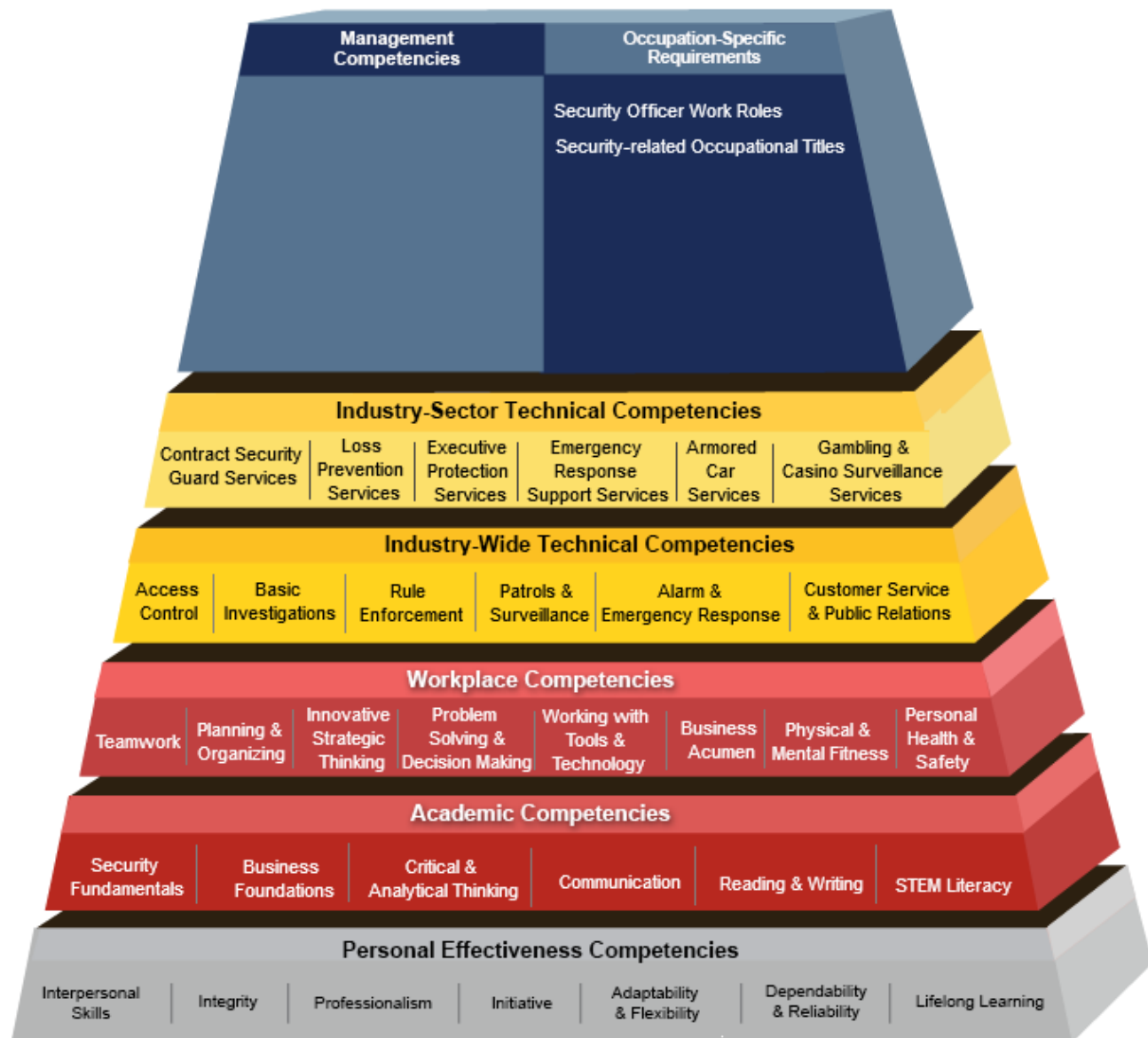


Security Officers and Patrol Services Competency Model



Contents

About the Model	4
Tier 1: Personal Effectiveness Competencies	6
1.1 Interpersonal Skills and Teamwork	6
1.2 Integrity.....	6
1.3 Professionalism	7
1.4 Initiative	7
1.5 Adaptability and Flexibility	8
1.6 Dependability and Reliability	8
1.7 Lifelong Learning.....	8
Tier 2: Academic Competencies.....	10
2.1 Security Fundamentals.....	10
2.2 Business Foundations.....	10
2.3 Critical and Analytical Thinking.....	10
2.4 Communication	11
2.5 Reading and Writing	11
2.6 STEM Literacy (Science, Technology, Engineering, Mathematics)	12
Tier 3: Workplace Competencies	16
3.1 Teamwork	16
3.2 Planning and Organizing.....	16
3.3 Innovative Strategic Thinking	17
3.4 Problem Solving and Decision Making	18
3.5 Working with Tools and Technology	18
3.6 Business Acumen	19
3.7 Physical and Mental Fitness	20
3.8 Personal Health and Safety	20
Tier 4: Industry-Wide Technical Competencies	21
4.1 Access Control	21
4.2 Basic Investigations.....	21
4.3 Rule Enforcement	23
4.4 Patrols and Surveillance	24
4.5 Alarm and Emergency Response.....	25
4.6 Customer Service and Public Relations	26
Tier 5: Industry-Sector Functional Areas.....	27
5.1 Contract Security Guard Services	27

5.2 Loss Prevention Services	27
5.3 Executive Protection Services.....	27
5.4 Emergency Response Support Services	27
5.5 Armored Car Services	27
5.6 Gambling and Casino Surveillance Services	27
Tier 6: Occupation-Specific Competencies.....	28
6.1 Security Officer Work Roles	28
6.2 Security-related Occupational Titles	28
Resources Reviewed	29

About the Model

The Security Officers and Patrol Services Competency Model defines the latest skills and knowledge requirements needed by individuals who provide security officer services to protect an organization's assets. The model incorporates competencies identified in global research completed in 2021 and is supported by the numerous editions of The Professional Protection Officer Manual, written by security subject matter experts from around the world since 1988. It identifies the essential competencies required by security officers regardless of the industry sector within which they work.

The model's development was championed by the International Foundation for Protection Officers (IFPO) in 2022. Formed in 1988, IFPO provides professional learning opportunities for security practitioners to impart the knowledge, skills, and competencies required to maximize job performance and enhance career potential. IFPO has created numerous courses, including the internationally recognized Certified Protection Officer and Certified in Security Supervisor and Management designations, delivering programs to over 100,000 students globally, and has numerous publications to its credit including the Professional Protection Officer Manual, now in its 10th edition.

Competency: A cluster of related knowledge, skills, and abilities that affects a major part of one's job (a role or responsibility), that correlates with performance on the job, that can be measured against well-accepted standards, and that can be improved via training and development.

A note regarding the terminology used in this document: the terms Agent, Officer, and Guard, are often used interchangeably depending on location and applicable legislation. The term Officer is used primarily in this document, but other terms also used, where appropriate. The terms used here are not meant to be determinative.

The Security Officers and Patrol Services Competency Model is depicted in a pyramid graphic with six tiers. This shape illustrates how occupational and industry competencies build on a foundation of personal effectiveness, academic, and workplace competencies. Each tier is composed of blocks representing the skills, knowledge, and abilities essential for successful performance in the Security Officer and Patrol Services industry. At the base of the model, the competencies apply to many industries. As a user moves up the model, the competencies become industry and occupation specific. However, the graphic is not intended to represent a sequence of competency attainment or suggest that certain competencies are of greater value than others. The graphic is accompanied by a table which contains definitions and associated key behaviors for each competency block.

Tiers 1 through 3 of the model contain Foundation Competencies, which form the foundation needed to be ready to enter the workplace.

- **Tier 1 – Personal Effectiveness Competencies** represent personal attributes or "soft skills." Essential for all life roles, personal effectiveness competencies generally are learned in the home or community and reinforced at school and in the workplace.
- **Tier 2 – Academic Competencies** are critical competencies primarily learned in a school setting. They include cognitive functions and thinking styles that are likely to apply to most industries and occupations.

- **Tier 3 – Workplace Competencies** represent motives and traits, as well as interpersonal and self-management styles. They generally are applicable to many occupations and industries.

Industry Competencies

Tiers 4 and 5 show the cross-cutting industry-wide technical competencies needed within an industry wherein a worker can move easily across industry sub-sectors. As a result, this model supports the development of an agile workforce that does not need to follow a single occupational career ladder.

- **Tier 4 – Industry-Wide Technical Competencies** represent the knowledge and skills that are common across sectors within a broader industry. These technical competencies build on, but are more specific than, competencies represented on lower tiers.
- **Tier 5 – Industry-Sector Functional Areas** represent a sub-set of industry functional areas with distinct technical competencies that are specific to an industry-sector. This list is not intended to be exhaustive, but rather representative of specializations that exist within the industry.

Occupation Related Competencies

Tiers 6 through 9 represent the specialization that occurs at the occupational level and within specific occupations within an industry. Additional information on occupational competencies is available through O*NET OnLine (<https://www.onetonline.org/>).

- **Tier 6 – Occupation-Specific Competencies** identifies specialized work roles within the industry that often have additional or unique specialized competency requirements, as well as occupations within the industry provided with links to reports detailing associated requirements and characteristics through O*NET OnLine.

Tier 1: Personal Effectiveness Competencies

1.1 Interpersonal Skills and Teamwork: Displaying skills to work with others from diverse backgrounds.

1.1.1 Demonstrating concern for others

- 1.1.1.1 Show sincere interest in others and their concerns.
- 1.1.1.2 Demonstrate sensitivity to the needs and feelings of others.
- 1.1.1.3 Look for ways to help others and deliver assistance.

1.1.2 Demonstrating insight into behavior

- 1.1.2.1 Recognize and accurately interpret the verbal and nonverbal behavior of others.
- 1.1.2.2 Show insight into the actions and motives of others.
- 1.1.2.3 Recognize when relationships with others are strained.

1.1.3 Maintaining open communication

- 1.1.3.1 Maintain open lines of communication with others.
- 1.1.3.2 Encourage others to share problems and successes.
- 1.1.3.3 Establish a high degree of trust and credibility with others.

1.1.4 Respecting diversity

- 1.1.4.1 Demonstrate sensitivity and respect for the opinions, perspectives, customs, and individual differences of others.
- 1.1.4.2 Value diversity of people and ideas.
- 1.1.4.3 Deal with a wide range of people with flexibility and open-mindedness.
- 1.1.4.4 Listen to and consider others' viewpoints.
- 1.1.4.5 Work well and develop effective relationships with diverse personalities.

1.2 Integrity: Displaying accepted social and work behaviors.

1.2.1 Behaving ethically

- 1.2.1.1 Abide by a strict code of ethics and behavior.
- 1.2.1.2 Choose an ethical course of action and do the right thing, even in the face of opposition.
- 1.2.1.3 Encourage others to behave accordingly.

1.2.2 Acting fairly

- 1.2.2.1 Treat others with honesty, fairness, and respect.
- 1.2.2.2 Make decisions that are objective and reflect the just treatment of others.

1.2.3 Taking responsibility

- 1.2.3.1 Take responsibility for accomplishing work goals within accepted timeframes, or for not accomplishing those goals.
- 1.2.3.2 Accept responsibility/accountability for one's decisions and actions and for those of one's group, team, or department.
- 1.2.3.3 Understand that past behavior may affect one's ability to obtain occupation or meet occupational requirements.
- 1.2.3.4 Attempt to learn from mistakes.

1.3 Professionalism: Maintaining a professional demeanor at work.

1.3.1 Demonstrating self-control

- 1.3.1.1 Demonstrate self-control by maintaining composure and keeping emotions in check.
- 1.3.1.2 Deal calmly and effectively with stressful situations.

1.3.2 Maintaining a professional appearance

- 1.3.2.1 Maintain a professional demeanor.
- 1.3.2.2 Dress appropriately for occupation and its requirements.
- 1.3.2.3 Maintain appropriate personal hygiene.
- 1.3.2.4 Wear appropriate identification, as required.
- 1.3.2.5 Refrain from lifestyle choices which negatively impact the workplace and individual performance.
- 1.3.2.6 Be prepared to represent your organization and effort.

1.3.3 Maintaining a positive attitude

- 1.3.3.1 Project a positive image of oneself and the organization.
- 1.3.3.2 Demonstrate a positive attitude towards work.
- 1.3.3.3 Take pride in one's work and the work of the organization.

1.4 Initiative: Demonstrating a willingness to work.

1.4.1 Persisting

- 1.4.1.1 Pursue work with energy, drive, and a strong accomplishment orientation.
- 1.4.1.2 Persist and expend extra effort to accomplish tasks even when conditions are difficult or deadlines tight.
- 1.4.1.3 Persist at a task or problem despite interruptions, obstacles, or setbacks.

1.4.2 Taking initiative

- 1.4.2.1 Go beyond the routine demands of the job.
- 1.4.2.2 Take initiative in seeking out new work challenges and increasing the variety and scope of one's job.
- 1.4.2.3 Seek opportunities to influence events and originate action.
- 1.4.2.4 Assist others who have less experience or have heavy workloads.
- 1.4.2.5 Seek the information and assistance needed to be successful.

1.4.3 Setting challenging goals

- 1.4.3.1 Establish and maintain personally challenging but realistic work goals.
- 1.4.3.2 Exert effort toward task mastery.
- 1.4.3.3 Bring issues to closure by pushing forward until a resolution is achieved.

1.4.4 Working independently

- 1.4.4.1 Develop and use effective and efficient ways of performing tasks.
- 1.4.4.2 Perform effectively, even with minimal direction, support, approval, or direct supervision.
- 1.4.4.3 Strive to exceed standards and expectations.
- 1.4.4.4 Exhibit confidence in capabilities and an expectation to succeed in future activities.

1.5 Adaptability and Flexibility: Displaying the capability to adapt to new, different, or changing requirements.

1.5.1 Employing unique analyses

- 1.5.1.1 Employ unique analyses and generate valuable, innovative ideas.
- 1.5.1.2 Integrate related and seemingly unrelated information to develop creative solutions.
- 1.5.1.3 Develop innovative methods of obtaining or using information or resources when needed.

1.5.2 Entertaining new ideas

- 1.5.2.1 Remain open to considering new ways of doing things.
- 1.5.2.2 Actively seek out and carefully consider the merits of new approaches to work.
- 1.5.2.3 Embrace new approaches when appropriate and discard approaches that are no longer working.

1.5.3 Dealing with ambiguity

- 1.5.3.1 Take appropriate action without having all facts or permissions, when necessary.
- 1.5.3.2 Change plans, goals, action, or priorities in response to changing, unpredictable, or unexpected events, pressures, situations, and job demands.

1.6 Dependability and Reliability: Displaying responsible behaviors at work.

1.6.1 Fulfilling obligations

- 1.6.1.1 Behave consistently and predictably.
- 1.6.1.2 Fulfill obligations reliably, responsibly, and dependably.
- 1.6.1.3 Diligently follow through on commitments and consistently meet deadlines.
- 1.6.1.4 Demonstrate regular and punctual attendance.

1.6.2 Attending to details

- 1.6.2.1 Understand team or organizational goals, efforts, and requirements sufficiently to be able to assess and understand the purpose and appropriateness of detail work.
- 1.6.2.2 Check work to ensure that all essential details have been considered.
- 1.6.2.3 Notice errors or inconsistencies that others have missed, and take prompt, thorough action to correct errors.

1.6.3 Complying with policies and procedures

- 1.6.3.1 Follow written and verbal directions.
- 1.6.3.2 Comply with organizational rules, policies, and procedures.
- 1.6.3.3 Resolve uncertainties with rules, policies, and procedures to assure compliance.

1.7 Lifelong Learning: Displaying a willingness to learn and apply new knowledge and skills.

1.7.1 Demonstrating an interest in learning

- 1.7.1.1 Demonstrate an interest in personal learning and development.

1.7.1.2 Seek feedback from multiple sources about how to improve, develop, and modify behavior based on feedback and/or self-analysis of past mistakes.

1.7.1.3 Use newly learned knowledge and skills to complete specific tasks.

1.7.2 Participating in training

1.7.2.1 Take steps to develop and maintain the knowledge, skills, and expertise necessary to perform one's role successfully.

1.7.2.2 Participate fully in relevant training and professional development programs.

1.7.2.3 Broaden knowledge and skills through technical expositions, seminars, professional groups, reading publications, job shadowing, certification, and continuing education.

1.7.3 Anticipating changes in work

1.7.3.1 Anticipate changes in work demands and search for and participate in assignments or training that address these changing demands.

1.7.3.2 Treat unexpected circumstances as opportunities to learn.

1.7.4 Identifying career interests

1.7.4.1 Take charge of personal career development by identifying occupational interests, strengths, options, and opportunities.

1.7.4.2 Make insightful career planning decisions based on integration and consideration of others' feedback, and seek out additional training to pursue career goals.

Tier 2: Academic Competencies

2.1 Security Fundamentals: Understands and can apply basic security principles to the security of the enterprise or a specific structure, system, or process.

- 2.1.1** Participate in the organization's security program to avoid/control losses and apply the process to provide a secure work environment.
- 2.1.2** Participate in threat/vulnerability analyses to determine the probable frequency and severity of natural and man-made disasters, criminal activity, counterproductive and risk behaviors and risk categories on the organization's profitability, function, safety, and or ability to deliver products/services.
- 2.1.3** Evaluate methods to improve security and loss prevention and information loss prevention systems on a continuous basis through auditing, review, and assessment.
- 2.1.4** Develop and present employee security awareness programs to achieve organizational goals and objectives.
- 2.1.5** Participate in pre-employment background screening for the unit, organization, operation, or enterprise.

2.2 Business Foundations: Understand basic business principles, trends, and economics.

- 2.2.1** Support budget and financial controls to achieve fiscal responsibility.
- 2.2.2** Follow policies, procedures, plans, and directives to achieve organizational objectives.
- 2.2.3** Follow/enforce procedures/techniques to measure and improve organizational productivity.
- 2.2.4** Participate in staffing, leadership, training, and management programs in order to achieve organizational objectives.
- 2.2.5** Support a sound ethical climate in accordance with the laws and the organization's directives and standards to support and promote proper enterprise practices.

2.3 Critical and Analytical Thinking: Using logic, reasoning, and analysis to address problems.

2.3.1 Reasoning

- 2.3.1.1 Possess sufficient logic, inductive, and deductive reasoning ability to perform job successfully.
- 2.3.1.2 Critically review, analyze, synthesize, compare, and interpret information.
- 2.3.1.3 Draw conclusions from relevant and/or missing information.
- 2.3.1.4 Understand the principles underlying the relationship among facts and apply this understanding when solving problems.
- 2.3.1.5 Be able to differentiate between fact and opinion.
- 2.3.1.6 Be able to effectively and efficiently present logic, reasoning, and analysis to others.

2.3.2 Mental agility

- 2.3.2.1 Identify connections between issues.
- 2.3.2.2 Quickly understand, orient to, and learn new assignments.
- 2.3.2.3 Shift gears and change direction when working on multiple projects or issues.

2.4 Communication: Giving full attention to what others are saying, and communicating in English well enough to be understood by others.

2.4.1 Listening

- 2.4.1.1 Receive, attend to, interpret, understand, and respond to verbal messages and other cues.
- 2.4.1.2 Pick out important information in communications.
- 2.4.1.3 Understand complex instructions.
- 2.4.1.4 Acknowledge feelings and concerns of communications.

2.4.2 Communication

- 2.4.2.1 Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
- 2.4.2.2 Communicate clearly and confidently.
- 2.4.2.3 Communicate using common English conventions including proper grammar, tone, and pace.
- 2.4.2.4 Track listener responses and react appropriately to those responses.
- 2.4.2.5 When possible, effectively use eye contact and non-verbal expression.

2.4.3 Two-way communication

- 2.4.3.1 Practice meaningful two-way communication (i.e., communicate clearly, pay close attention, and seek to understand others, and clarify information).
- 2.4.3.2 Be able to demonstrate good listening by summarizing or repeating communication back to other speakers.
- 2.4.3.3 As appropriate, effectively use eye contact, posture, and other nonverbal cues.
- 2.4.3.4 Be able to effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.

2.4.4 Persuasion/Influence

- 2.4.4.1 Persuasively present thoughts and ideas.
- 2.4.4.2 Gain commitment and ensure support for proposed ideas.

2.5 Reading and Writing: Understanding written sentences and paragraphs in work-related documents. Using standard English to compile information and prepare written reports.

2.5.1 Comprehension

- 2.5.1.1 Locate, understand, and interpret written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, and directions.
- 2.5.1.2 Understand the purpose of written materials.
- 2.5.1.3 Attain meaning and comprehend core ideas.
- 2.5.1.4 Learn definitions of unfamiliar terms.
- 2.5.1.5 Critically evaluate and analyze information in written materials.
- 2.5.1.6 Integrate and synthesize information from multiple written materials.

2.5.2 Attention to detail

- 2.5.2.1 Identify main ideas, implied meaning and details, missing information, biases, differing perspectives, sources, and reliability of written materials.

- 2.5.2.2 Note details, facts, and inconsistencies.

2.5.3 Application

- 2.5.3.1 Integrate what is learned from written materials with prior knowledge.
- 2.5.3.2 Apply what is learned from written material to follow instructions and complete specific tasks.
- 2.5.3.3 Apply what is learned from written material to future situations.

2.5.4 Organization and development

- 2.5.4.1 Prepare reports that are easy to understand using proper terminology.
- 2.5.4.2 Communicate thoughts, ideas, information, messages, and other written information which may contain technical material, in a logical, organized, efficient, and coherent manner.
- 2.5.4.3 Present ideas that are well developed with supporting information and examples.

2.5.5 Mechanics

- 2.5.5.1 Use standard syntax and sentence structure.
- 2.5.5.2 Use correct spelling, punctuation, and capitalization.
- 2.5.5.3 Use appropriate grammar (e.g., correct tense, subject-verb agreement, no missing words).
- 2.5.5.4 Write legibly.
- 2.5.5.5 Proof read finished documents for errors.
- 2.5.5.6 Distribute written materials appropriately for intended audiences and purposes.

2.5.6 Tone

- 2.5.6.1 Write in a manner appropriate for the industry and organization.
- 2.5.6.2 Use language appropriate for the target audience.
- 2.5.6.3 Use appropriate tone and word choice (e.g., writing is professional and courteous).

2.6 STEM Literacy (Science, Technology, Engineering, Mathematics): Understand and apply science, technology, engineering, and mathematics to work within individual roles and responsibilities and in collaborating with allied workers.

2.6.1 Science: Using scientific rules and methods to solve problems.

- 2.6.1.1 Scientific Method
- Understand the scientific method (identify problems, collect information, form and validate hypotheses, draw conclusions) and apply basic scientific research.
 - Apply the scientific method to testing, measuring, and troubleshooting security functions.
- 2.6.1.2 Scientific Investigation
- Formulate scientifically investigable questions, construct investigations, collect and evaluate data, and develop scientific recommendations based on findings.
 - Evaluate scientific constructs including: conclusions, conflicting data, controls, data, inferences, limitations, questions, sources of errors, and variables.

2.6.1.3 Applications

- Apply basic scientific principles to work-related responsibilities
- Physical
- Environmental
- Technological
- Compliance and Quality Assurance

2.6.2 Technology: Using technology tools such as software, computers, communication devices and related applications to input, retrieve, monitor, measure and communicate information.

2.6.2.1 Understand terminology and demonstrate familiarity with the function and capabilities of common computer, software, information and communication technology devices, communication systems, information systems, components, and concepts, including wired and wireless telephones, wearable computing, audio conferences, videoconferences, and online collaboration tools.

2.6.2.2 Understand and efficiently use common computer hardware (e.g., desktops, laptops, tablets, PC components, cabling, wearable computing), software (e.g., operating systems, applications, communication, collaboration, and productivity software) and communication devices (e.g., telephony, wireless devices, network, and wireless systems) to perform tasks and communicate effectively.

2.6.2.3 Use word processing applications to compose, organize, and edit simple documents and other business communications, and produce accurate outputs to print or share electronically.

2.6.2.4 Use standard formulas and functions, format and modify content, and demonstrate competence in creating and formatting spreadsheets, graphs, or charts.

2.6.2.5 Use spreadsheet, database, and presentation software both independently and in an integrated fashion.

2.6.2.6 Use audio and video recording equipment and software to produce digital audio and video records and communications.

2.6.2.7 Manage file storage: use functions to store, retrieve, and sort documents.

2.6.2.8 Understand social media and their appropriate workplace uses and risks.

2.6.2.9 **Define:** Be able to define a problem that needs information in order to be solve.

2.6.2.10 **Access:** Search, find and retrieve appropriate information relative to the task.

2.6.2.11 **Manage:** Apply an organizational or classification system to organize retrieved information.

2.6.2.12 **Evaluate:** Be able to judge the quality, relevance, usefulness, efficiency, and adequacy of information and information sources for the defined purpose (including the authority, bias, and timelines of information).

2.6.2.13 **Integrate:** Interpret and represent data and information gathered, using quality management tools to organize, compare, contrast, summarize and synthesize information from multiple sources.

2.6.2.14 **Create:** Adapt, apply, design or author information resulting from the research that describes the research and its analysis and findings, facilitates decision-making, and develops conclusions and recommendations.

- 2.6.2.15 **Communicate:** Communicate that research and its findings effectively and efficiently in person and through written, visual, and digital media in a way that is appropriate for the intended audience.
- 2.6.2.16 Understand new and emerging technologies that present solutions and risk.
- 2.6.2.17 Demonstrate skill in applying and incorporating technologies into proposed solutions.
- 2.6.2.18 Understand industry indicators useful for identifying technology trends and applications that can be applied to enhance the security of an enterprise, division or function of a group, asset, or person.

2.6.3 Engineering: Using applications of scientific, economic, social, and practical knowledge in order to enhance, design, plan and inspect the security of systems, processes, and the physical structures.

- 2.6.3.1 Design, Application, and Integration of Physical Security Systems:
- Understands the basics of systems engineering, IT fundamentals, communications systems basics to help bridge the gaps across disciplines, facilitation security integrations in designs and avoid engineering re-designs.
 - Establish security system requirements and performance specifications.
 - Understands security legislative and regulatory functions and their impact on the design and construction physical structures, systems, and processes.
 - Applies physical security measures and select appropriate system components.
 - Is able to clearly and effectively communicate with corporate managers, end customers and engineers from other departments.
 - Develop and documents system design and pre-implementation plans.
 - Identifies problems or opportunities to enhance security through the collection and analysis of data.
 - Helps determine the specifications for the solution and develops conceptual design for facilities security, systems, and processes and collaborates with others to reach consensus, and issues opinions for security designs.
 - Reviews, evaluates, and implements new technologies that support best practices in areas that include, but are not limited to compliance, work management, outage restoration, and the planning and scheduling of work.
 - Uses logical thought processes to analyze information and draw conclusions.
 - Identifies inconsistent or missing information.
 - Critically reviews, analyzes, synthesizes, compares, and interprets information.
 - Tests possible hypotheses to ensure the security infrastructure, process or system is correctly analyzed or problems are properly diagnosed and the best solution is found.
- 2.6.3.2 Project Planning: Security officers may participate in the following tasks:
- Determines project requirements and estimates resources.
 - Conducts economic analyses to determine optimum plan.

- Creates an effective project plan:
 - Prioritize tasks
 - Create milestones
- Anticipates project constraints and creates alternative plans.
- Monitors project status against the plan and reports on the results.
- Provides input for requests for proposal (RFP's) and assists in the analysis of responses.
- Provides input into the preparation of contracts and participates in the negotiation of revisions, changes, and additions to contractual agreements with consultants, clients, suppliers, and subcontractors.
- Acts independently on technical matters in the assigned field of expertise and recommends approval of professional services, materials & construction procurement contracts as related to the security of physical structures, processes, and systems.

2.6.4 Mathematics: Using mathematics to express ideas, implement metrics, create fiscal projections, and solve problems.

2.6.4.1 Quantification

- Read and write numbers.
- Count and place numbers in sequence.
- Understand relationships between numbers.

2.6.4.2 Computation

- Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percentages.
- Calculate averages, ratios, proportions, and rates.
- Convert decimals to fractions and fractions to decimals.
- Convert fractions to percentages and percentages to fractions.

2.6.4.3 Measurement and estimation

- Take and understand measurements of time, temperature, distances, length, width, height, perimeter, area, volume, weight, velocity, and speed.
- Use and report measurements correctly, including units of measurement.
- Convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).

2.6.4.4 Application

- Perform basic math computations accurately.
- Translate practical problems into useful mathematical expressions.
- Use appropriate mathematical formulas and techniques.

Tier 3: Workplace Competencies

3.1 Teamwork: Working cooperatively with others to complete work assignments.

3.1.1 Acknowledging team membership and role

- 3.1.1.1 Accept membership in the team.
- 3.1.1.2 Identify the roles of each team member.
- 3.1.1.3 Show loyalty to the team.
- 3.1.1.4 Determine when to be a leader and when to be a follower depending on what is needed to achieve the team's goals and objectives.
- 3.1.1.5 Encourage others to express their ideas and opinions.
- 3.1.1.6 Identify and draw upon team members' strengths and weaknesses to achieve results.
- 3.1.1.7 Learn from other team members.

3.1.2 Establishing productive relationships

- 3.1.2.1 Develop constructive and cooperative working relationships with others.
- 3.1.2.2 Exhibit tact and diplomacy and strive to build consensus.
- 3.1.2.3 Show sensitivity to the thoughts and opinions of other team members.
- 3.1.2.4 Deliver constructive criticism and voice objections to others' ideas and opinions in a supportive, non-accusatory manner.
- 3.1.2.5 Cooperate with others and contribute to the group's effort.
- 3.1.2.6 Respond appropriately to positive and negative feedback.

3.1.3 Identifying with the team and its goals

- 3.1.3.1 Identify the goals, norms, values, and customs of the team.
- 3.1.3.2 Use a group approach to identify problems and develop solutions based on group consensus.
- 3.1.3.3 Effectively communicate with all members of the group or team to achieve goals and objectives.
- 3.1.3.4 Participate on virtual teams and use tools for virtual collaboration.

3.1.4 Resolving conflicts

- 3.1.4.1 Bring others together to reconcile differences.
- 3.1.4.2 Handle conflicts maturely by exercising "give and take" to achieve positive results for all parties.
- 3.1.4.3 Reach formal or informal agreements that promote mutual goals and interests, and obtain commitment to those agreements from individuals or groups.

3.2 Planning and Organizing: Planning and prioritizing work to manage time effectively and accomplish assigned tasks.

3.2.1 Planning

- 3.2.1.1 Approach work in a methodical manner.
- 3.2.1.2 Plan and schedule tasks so that work is completed on time.
- 3.2.1.3 Keep track of details to ensure work is performed accurately and completely.
- 3.2.1.4 Work concurrently on several tasks.

- 3.2.1.5 Anticipate obstacles to project completion and develop contingency plans to address them.
- 3.2.1.6 Take necessary corrective action when projects go off-track.
- 3.2.1.7 Apply lessons learned from previous tasks to more efficiently execute current tasks.

3.2.2 Prioritizing

- 3.2.2.1 Prioritize various competing tasks and perform them quickly and efficiently according to their urgency.
- 3.2.2.2 Find new ways of organizing work area or planning work to accomplish work more efficiently.

3.2.3 Allocating resources

- 3.2.3.1 Determine personnel and other resources required for achieving project deliverables.
- 3.2.3.2 Allocate time and resources effectively and coordinate efforts with all affected parties.

3.2.4 Project management

- 3.2.4.1 Develop, communicate, and implement a plan for a project.
- 3.2.4.2 Develop a timeline for sequencing the activities of a project.
- 3.2.4.3 Keep track of time, resources, assignments, and deliverables.
- 3.2.4.4 Anticipate obstacles and develop contingency plans.
- 3.2.4.5 Document plans, assignments, changes, and deliverables
- 3.2.4.6 Understand and plan for dependencies (e.g., step A must be completed before step B).
- 3.2.4.7 Manage activities to meet plans and adjust plans and communicate changes as needed.
- 3.2.4.8 Keep all parties informed of progress and all relevant changes to project timelines.
- 3.2.4.9 Engage in effective time management to keep multiple tasks moving forward.

3.3 Innovative Strategic Thinking: Generating innovative and creative solutions.

- 3.3.1** Employ unique analyses and generate new, innovative ideas in complex areas.
- 3.3.2** Reframe problems in a different light to find fresh approaches.
- 3.3.3** Entertain wide-ranging possibilities to develop unique approaches and useful solutions.
- 3.3.4** Seek out and entertain diverse perspectives, including those from other fields and roles.
- 3.3.5** Understand the pieces of a system as a whole and possess a big picture view of the situation.
- 3.3.6** Integrate seemingly unrelated information to develop creative solutions.
- 3.3.7** Develop innovative methods of obtaining or using resources when insufficient resources are available.
- 3.3.8** Demonstrate innovative thinking by using new and existing technology in new ways.
- 3.3.9** Find new ways to add value to the efforts of a team and organization.

3.4 Problem Solving and Decision Making: Applying critical-thinking skills to solve problems by generating, evaluating, and implementing solutions.

3.4.1 Identifying the problem

- 3.4.1.1 Anticipate or recognize the existence of a problem.
- 3.4.1.2 Identify the true nature of the problem by analyzing its component parts.
- 3.4.1.3 Evaluate the importance of the problem.
- 3.4.1.4 Use all available reference systems to locate and obtain information relevant to the problem.
- 3.4.1.5 Recall previously learned information that is relevant to the problem.
- 3.4.1.6 Document the problem and any corrective actions already taken and their outcomes.

3.4.2 Locating, gathering, and organizing relevant information

- 3.4.2.1 Effectively use both internal resources (e.g., internal computer networks, manuals, policy, or procedure guidelines) and external resources (e.g., internet search engines) to locate and gather information relevant to the problem.
- 3.4.2.2 Examine information obtained for rigor, relevance, and completeness.
- 3.4.2.3 Recognize important gaps in existing information and take steps to eliminate those gaps.
- 3.4.2.4 Organize/reorganize information as appropriate to gain a better understanding of the problem.
- 3.4.2.5 Refer the problem to appropriate personnel when necessary.

3.4.3 Generating alternatives

- 3.4.3.1 Integrate previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem.
- 3.4.3.2 Use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different approaches.

3.4.4 Choosing a solution

- 3.4.4.1 Choose the best solution after contemplating available approaches to the problem, environmental factors, and conducting cost/benefit analyses.
- 3.4.4.2 Make difficult decisions even in highly ambiguous or ill-defined situations.

3.4.5 Implementing the solution

- 3.4.5.1 Commit to a solution in a timely manner, and develop a realistic approach for implementing the chosen solution.
- 3.4.5.2 Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.
- 3.4.5.3 Document issues, plans, and solutions; get appropriate permissions; and communicate appropriately to impacted stakeholders.

3.5 Working with Tools and Technology: Selecting, using, and maintaining tools and technology to facilitate work activity.

3.5.1 Selection and application

- 3.5.1.1 Identify, evaluate, select, and apply hardware or software tools or technological solutions appropriate to the task at hand (e.g., use statistical tools to show reliability of data).

- 3.5.1.2 Identify potential hazards or risks related to the use of tools and equipment.
- 3.5.1.3 Present and obtain approval from decision-makers for acquiring tools and solutions.
- 3.5.1.4 Negotiate with and manage relationships with vendors of tools and technologies.
- 3.5.1.5 Operate tools and equipment in accordance with established operating procedures and safety standards.
- 3.5.1.6 Document tools and technologies and how they are used in the organization.

3.5.2 Keeping current

- 3.5.2.1 Seek out and continue learning about new and emerging tools, technologies, and methodologies that may assist in streamlining work and improving productivity.
- 3.5.2.2 Take charge of your own personal and professional growth.

3.6 Business Acumen: Understand basic business principles, trends, and economics.

3.6.1 Situational awareness

- 3.6.1.1 Understand business mission and goals: impact, profit, market share, and/or reputation.
- 3.6.1.2 Understand the industry, trends in the industry, and the company's position in the industry and market.
- 3.6.1.3 Recognize one's role in the functioning of the company and understand the potential impact one's own performance can have on the success of the organization.
- 3.6.1.4 Stay current on organizational strategies to maintain competitiveness.
- 3.6.1.5 Understand relevant legal and regulatory requirements of the operation.

3.6.2 Business practices

- 3.6.2.1 Apply effective people and project management skills.
- 3.6.2.2 Understand fundamental and relevant business customer and supplier relationships.
- 3.6.2.3 Use product improvement techniques.
- 3.6.2.4 Comply with the norms of conventional business etiquette.
- 3.6.2.5 Protect intellectual property and proprietary information.
- 3.6.2.6 Demonstrate understanding of the importance of adding value to the enterprise.

3.6.3 Business ethics

- 3.6.3.1 Act in the best interest of the company, the community, and the environment.
- 3.6.3.2 Comply with applicable laws and rules governing work and report loss, waste, or theft of company property to appropriate personnel.
- 3.6.3.3 Demonstrate professional ethics to protect the privacy of the client, the integrity of the profession, and the privacy and integrity of you as an individual.

3.7 Physical and Mental Fitness: Developing and maintaining a minimum level of fitness commensurate with job requirements.

3.7.1 Actively engaging in a physical fitness regimen appropriate for position

- 3.7.1.1 Take steps to develop and maintain the knowledge, skills, and expertise necessary to perform the physical aspects of one's role successfully.
- 3.7.1.2 Participate fully in relevant physical training and professional skills development programs.
- 3.7.1.3 Broaden physical fitness and skills through technical expositions, seminars, professional groups, reading publications, job shadowing, certification, and continuing education.
- 3.7.1.4 Use newly learned fitness and skills to complete specific tasks.

3.7.2 Adapting physical fitness regimen to changing work demands

- 3.7.2.1 Recognize that different work roles may have different physical requirements.
- 3.7.2.2 Treat new physical demands as opportunities to learn and develop new fitness skills and abilities.

3.8 Personal Health and Safety: Supporting a safe and healthy workplace.

3.8.1 Maintaining a healthy and safe environment

- 3.8.1.1 Take actions to ensure the safety of self and others in accordance with established personal and jobsite safety practices.
- 3.8.1.2 Anticipate and prevent work-related injuries and illnesses.
- 3.8.1.3 Comply with federal, state, and local regulations and company health and safety policies.
- 3.8.1.4 Identify common hazards and unsafe conditions that occur at work, their risks, and appropriate controls to address them.
- 3.8.1.5 Follow organizational procedures and protocols for workplace emergencies, including safe evacuation and emergency response.
- 3.8.1.6 Maintain a sanitary and clutter-free work environment.
- 3.8.1.7 Administer first aid or CPR, if trained, and summon assistance as needed.
- 3.8.1.8 Handle and dispose of hazardous materials properly.

3.8.2 Safeguarding one's person

- 3.8.2.1 Engage in safety training.
- 3.8.2.2 Follow safety procedures as trained.
- 3.8.2.3 Use equipment and tools safely as designed/documented.
- 3.8.2.4 Use appropriate personal protective equipment.
- 3.8.2.5 Describe how workplace risks can affect one's life and one's family.
- 3.8.2.6 Understand the legal rights of workers regarding workplace safety and protections from hazards.
- 3.8.2.7 Report injuries, incidents, and workplace hazards to a supervisor as soon as safely possible.
- 3.8.2.8 Contribute to discussions of safety concerns in the workplace, making suggestions as appropriate.

Tier 4: Industry-Wide Technical Competencies

4.1 Access Control: Learn, understand, and apply access control rules and regulations for the site.

4.1.1 Controlling site access

- 4.1.1.1 Request and verify identification from personnel attending site.
- 4.1.1.2 Grant access to authorized personnel.
- 4.1.1.3 Tactfully deny access to unauthorized personnel.
- 4.1.1.4 Maintain control over keys.
- 4.1.1.5 Respond to alarms at premises to control access.
- 4.1.1.6 Articulate 3-factor authentication. (Identify and describe the three basic aspects of access and control.)
 - Something the person possesses, e.g., an identification card
 - Something the person knows, e.g., a Personal Identification Number (PIN)
 - Something the person is, e.g., a biometric identification

4.1.2 Verifying authorization to access site

- 4.1.2.1 Verify that an individual is authorized to access the using:
- 4.1.2.2 Computer system(s)
- 4.1.2.3 Physical lists
- 4.1.2.4 Other approved means
- 4.1.2.5 Verify identification of personnel wishing site access.
- 4.1.2.6 Follow site-specific processes in granting or denying access.
- 4.1.2.7 Document verification processes and maintain a record of personnel attending the site.

4.1.3 Interacting with people about site access requirements

- 4.1.3.1 Explain to site users the required process to access the site by foot, vehicle, or other mode.
- 4.1.3.2 Explain to site users the rationale for denying access to visitors.
- 4.1.3.3 Explain to site users the need to track/control/prevent access and processes used in the organization's operations.

4.1.4 Operating equipment as part of access control, including:

- 4.1.4.1 Operate X-ray machines and metal detectors.
- 4.1.4.2 Operate vehicle gates, barriers, turnstiles, overhead doors, visitor management systems, and loading docks and their related processes.

4.2 Basic Investigations: Collect and preserve information to enable the enterprise to meet internal and external organizational requirements.

4.2.1 Understanding the elements of proper investigations

- 4.2.1.1 Identify and describe the types of basic security investigations, such as:
 - Accident investigations
 - Property and personnel crime-related investigations
 - Loss-related incident investigations
 - Employee or Contractor rule violation investigations
- 4.2.1.2 Relate security investigations to the overarching intelligence process.

- 4.2.1.3 Describe how investigation relates to loss control – WAECUP (Waste, Accident, Error, Crime, Unethical Practice)/ESRM (Enterprise Security Risk Management).
- 4.2.1.4 Identify incidents requiring investigation and reporting.
- 4.2.1.5 Collect and preserve evidence to support post-investigation actions (criminal activity, risk reduction, employee discipline, criminal or civil proceedings, arbitration and or other processes).
- 4.2.1.6 Engage in various physical and technological surveillance processes.
- 4.2.1.7 Conduct preliminary investigations.
- 4.2.1.8 Conduct investigative interviews, as required.
- 4.2.1.9 Provide documentation and testimony to support actual or potential proceedings.

4.2.2 Collecting and preserving information in reports

- 4.2.2.1 Write reports to document investigative processes and findings.
- 4.2.2.2 Demonstrate an understanding of the importance of evidential content for potential court proceedings.
- 4.2.2.3 Complete reports specific to site or post requirements.
- 4.2.2.4 Understand and follow site policies, procedures, programs, and methods when conducting investigations necessary in the workplace.
- 4.2.2.5 List and describe the different types of reports and forms required at the site.
- 4.2.2.6 Follow the basic techniques of report writing, including documenting who, what, when, where, why and how.
- 4.2.2.7 Use a notebook to document evidential content, as required.
- 4.2.2.8 Give and receive hand-over briefings following site procedures.

4.2.3 Managing crime scenes

- 4.2.3.1 Identify crime scene area.
- 4.2.3.2 Limit access to crime scene to authorized personnel following site procedures.
- 4.2.3.3 Protect crime scene to preserve, and facilitate the collection of, evidence.
- 4.2.3.4 Collect and document relevant evidence following site procedures.

4.2.4 Undertake searches

- 4.2.4.1 Perform screening searches properly and efficiently, such as for weapons, contraband, etc., and in accordance with site policies.
- 4.2.4.2 Conduct searches for people (lost persons, witnesses, suspects, etc.) or property.
- 4.2.4.3 Be able to identify the person or object being searched for.
- 4.2.4.4 Know the parameters of the search.
- 4.2.4.5 Evaluate the search environment.
- 4.2.4.6 Evaluate the search environment and adapt search methods appropriately.
- 4.2.4.7 Exercise control over the search environment (e.g., control access during search operations).

4.3 Rule Enforcement: Enforce site rules, policies, procedures, post orders and regulations established by site management, as well as legislative codes (such as occupational health and safety), bylaws, statutes and criminal code sections.

4.3.1 Enforcing site rules

- 4.3.1.1 Provide a physical or virtual presence on the site.
- 4.3.1.2 Understand, explain, and follow the rules of the site, as established by standard operating procedures or other appropriate sources.
- 4.3.1.3 Identify the sources of site rules.
- 4.3.1.4 Intervene appropriately when individuals do not follow site rules, to include verbally asking them to comply with site rules, escorting them off site, arresting them, or contacting law enforcement as warranted.
- 4.3.1.5 Apply site rules to access control and visitor management.

4.3.2 Conducting a legal arrest

- 4.3.2.1 Adhere to local legal requirements for trespassing, detention, arrest, and search and seizure.
- 4.3.2.2 Document and communicate relevant aspects of incidents to attending police officer(s).
- 4.3.2.3 Be prepared to testify to relevant aspects of incidents in any resulting administrative or legal proceedings.
- 4.3.2.4 Use the appropriate force to restrain individuals and/or to protect self and others.
- 4.3.2.5 Follow applicable search and seizure processes and procedures (appropriate to the local legal requirements).
- 4.3.2.6 Explain the implications of a false arrest.

4.3.3 De-escalating interactions and using appropriate level of force

- 4.3.3.1 Understand, explain, and follow site rules for using force.
- 4.3.3.2 Defend self and others with proper methods when using force.
- 4.3.3.3 Demonstrate understanding of the difference between appropriate use of force and assault.
- 4.3.3.4 Demonstrate understanding of how conflict, rule enforcement, and communication are inter-connected.
- 4.3.3.5 Demonstrate understanding of the sources of workplace violence and its relation to conflict and de-escalation.
- 4.3.3.6 Communicate effectively in confrontational situations by employing problem solving and reasoning capabilities to de-escalate the interaction.
- 4.3.3.7 Maintain and practice high levels of self-awareness and self-management under conditions of stress.
- 4.3.3.8 Demonstrate social-awareness and social-management toward others under conditions of stress.
- 4.3.3.9 Use appropriate persuasion and negotiation skills under conditions of stress.
- 4.3.3.10 Maintain situational awareness under conditions of stress.

4.3.4 Using weapons required for the position and site(s) safely and proficiently

- 4.3.4.1 Use, store and maintain weapons properly.
- 4.3.4.2 Demonstrate proper weapons maintenance, methods, and techniques, on demand to supervisor.

- 4.3.4.3 Exhibit a working knowledge of local and/or national use of weapons regulations.
- 4.3.4.4 Comply with all relevant legal requirements, appropriate licensing, and training for weapon(s) used.
- 4.3.4.5 Ensure continued proficiency in the use and licensing of weapon(s) required for the position and site(s).
- 4.3.4.6 Understand process of authorization, supervision, and reporting associated with the use of any type of weapon.

4.4 Patrols and Surveillance: Undertake physical and electronic patrols and conduct surveillance of site and personnel using a variety of physical and electronic methods to identify events that require reporting or intervention and maintain a visible presence on the site.

4.4.1 Gaining knowledge to complete patrol and surveillance tasks

- 4.4.1.1 Participate in training to gain knowledge in the usage of appropriate systems.
- 4.4.1.2 Recognize the value of assets and understand the connection between what must be protected and the role of the security officer.
- 4.4.1.3 Identify assets to determine their value loss impact and criticality.
- 4.4.1.4 Learn and use a variety of site appropriate security countermeasures to reduce the risk of loss.
- 4.4.1.5 Establish relationships with other departments and personnel on site including clients, visitors, external agencies, and contractors.
- 4.4.1.6 Monitor systems and processes to evaluate status of: physical security of site, procedural security, building management systems, employee, and other site visitor activities.
- 4.4.1.7 Conduct physical inspections of site.
- 4.4.1.8 Utilize site patrol tracking system.
- 4.4.1.9 Survey and evaluate systems in order to provide current status of site.

4.4.2 Conducting patrols and operating surveillance equipment

- 4.4.2.1 Define security system(s) requirements.
- 4.4.2.2 Monitor security system(s) requirements.
- 4.4.2.3 Compare security system(s) performance to design specifications.
- 4.4.2.4 Operate a variety of security systems to conduct and prioritize (manage) alarm monitoring and response, including:
 - Video surveillance systems
 - Access control systems
 - Alarm-generating systems
 - Elevator systems
 - Building management systems
 - Lighting control systems
 - Intercom systems
- 4.4.2.5 Assess the nature of threats to identify the threat scope of the risk or threat.
- 4.4.2.6 Communicate and direct others arriving on site, or those requiring additional information through audio, visual, and electronic methods.

- 4.4.2.7 Engage in physical and electronic site patrol techniques on foot, by vehicle, on horseback, or by other mode and using fixed or mobile camera systems.
- 4.4.2.8 Identify and assess events that require intervention.
- 4.4.2.9 Maintain physical or surveillance presence until properly relieved or significant events are resolved.
- 4.4.2.10 Provide feedback on appropriateness of existing and proposed countermeasures.
- 4.4.2.11 Identify vulnerabilities in the patrol program and either correct them or report to the responsible department or individual.
- 4.4.2.12 Monitor, test, and provide feedback on the effectiveness of patrol measures.

4.5 Alarm and Emergency Response: Identify and respond to critical incidents or major events that threaten to harm the organization, its people, property, assets, systems or continuity of operations.

4.5.1 Learning site rules, procedures, regulations for alarm and emergency response

- 4.5.1.1 Participate in training, drills, and exercises with first responders to comply with site regulations, as needed to establish required capabilities, and/or as requested by first responders.
- 4.5.1.2 Assess and prioritize alarms and emergencies to mitigate incident impact.
- 4.5.1.3 Learn site emergency response plans.
- 4.5.1.4 Learn the Business Continuity Plan and participate in related exercises, testing, maintenance, and audit programs to establish knowledge and confidence in predictable and repeatable performance of recovery activities throughout the organization.
- 4.5.1.5 Use a variety of equipment that provides alarm and emergency notifications.

4.5.2 Responding to incidents

- 4.5.2.1 Remain cognizant of bystanders and use of recording devices and social media.
- 4.5.2.2 Understand and use emergency scene management techniques to protect oneself and others including victims, bystanders, and emergency services personnel.
- 4.5.2.3 Engage in crowd management and evacuation processes specific to the site.
- 4.5.2.4 Identify the type of incident and respond with the appropriate strategy and tactics to limit incident impact, including incidents involving: fire, hazardous materials, medical emergencies, severe weather, violence, etc.
- 4.5.2.5 Communicate through a variety of methods to others arriving on site or those requiring additional information.
- 4.5.2.6 Use the appropriate site crisis communications plan to provide effective and timely communication with all the stakeholders; including public authorities impacted by an event or involved during the response and recovery efforts.
- 4.5.2.7 Manage an incident until properly relieved or until incident is resolved.
- 4.5.2.8 Assist in recovery and resumption of operations.
- 4.5.2.9 Develop lessons learned by participating in debrief meetings following events, incidents, training, and drills.

4.6 Customer Service and Public Relations: Interact with internal and external customers in a positive and respectful manner.

4.6.1 Providing a high level of customer service

- 4.6.1.1 Project a positive appearance, including adhering to professional grooming standards, neatness in attire or uniform, good personal hygiene, and carrying oneself with pride.
- 4.6.1.2 Express oneself in a positive, courteous, friendly, and helpful demeanor.
- 4.6.1.3 Express a positive attitude at all times.
- 4.6.1.4 Practice pro-active problem-solving and critical thinking skills to arrive positive resolutions to for site management, personnel, and other site users.
- 4.6.1.5 Recognize that the role of the security officer is to protect the assets of the organization and to help the company/client be successful.
- 4.6.1.6 Practice being a management representative at all times with the public, other employees, vendors, and site visitors.
- 4.6.1.7 Demonstrate respectful and bias free behavior when dealing with the public.
- 4.6.1.8 Communicate effectively with people with diverse cultural and linguistic backgrounds to perform security duties effectively.
- 4.6.1.9 Respect and uphold the human rights of all persons in the performance of security duties, consistent with applicable laws, regulations, and policies of the site or employer.

Tier 5: Industry-Sector Functional Areas

NOTE: Tier 5 identifies industry-sectors that have extensive or specialized needs filled by security professionals. Security officers in these fields may have additional and differing competency requirements, beyond the competencies identified in Tier 4, depending on the specific work role performed.

5.1 Contract Security Guard Services: Contract security involves the provision of security services by a contracted firm, often specializing in security services, rather than by the owner or operator of the site, facility, or event being secured. The contract security company may employ security officers and supervisors with a wide variety of backgrounds, training, and experience and assigns security officers who will best fit each client's needs. There are many opportunities for career advancement in the contract security services industry requiring a corresponding amount of training, education, and experience.

5.2 Loss Prevention Services: Loss prevention is a set of practices employed primarily by retail companies, but in other industries as well, to reduce preventable losses, protect corporate systems, and enforce policies and procedures to mitigate losses caused by deliberate or inadvertent human actions. Loss prevention officers are often employed by retail firms directly, but also be contracted, may require specialized training in investigative and apprehension techniques, and must demonstrate excellent customer service skills.

5.3 Executive Protection Services: Executive protection, also known as close protection, refers to security and risk mitigation measures taken to ensure the safety of their clients or other individuals who may be exposed to elevated personal risk because of their employment, high-profile status, net worth, affiliations or geographical location. Executive protection is its own highly specialized field within the private security industry.

5.4 Emergency Response Support Services: Emergency response refers to efforts by public and private safety personnel and citizens to mitigate the impact of an emergent incident on human life and property. Private security personnel with appropriate training may be employed in crowd management; lifesaving efforts; and site-specific evacuation or emergency procedures.

5.5 Armored Car Services: Armored car services, also known as Cash in Transit, involve the provision of specialized services to protect and transport money, jewelry, and/or other valuables from one location to another in armored vehicles designed to protect and ensure the wellbeing of the transported contents and guards. Able to withstand bullets from most handguns and rifles, as well as extreme degrees of heat, explosives, and collisions, these vehicles are designed to resist attempts at robbery and hijacking.

5.6 Gambling and Casino Surveillance Services: Gambling and casino surveillance entails observing gambling operations for irregular activities such as cheating or theft by either employees or patrons and investigating potential threats to gambling assets such as money, chips, and gambling equipment. Casinos, and other gambling establishments, include gambling facilities that offer table wagering games along with other gambling activities, such as slot machines and sports betting, as well as entertainment and food and beverage services.

Tier 6: Occupation-Specific Competencies

6.1 Security Officer Work Roles: Security officers fill a variety of specialized work roles that often have additional or unique or specialized competency requirements. Some of these roles are listed below, however this is not intended to be a comprehensive list.

- 6.1.1** Cash in Transit Officer (also referred to as: Armored Car Guard)
- 6.1.2** Close Protection Specialist (also referred to as: Executive Protection Agent or Bodyguard)
- 6.1.3** Door Supervisor (also referred: to as Bouncer)
- 6.1.4** Screening Agent
- 6.1.5** Security Receptionist
- 6.1.6** Video Surveillance (CCTV) Operators (also referred to as: Central Station Alarm Respondent, Physical or Electronic Security Operator, Casino Surveillance Specialist, or Public Space Surveillance Operator)

6.2 Security-related Occupational Titles: All occupations require a specific knowledge base over and above that which is required in the industry as a whole. Detailed information about the tasks, knowledge, skills, and abilities needed in the following security-related occupations can be found in the Department of Labor's [Occupational Information Network \(O*NET\) OnLine](#).

- 6.2.1** [11-3013.01 Security Managers](#): Directly supervise and coordinate activities of security workers and security guards.
- 6.2.2** [13-1199.07 Security Management Specialists](#): Conduct security assessments for organizations, and design security systems and processes. May specialize in areas such as physical security or the safety of employees and facilities.
- 6.2.3** [33-1091.00 First-Line Supervisors of Security Workers](#): Directly supervise and coordinate activities of security workers and security guards.
- 6.2.4** [33-9031.00 Gambling Surveillance Officers and Gambling Investigators](#): Observe gambling operation for irregular activities such as cheating or theft by either employees or patrons. Investigate potential threats to gambling assets such as money, chips, and gambling equipment. Act as oversight and security agent for management and customers.
- 6.2.5** [33-9032.00 Security Guards](#): Guard, patrol, or monitor premises to prevent theft, violence, or infractions of rules. May operate x-ray and metal detector equipment.
- 6.2.6** [33-9093.00 Transportation Security Screeners](#): Conduct screening of passengers, baggage, or cargo to ensure compliance with Transportation Security Administration (TSA) regulations. May operate basic security equipment such as x-ray machines and hand wands at screening checkpoints.
- 6.2.7** [33-9099.02 Retail Loss Prevention Specialists](#): Implement procedures and systems to prevent merchandise loss. Conduct audits and investigations of employee activity. May assist in developing policies, procedures, and systems for safeguarding assets.
- 6.2.8** [49-2098.00 Security and Fire Alarm Systems Installers](#): Install, program, maintain, and repair security and fire alarm wiring and equipment. Ensure that work is in accordance with relevant codes.

Resources Reviewed

Developer	Resource	Resource URL
International Foundation for Protection Officers	The Competencies of Frontline Security Professionals and What They Say About Their Work (2021)	https://ifpo.org/wp-content/uploads/2021/10/IFPO-ES-Report-10.09.21.pdf
International Foundation for Protection Officers	The Professional Protection Officer (2020)	https://ifpo.org/resource-links/publications/#
Kitteringham, Glen W.	Security Practitioners' Perspectives of the Alberta Basic Security Training Programme (2017, thesis)	https://researchportal.port.ac.uk/en/studentTheses/security-practitioners-perspectives-of-the-alberta-basic-security
Competency Model Clearinghouse	Enterprise Security Competency Model	https://www.careeronestop.org/CompetencyModel/Competency-Models/enterprise-security.aspx
O*NET OnLine	Security Guards Occupation (33-9032.00)	https://www.onetonline.org/link/summary/33-9032.00