection conducted for:
 - Traffic control devices (cones, signs, barriers)
 - Communication devices (radio/phone)
 - PPE (high-visibility vest, helmet, boots)
- Equipment positioned and ready for training scenarios
- Backup equipment available in case of failure

7. Communication & Coordination Setup

- Communication channels assigned (radio channels / contact points)
- Communication protocol briefed (call signs, response expectations)
- Test communication conducted before training begins
- Coordination method established for multi-point control (e.g. two-way traffic control)

8. Training Methodology Setup (Cognitive Apprenticeship)

- Training sequence prepared:
 - Demonstration scenarios
 - Guided imitation
 - Practical exercises
 - Observation checkpoints
- Scenario scripts prepared for:
 - Normal operations
 - Special conditions (night, weather)
 - Incident handling
- OJT criteria aligned to Task Standards

9. Documentation Preparation

- OJT Documentation Forms prepared (Competent / Not Yet Competent)
- Observation checklist aligned to Task Standards
- Logbook prepared for recording training hours and performance
- Reporting templates available (incident report, handover notes)

10. Compliance & Audit Readiness

- Alignment with:
 - WSQ / Skills Framework requirements
 - Company SOPs
 - Site/client requirements
- Documentation ready for audit:
 - Attendance records
 - Documentation records
 - OJT Lead Supervisor credentials
- Evidence collection plan established (for SACE / internal audit)

OJT SET-UP & RESOURCES CHECKLIST

Module 1: Traffic Control (Normal Operations)			Training Date
Resources <i>List the materials required for the OJT. For example</i> (i) Organisations procedures, guideline and forms; (ii) Documents, Tools; and (iii) Equipment and stationery	Quantity	Tick	Comments
Approved TCP (operational section)	1 set		For live control
Traffic control batons / signalling tools	1 per OJT Trainee		For hand signal training
Traffic cones / barriers	As required		For lane control
Communication devices	As required		For coordination
PPE (full set)	1 per OJT Trainee		Mandatory
Simulated or controlled traffic environment	1		For safe practice
Pedestrian routing setup	As required		For pedestrian control
OJT documentation checklist	1 set		For evaluation
Incident simulation scenarios	1 set		For practice
Attendance / logbook	1		For documentation
Prepared by		Signature	
Designation		Contact	

OJT SET-UP & RESOURCES CHECKLIST

Module 2: Traffic Control (Special Conditions)			Training Date
Resources <i>List the materials required for the OJT. For example</i> (i) <i>Organisational procedures, guideline and forms;</i> (ii) <i>Documents, Tools; and</i> (iii) <i>Equipment and stationery</i>	Quantity	Tick	Comments
Approved TCP (special conditions)	1 set		Night/weather/junction
Portable lighting equipment	As required		For night operations
Reflective batons / high-visibility gear	1 per OJT Trainee		For low-light control
Rain gear / weather PPE	1 per OJT Trainee		For adverse conditions
Traffic cones / barriers	As required		For diversion setup
Communication devices	As required		For coordination
Junction control simulation setup	1		For diversion training
OJT documentation checklist	1 set		For evaluation
Scenario scripts (weather/night/diversion)	1 set		For structured training
Attendance / logbook	1		For record
Prepared by		Signature	
Designation		Contact	

OJT SET-UP & RESOURCES CHECKLIST

Module 3: Complex Situations, Incidents & Conflict Management			Training Date
Resources <i>List the materials required for the OJT. For example</i> <i>(i) Organisational procedures, guideline and forms;</i> <i>(ii) Documents, Tools; and</i> <i>(iii) Equipment and stationery</i>	Quantity	Tick	Comments
Incident response SOP	1 set		For emergency handling
Communication devices	As required		For escalation
Traffic cones / barriers	As required		For incident control
First aid kit	1		For safety
Scenario scripts (accident, conflict, non-compliance)	1 set		For role-play
Body-worn camera (if applicable)	1 per OJT Trainee		For compliance training
PPE (full set)	1 per OJT Trainee		Mandatory
OJT documentation checklist	1 set		For evaluation
Incident report templates	1 set		For documentation
Attendance / logbook	1		For record
Prepared by		Signature	
Designation		Contact	

OJT LOGBOOK

OJT TRAINEE'S NAME		COMMENTS	
DESIGNATION			
SECTION			
DIVISION		SIGNATURE	
OVERALL OJT HOURS		OVERALL PR*	

OJT LEAD SUPERVISOR'S NAME		COMMENTS	
DESIGNATION			
SECTION			
DIVISION		SIGNATURE	

APPROVED BY#		COMMENTS	
DESIGNATION			
DATE		SIGNATURE	

*Performance rating (PR): C – Competent NYC – Not Yet Competent

#Approval must be signed off by a minimum PWM rank of Senior Security Supervisor (SSS) of the participating agency

OJT DOCUMENTATION FORM

S/N	Main Tasks	Training Date	Training Time		Total Hours	PR*	Signature	
			From	To			OJT Trainee	OJT Lead Supervisor
1.1	Use Standard Signals							
1.2	Stop Moving Vehicles Safely							
1.3	Control Two-Way Traffic on a Single Lane							
1.4	Control Pedestrian Movement under Normal Flow							
2.1	Perform Night Operations							
2.2	Adjust Operations for Adverse Weather Conditions							
2.3	Implement Traffic Diversion / Manual Control During Traffic Light Shutdown or Signal Malfunction							
2.4	Maintain Situational Awareness & Coordination							
3.1	Coordinate Heavy Vehicles Loading / off-Loading & Machinery Interface							
3.2	Manage Non-Compliant Drivers							
3.3	Respond to Accident / Near Miss							

S/N	Main Tasks	Training Date	Training Time		Total Hours	PR*	Signature	
			From	To			OJT Trainee	OJT Lead Supervisor
3.4	Manage Road User Conflict, Crowd Surge, Congestion Situations & Give Priority to Emergency Vehicles							
Comments:								

*Performance rating (PR): C – Competent NYC – Not Yet Competent

DOCUMENTS NEEDED FOR VERIFICATION UPON OJT COMPLETION

S/N	Documents	Purpose	Remarks
1	Security Officer's (SO) deployment logs/sheets	To reflect the SO's traffic management deployments at Category 2 roads, including the date, duration, and location of each deployment.	Deployment logs/sheets must reflect a minimum total of 40 hours accumulated at Category 2 roads.
2	LTA approved permit/letter for road works	To verify that the road(s) the SO was deployed at are classified as a Category 2 road.	The permit/letter must be issued by LTA and reflect the specific road(s) the SO was deployed at for traffic management.
3	Other relevant documents	These include any other supporting documents that can serve as proof that the SO has performed traffic management at Category 2 roads, such as work orders or deployment schedules.	Documents must clearly reflect the SO's name, date of deployment, duration, and location.