

# SECURITY OFFICER TO CHIEF SECURITY OFFICER: A GUIDE TO WORKFORCE COMPETENCIES, RISKS AND CAREER PLANNING

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By

Sandi J. Davies

Dr. Glen Kitteringham, CPP

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INTERNATIONAL  
FOUNDATION FOR  
PROTECTION OFFICERS  
KNOWLEDGE TO PROTECT

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# AUTHORS



## Sandi Davies

Sandi began her career in contract security in 1980 with a primary focus on personnel administration. She became deeply involved in training and was instrumental in developing Security Officer training programs for a major national guard company. Her interest in security training grew and in 1988 she joined the newly formed International Foundation for Protection Officers (IFPO). In 1991 she was elected executive director of the International Foundation for Protection Officers. To date over 160,000 individuals have become certified.

In 2020 by way of Sandi's direction an IFPO RESEARCH project was launched. This research project has been long overdue as the last much less involved research was conducted in 1988. The basis of this research includes understanding the complexities of security officers in the 21 century. The main reason for IFPO's interest in this research is that well thought out documented proof is obtained so that the results can better provide the IFPO with the necessary tools to develop even more relevant security educational As a result of this the IFPO created and had published by the USA Department of Labor the Security Officer and Patrol Services Competency Model.

- 2022 Sandi became the Chief Executive Officer of the IFPO.
- 2014 Sandi was awarded the very prestigious ASIS International Award – The -Karen Marquez Award created by the Women in Security Council.
- 2015 the International Association for Security Consultants presented the Charles Sennewald Outstanding Contributions award to Sandi.
- 2022 Security Magazine recognized Sandi as 'Security's Most Influential'.
- 2023 Sandi was the recipient of the Outstanding Security Performance Award (OSPA) – Lifetime Achievement Award.

# AUTHORS



## Dr. Glen Kitteringham, M.Sc., CPP

Glen Kitteringham has worked in the security industry since 1990. He worked for The Hudson Bay Co. in loss prevention where he recognized the long-term career potential of security. With The Bay he moved into internal investigations, then conducted insurance fraud investigations with Bison Security Group and was a site supervisor with Minion Protection Services. In 1997 he joined Brookfield Properties as Manager, Security & Life Safety and left in 2010 as Director, Security & Life Safety for Western Canada. He now consults globally via Kitteringham Security Group, Inc.

He is a Doctor of Security Risk Management (University of Portsmouth) and holds a Master of Science in Security & Crime Risk Management (University of Leicester), is a Certified Protection Professional and holds qualifications in criminology, adult learning, workplace learning, e-learning and business.

He has undertaken research into several areas including Offender Perspectives and their decision-making process in Shoptheft, Laptop Theft, Security Practitioners' Perspectives of the Alberta Basic Security Training Programme, Crime Prevention Through Environmental Design in the Commercial High-Rise, Crime Pattern Analysis in Multi-Tenanted Commercial High-Rise Properties, How Security Officers Manage Workplace Violence, Security Officer Duties and Task Complexity & Security Officer and Patrol Services Competencies.

He has been published over 250 times on a variety of topics. His book Security & Life Safety in the Commercial High-Rise was published in 2007. His CRISP Report Lost Laptops=Lost Data was published in 2008. His book The Science and Art of Security Risk Assessment was published in 2021.



# ABOUT THE INTERNATIONAL FOUNDATION FOR PROTECTION OFFICERS (IFPO)

## IFPO Security Training and Educational Programs

The International Foundation for Protection Officers (IFPO) is dedicated to providing meaningful, cost effective education for all levels of security personnel. Educational institutions as well as individuals have found the IFPO Programs to be a valuable professional development tool.

We believe that education is an essential part of professional development for those charged with protecting others: The Foundation serves individuals, security service firms, and organizations that have their own security staff. Career orientated officers as well as individuals benefit from the recognition and

professional standing that the Foundation certification conveys.

IFPO membership is available for both individuals, employers and educational institutions. We offer a “Members Only” area on this web site with extensive information on key aspects of security training and related topics.

Our security training programs are designed to work on their own or as part of an existing curriculum. Frequently, institutions of higher learning will include our programs in their courses of study.

# PROJECT HISTORY AND DETAILS

On behalf of the International Foundation for Protection Officers I would like to express our sincere commitment and intention to take on the role of the Security Industry Champion as it relates to the Security Officer and Patrol Services Competency Model (SOCM). With the completion of an International Security Research Project (2021) along with over thirty years of developing and administering security officer educational programs globally through our Foundation we feel we have the expertise and experience to warrant such a title/position within the security industry.

## We understand it is necessary that we are involved with the following:

- Identify sources of information/relevant research.
- Identify promising practices related to workforce competencies.
- Provide insights into industry trends and direction that impact on competency
- Identify subject matter experts/partners to participate in the process.
- Participate in the updates after model is completed.
- Coordinate the use of the model with the association's other initiatives, e.g., the model can inform the development of industry skills training and certifications.

## IFPO PROPOSED COMPETENCY MODEL VALIDATION PROCESS

As part of the model validation process the IFPO included the identification and selection of International Subject Matter Experts (SME's). Over the decades the IFPO has included SMEs in the curriculum development of the IFPO certifications. A collective was launched in reaching out to these SMEs to gain interest in this validation process. IFPO approached educational institutions who currently deliver the Certified Protection Officer Program (CPO) and the Certified in Security Supervision and Management (CSSM) and other security courses to gauge their interest in participating in a panel of SME's.

Once determined, the group convened via an agreed upon digital platform. A preliminary meeting was conducted to discuss the scope of the project, deliverables, and timelines. The intent was to review the proposed duties and task complexity to determine their



appropriateness of being included on the list of Tier 4 competencies. The draft model along with each of the competency titles, its definition, key behavior title and key behavior description was reviewed in detail. Tiers 1 - 3 were not viewed as they were signed off by ASIS International when they developed the Enterprise Security Competency Model.

The process took no more than four meetings, held one month apart.

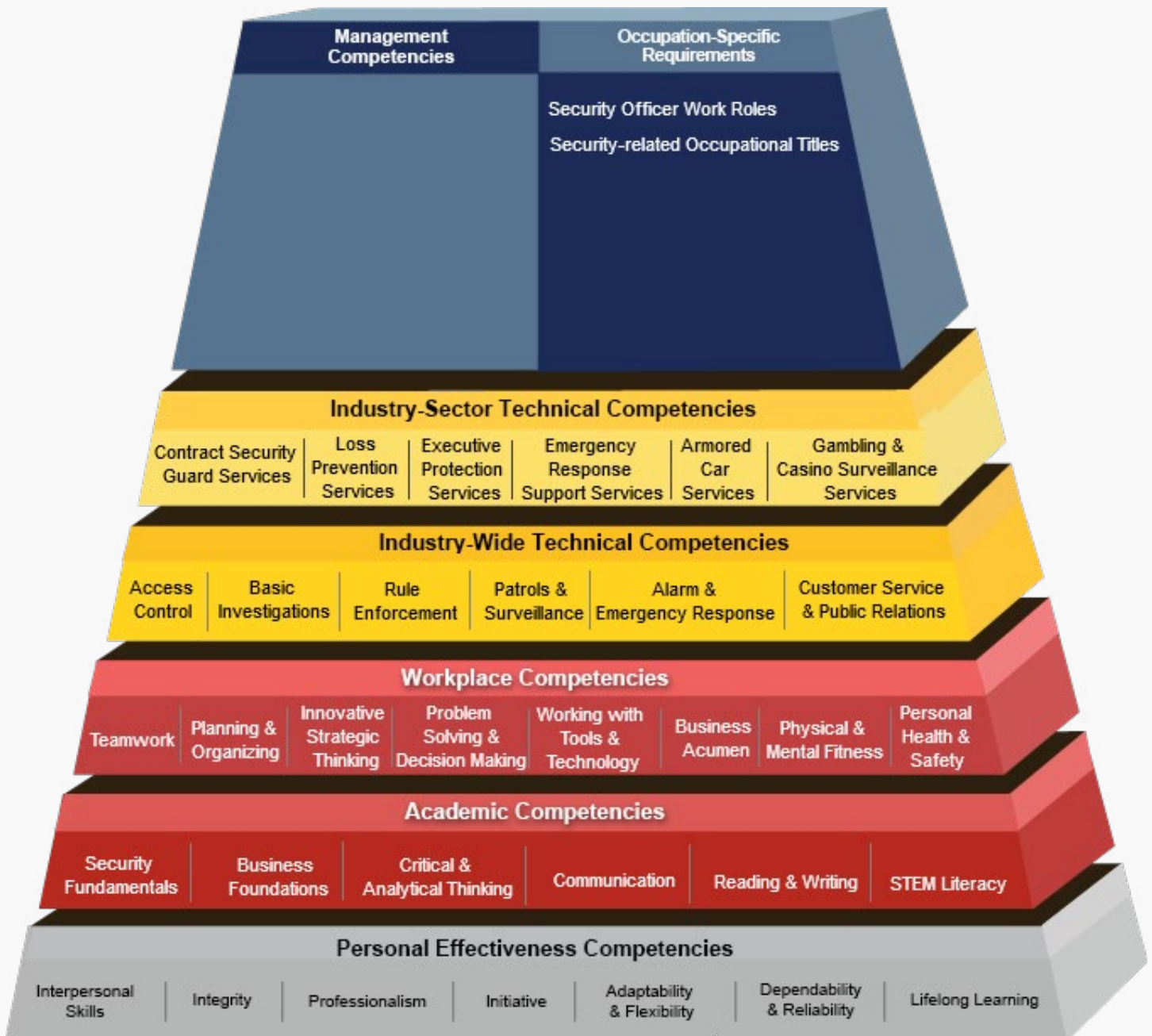
Once completed, the draft model was forwarded out to the wider security industry which included but not limited to industry associations, security training organizations and educational institutions. It was also be placed on the IFPO website for dissemination and feedback. A deadline of thirty days was set for feedback.

A solid plan was initiated to facilitate development of the model page on the CMC. Inclusions and amendments were ongoing to depict the best model along with explanations and verifications.

In conclusion the IFPO Board of Directors considered this Competency Model Development Project as being of paramount step in the development and advancement of an ever changing and rapidly progressing industry. As the security industry evolves and the need for highly trained and skilled professionals this model will play a significant role in aiding and abiding the complexities of operational security officers throughout the USA and internationally.



# SECURITY OFFICERS AND PATROL SERVICES COMPETENCY MODEL





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# 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 framework incorporates competencies identified through global research completed in 2021 and is supported by the numerous editions of IFPO's "The Professional Protection Officer," which is the text for IFPO's Certified Protection Officer (CPO) designation, written and updated 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.
- 1.1.3.3 Establish a high degree of trust and credibility with others.

## **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.
- 1.4.2.6 Seek opportunities for self-improvement through education and mentorship.

### **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 Make reasonable decisions and take reasonable actions based on the available information.
- 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

## **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.

### 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

## 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 redesigns.
- 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:
  - o Prioritize tasks
  - o 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 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.

## ADDITIONAL CAREER PLANNING INFORMATION

### TIER 6 INDUSTRY-SECTOR TECHNICAL COMPETENCIES:

Tier 6 industry technical competencies refer to those specific sectors of the economy where a security officer can focus their career planning. While Tiers 1 through 5 explain competencies that all employees should be aware of and focus upon developing to be successful, as one moves further on in their career, the officer should be aware that the skills necessary to be successful for example in banking and financial services are going to be different than those in the commercial real estate industry. As such, this section provides an overview of each sector and the potential area of career growth to the individual.

NOTE: The 'Industry-Sector Functional Areas' tier correspond to workforce roles in a large number of industries, and are meant to represent roles frequently aligned with the indicated specialty area. Please note specialty areas reflect work that is highly specialized in diverse industries. At times these roles may be assigned to a specific role or co-mingled with multiple enterprise security responsibilities in the industry it serves. Many competency models published with the U.S. Department of Labor do not populate the 4<sup>th</sup> Tier. The research, industry validation and guidance received by the Executive Steering Committee indicate distinct competencies utilized in a distinct number of industry segments. Security officer's



services can be required in each of these areas.

Industry-sector technical competencies 1 – 10 are provided courtesy of the ASIS International Enterprise Competency Model, page 26, found at <https://www.careeronestop.org/CompetencyModel/competency-models/pyramid-download.aspx?industry=enterprise-security>

**1. Loss Prevention:** is a set of practices employed by retail companies and other corporate sectors reducing preventable losses and secure corporate systems, policies and procedures to mitigate losses caused by deliberate or inadvertent human actions.

**2. Banking and Financial Services:** is a specialized security field including retail banking, mortgage, credit/debit cards, internet banking, commercial and consumer lending to stock brokerages, insurance companies, and other financial institutions requiring a sophisticated application of various regulatory agencies.

**3. Engineering & Design:** is a specialized field of engineering that focuses on the security aspects in the design of systems that need to be able to deal robustly with possible sources of disruption, ranging from natural disasters to malicious acts.

**4. Government Services:** Government/industrial security professionals provide a variety of services from the protection of classified information in accordance with the National Industrial Security Program (NISP) to the protection of buildings, people and assets. This sector comprises establishments primarily engaged in: activities of a governmental nature, that is, the enactment and judicial interpretation of laws and their pursuant regulations, and the administration of programs based on them. This sector comprises establishments primarily engaged in: activities of a governmental nature, that is, the enactment and judicial interpretation of laws and their pursuant regulations, and the administration of programs based on them. There are multiple levels ranging from local/municipal, provincial/state, other defined political boundaries, federal and international bodies.

**5. Hospitality & Entertainment:** security specialists operate in the hospitality, hotel, lodging, entertainment, event and gaming applying risk and personnel management, budgeting and finance, and a host of other areas in this specialized security segment.

**6. Healthcare:** Security in the healthcare industry involves in a work environment oriented toward patient protection and service, and may also include safety and community emergency management, supply chain security, pharmaceutical security and other areas of specialization.

**7. Manufacturing:** the security of manufacturing and industrial, as well as food and beverage production and processing and warehouse and distribution, facilities and operations includes industry specific risks and security risks.

**8. Services Sales, Equipment:** is a specialized area of security-related products and services have resulting from emerging threats and evolving high technology.

**9. Transportation and warehousing:** specialized security segment that includes shipping, carrying, railroads, highways, freight, trucking, tourism, air cargo, ports, and other transportation domains with unit standards for security within the industry.

**10. Utilities:** Utilities refers to the security operations within telecommunications, water, electric, and nuclear power plants and related private corporations. Even though sources of power differ, there are common facilities to all utility operations.

### **Additional Industry-Sectors:**

**11. Property Management:** involves real estate and physical property. It includes commercial high-rise properties (Class AA, A, B and C), shopping malls from small (local), regional, national and international destinations and residential properties ranging from single dwellings, condominiums, apartment complexes with multiple stories. Properties include either commercial, residential or retail or mixed services. There are physical assets, equipment and personnel to be protected.

**12. Construction:** This industry comprises establishments primarily engaged in the construction (including new work, additions and major alterations) of commercial and institutional buildings and related structures, such as stadiums, grain elevators, and indoor swimming pools. This industry includes establishments responsible for the on-site assembly of modular or prefabricated commercials and institutional buildings. Included in this industry are commercial and institutional building general contractors, commercial and institutional building operative builders, commercial and institutional building design-build firms, and commercial and institutional building construction management firms. Examples includes airports, arenas, hotels, office buildings, warehouses, shopping malls, and speculative buildings.

**13. Colleges and Universities:** An educational institution is a place where people of different ages gain an education, including preschools, childcare, primary-elementary schools, secondary-high schools, and universities. They provide a large variety of learning environments and learning spaces. Additional services

including daycares, sport facilities, research laboratories, retail, housing services and commercial properties may be on site.

**14. Agriculture, forestry, hunting and fishing:** This sector comprises establishments primarily engaged in: growing crops, raising animals, harvesting timber, harvesting fish and other animals from their natural habitats and providing related support activities.

**15. Religious Institutions/Houses of Worship:** A place of worship is a specially designed structure or space where individuals or a group of people such as a congregation come to perform acts of devotion, veneration, or religious study. A building constructed or used for this purpose is sometimes called a house of worship. Religious organizations typically aim to promote worship, prayer, meditation, teaching, healing, and spiritual well-being in accordance with authoritative texts, codes, and laws. Their distinctiveness clearly lies in, for example, worship and doctrine, but they also have much in common with nonreligious organizations. The major religions of the world (Hinduism, Buddhism, Islam, Confucianism, Christianity, Taoism, and Judaism) differ in many respects, including how each religion is organized and the belief system each upholds.

**16. Technology:** The technology sector is the category of organizations relating to the research, development, or distribution of technologically based goods and services. This sector contains businesses revolving around the manufacturing of electronics, creation of software, computers, or products and services relating to information technology. The technology sector offers a wide arrange of products and services for both customers and other businesses. Consumer goods like personal computers, mobile devices, wearable technology, home appliances, televisions, and so on are continually being improved and sold to consumers with new features. On the business side, companies are dependent on innovations coming out of the technology sector to create their enterprise software, manage their logistics systems, protect their databases, and generally provide the critical information and services that allow companies to make strategic business decisions. The term technology sector is frequently shortened to tech sector and is used interchangeably with the term technology industry.

**17. Resources Extraction:** (Mining, Quarrying, and Oil and Gas Extraction). This sector comprises establishments primarily engaged in extracting naturally occurring minerals. These can be solids, such as coal and ores; liquids, such as crude petroleum; and gases, such as natural gas. The term “mining” is used in the broad sense to include quarrying, well operations, milling (for example, crushing, screening, washing, or flotation) and other preparation customarily done at the mine site, or as a part of mining activity. Establishments engaged in exploration for minerals, development of mineral properties and mining operations are included in this sector. Establishments performing similar activities, on a contract or fee basis, are also included.

**18. Executive Protection:** Executive protection (EP), also known as close protection, refers to security and risk mitigation measures taken to ensure the safety of VIPs 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.

**19. Emergency Response:** An effort by public and/or private safety personnel and citizens to mitigate the impact of an incident on human life and property. Emergencies are incidents that threaten public safety, health and welfare. If severe or prolonged, they can exceed the capacity of first responders, local fire fighters or law enforcement officials. Such incidents range widely in size, location, cause, and effect, but nearly all have an environmental component. Response is an effort to mitigate the impact of an incident on the public and the environment. Security services may supplement law enforcement and/or military personnel.

**20. Contract Security Guard Industry:** Contract security involves the provision of services from an outside company. The contract security company assigns security officers who will best fit the client's individual needs. The contract guard is assigned to clients who work in the previously identified sectors 1 through 19. Within the contract industry, there are many career opportunities for staff to move up, starting with guard, supervisor, site supervisor, manager, client services manager, operations manager, director, VP and CEO. This requires a corresponding amount of training and education.

**21. Armored Car Services:** Cash in Transit / Armored car guards: Trained security personnel who guard and transport money, jewelry, and/or other valuables from one location to another in armored trucks, vans, or cars. An armored vehicle (or armored cash transport car, security van) is an armored van or truck, used in transporting valuables, such as large quantities of money and other valuables, especially for banks or retail companies. The armored car is typically a multifunctional vehicle designed to protect and ensure the wellbeing of the transported contents and guards. Typically customized on a basic van or truck chassis, they feature bullet-resistant glass, armor plating, and reinforced shells and cabs. 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.

**22. Humanitarian:** Humanitarian aid is material and logistic assistance to people who need help. It is usually short-term help until the long-term help by the government and other institutions replaces it. Among the people in need are the homeless, refugees, and victims of natural disasters, wars, and famines. Humanitarian relief efforts are provided for humanitarian purposes and include natural disasters and man-made disasters. The primary objective of humanitarian aid is to save lives, alleviate suffering, and maintain human dignity. It may, therefore, be distinguished from development aid, which seeks to address the underlying socioeconomic factors which may have led to a crisis or emergency.\*

**23. Defense:** this sector is the worldwide industrial complex that enables research and development, as well as design, production, delivery, and maintenance of military weapons systems, subsystems, and components or parts, to meet military requirements. Companies provide incidental materials and services to government defense agencies, and government-owned/contractor-operated and government-owned/government-operated facilities. Defense Industrial Base companies include domestic and foreign entities, with production assets located in many countries. The sector provides products and services that are essential to mobilize, deploy, and sustain military operations.

**24. Chemical Industry:** composed of several hundred thousand chemical facilities in a complex, global supply chain—converts various raw materials into more than many thousands of diverse products that are essential to modern life. Based on the end product produced, the sector can be divided into five main segments, each of which has distinct characteristics, growth dynamics, markets, new developments, and issues: Basic chemicals, Specialty chemicals, Agricultural chemicals, Pharmaceuticals, and Consumer products.

\*A note on private military groups. There must be a distinction between the private security industry and private military groups. One concern raised in regards to calls for legislation to control the security industry, which is partly in relation to training, is a concern over the growing militarization of the security industry. While the primary concern is over PSCs, or Private Security Companies – or what they would have been called in the “old days,” mercenaries (Spearing, 2008, p. 364) – some are conflating private contract security companies with Private Military Security Companies (Siebels, 2014). Disconcertingly, in some parts of the world there is a lack of distinction between the two. Just as there is a growing militarization of police (Balko, 2014; Wood, 2014), there has been a growing militarization of the security industry (Cock, 2005, p. 799; Siebels, 2014; Omotoso & Aderinto, 2016, p. 3), even in the more stable countries around the world. This inclusion creates a stark contrast when the private security industry is placed on a continuum; on one end, one would find an unarmed, non-uniformed, untrained, and underpaid guard (Omotoso & Aderinto, 2016, p. 6) and on the other, an armed, combat uniformed, highly trained and highly paid private “contractor” (Scahill, 2007, p. 146). Part of the conflation between militarized contractors and security guards may stem from the lack of consistently applied terminology (Gumedze, 2008, p. 195; Lalonde, 2010, p. 7). Finch (2005), Gibson (2007), Spearing (2008, 2009), Bruneau (2013), and others, in discussing private military groups, refer to them as “private security companies” or PSCs. Other similar titles include Private Military and Security Companies (PMSCs) (Herbst, 2013; Carmola, 2014, p. 747), Private Military Companies (PMCs), or Non-Lethal Service Providers (NSPs) (Richards & Smith, 2007, p. 7). However, in some countries, when one refers to private security companies, they may also be referring to contract security companies (Kitchen & Rygiel, 2014, p. 202) that provide traditional security services. According to Scheier & Caparini (2005), “while there is no current agreed upon definition within any international legislation or convention, one definition

of a PMC is a registered civilian company that specializes in the provision of contract military training, military support operations, operational capabilities and/or military equipment to legitimate domestic and foreign entities” (pp. 17/18). The authors define PSCs as traditional contract security companies providing uniform guards domestically (ibid, p. 26). Spear (2006) echoes this (p. 19). With no standard definitions, it is no wonder that similar terms are used to describe vastly different types of security companies’ (Kitteringham, 2017, pp. 68/69) unpublished doctoral dissertation University of Portsmouth. Some scholars (Gulam, 2005) differentiates Private Military Companies from Private Security Companies, by stating that the first provides military services and the other provides for the protection of individuals and property for private and humanitarian stakeholders. Others use stronger words such as ‘firms (...) with the potential for use of lethal force, as well as training and advice’ (Chesterman and Lehnardt, 2007) from *The Army of Tomorrow: Private Military and Security Companies contribution to the military and security landscape*. Oana-Mihaela Mihalache 2019, p. 7.



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

# SECURITY OFFICER RISKS

As detailed above, the primary tasks of security officers, dependent upon the location and specific job, include some or all elements of:

- Access control
- Conducting basic investigations
- Enforcing rules
- Conducting physical patrols and electronic surveillance
- Responding to alarms and emergencies
- Providing customer service and engaging in public relations

As such, there are hazards associated with these tasks, including exposure to:

- varying degrees of violence ranging from verbal harassment and threats to physical attack and a variety of weapons including being spat upon, improvised weapons, contaminated needles, knives and firearms resulting in assault, including potentially leading to death;
- the impact on the officer's health including strained and sprained muscles and other forms of fatigue from using force, slip/falls, electronics emissions, excessive work hours and excessive time spent sitting, standing or walking;
- danger from emergencies including robberies, fire, flood, electricity, explosions, extreme weather, terrorism, hazardous substance releases including chemical, radiological and biological contaminants including blood borne pathogens & fecal matter;
- accidents from undertaking patrols including motor vehicles, bicycles, horseback & foot;
- outside environmental conditions including excessive or extreme sunlight, heat, cold, ice, rain & wild animals.
- psychological trauma from exposure to various forms of violence, victims of accidents, medical emergencies, suicides, and crime including ranging from the mild to the extreme including death.

As such it is vital to conduct a job hazard analysis to determine what these officers may be or will be exposed to in their specific job responsibilities to ensure they are provided with:

- appropriate and accurate job descriptions,
- an understanding of the officer's physical operating parameters, including physical effort, physical environment, sensory attention and mental stress.
- appropriate training,
- appropriate personal protective equipment,

- psychological and financial support,
- standard operating procedures / post orders, emergency response plans, and
- effective management / senior management support.

## CAREER PLANNING OVERVIEW

The best kept secret of the security industry, is unfortunately, the vast career potential for security officers. Security personnel have been around for several decades but it has only been in the past few years that any attempt has been made to identify those opportunities for upward movement into management. Prior to this, there seemed to be a clear distinction between security management and security officer and supervisor career goals. While many officers have made the leap, it was more due to personnel commitment and drive and not encouragement from the overall security industry nor from most senior security leaders.

The good news is that there are now a growing number of documents and resources available to those wishing to understand the career opportunities and develop a career plan to move into more senior positions. Those documents can be found below in the bibliography section of the Security Personnel Career Planning & Job Complexity Table, found within this guide. To understand where one wishes to go to, one must first understand where they are. Hence, the IFPO initiative to develop this Security Officer & Patrol Services Competency Model. The technical competencies and their individual skills, knowledge and abilities described within provide an overview of what employees require in order to successfully complete their jobs as security officers. This model is in part designed to identify the training necessary to succeed in those tasks.

Those interested in future career opportunities are then encouraged to study the Enterprise Security Competency Model, as well as career planning documents developed by ASIS International. Again, these documents are listed in the bibliography.

From this, officers are encouraged to identify both the formal and informal training required to advance in their career. Make no mistake that education is the cornerstone for advancement. Starting with security training and education but as one achieves higher and higher positions, this education changes into business, advanced risk management techniques, leadership, and communication. (See the below table for more detail.)

Career planning can be as simple as identifying in times spans, both in months and years, what education levels and jobs are to be achieved. For those wishing a more formal process, a simple Internet search will deliver multiple career planning forms for evaluation and completion. These forms are not provided here for the simple reason that those individuals interested in progressing in their careers need the personal initiative to search out and complete those forms that best fit their individual needs on their own. It's your career so own it.


Another source for career planning can be found in those jurisdictions that offer government assistance when it comes to career planning and testing as well as private and public postsecondary institutions. There are many amazing career opportunities for those wishing to stay within the industry. We wish everyone a hearty good luck in progressing within the industry.

# **SECURITY PERSONNEL CAREER PLANNING & JOB COMPLEXITY TABLE ©**

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**13TH EDITION**

# SECURITY OFFICER

Complexity Level	Level	Overall Roll	Hierarchical Level
	1	Follow predefined procedures. When obstacles are identified, problem solve. Anticipate problems.	Operative (Doers)

## Education & Core Competencies

(Something you need to be able to do well in a specific role: something you are or have including education)

### Suggested Education

- Local/provincial/state or national training licensed as a minimum augmented with ongoing training.
- Certified Protection Officer certificate.
- Certified at organizational training and education levels
- Emotional Intelligence certification
- Report Writing certification
- First aid / CPR / WHMIS / TDG
- Conflict De-escalation , Verbal Judo (or equivalent)

### Suggested Experience

- Strong written and verbal communication skills
- High degree of Interpersonal skills and teamwork
- High degree of integrity and ethics.
- Adaptable and flexible
- Emotionally mature
- Understand, articulate and practice risk management fundamentals
- Comfortably use a variety of technology: both hardware and software.

## Core Tasks and functions

(a specific piece of work: something you do, something the job demands or requires)

- Access control
- Conduct basic investigations
- Rule enforcement
- Conduct physical and electronic patrols
- Respond to alarms and respond to emergencies
- Provide customer service and engage in public relations

For more details see:

<https://www.careeronestop.org/competencymodel/competency-models/securityofficers.aspx>

ASIS International Commission. (2019). Private Security Officer Selection and Training Guideline (ASIS PSO-2019). Alexandria: ASIS International.

Fennelly, L.J. & Perry, M.A. (2018). Careers in Security, Third Edition. Naples: International Foundation for Protection Officers.

[www.ifpo.org](http://www.ifpo.org)


Competency Model Clearinghouse (2023) Security Officers and Patrol Services Competency Model: Washington D.C.: US Department of Labor

Gill, M., Howell, C., Kitteringham, G., Goldstraw-White, J., & Ramm, J. (2021). The Competence of Frontline Security Professionals and What They Say About Their Work. Naples, Florida: IFPO.

Security Practitioners Perspectives of the Alberta Basic Security Training Programme, unpublished doctoral thesis, University of Portsmouth <https://researchportal.port.ac.uk/en/studentTheses/>



# SUPERVISOR

Complexity Level	Level	Overall Roll	Hierarchical Level
	2	Accumulate bits of information to diagnose and anticipate problems. Trends are noticed. Provide leadership, training and mentoring to subordinates.	Operative (Doers)

## Education & Core Competencies

(Something you need to be able to do well in a specific role: something you are or have including education)

### Suggested Education

- SSMP: Security Supervisor/Manager Certificate.
- Has same minimum training that their security staff have as well as advanced training.
- Certified at organizational training and education levels
- First Aid, CPR, AED, CPO/CSSM, CPTED Lvl 1 & 2, NVCI (or equivalent), Use of Force, Customer Service, software training as determined by hardware and systems on site.
- Minimum grade 12 education or equivalent coupled with a knowledge of the criminal code, local / provincial Health & Safety industry, preferably within a multitenant environment.
- Train the Trainer Certification and some basic adult learning certification

### Suggested Experience


- Strong written and verbal communication skills
- Emotionally intelligent
- Minimum three years security experience.
- Knowledge of electronic security systems including Electronic Access Control, VS, Building Fire Alarm systems, etc.
- Excellent interpersonal and verbal communication skills with a proactive approach to problem solving.
- Strong Leadership skills including mentoring and leading by example.
- Computer literate with a working knowledge of Excel, Word, etc., in a windows environment.
- Ability to work under pressure.

## Core Tasks and functions

(a specific piece of work: something you do, something the job demands or requires)

- Schedule staff
- Monitor employee work levels and coach staff as required
- Train and mentor security staff
- Liaise between management and staff
- Develop and monitor reports and report writing
- Respond to and manage emergencies until relieved
- Monitor and supervise systems found in control rooms
- Provide tools, supplies and equipment for staff
- Carry out similar duties of front-line security officers
- (Monitor on a continual basis customer satisfaction and attitudes toward security and safety by ensuring patrols are done on a continual basis.
- Supervise security staff and ensure company standards are complied with in daily operations of the department, such as dress and deportment, public relations, etc.
- Supervise security staff report writing to ensure proper recording of events is taking place. Follow up on major incident reports (i.e. Thefts, fire alarms etc.).
- Review all reports and review for accuracy before forwarding to supervisor.
- Conduct investigations as directed or required. Ensure officers investigations are done properly and provide direction and give advice.
- Complete written feedback for staff training files during the 90 day probationary period and as needed on an ongoing basis. Conduct staff performance evaluations for both mid-year and year end. Attend all scheduled staff training and meetings as required. Ensure that their staff also attend staff training and meetings as required.
- Ensure access permits are reviewed for accuracy before being approved. Ensure all communiqués are being forwarded to the staff and that they are read and understood.
- Ensure all new company policies and procedures are read and understood. Ensure all monthly reports are submitted to the coordinator in a timely manner.
- Investigate and solve minor systems problems.
- On a regular basis conduct frequent building tours, patrols and inspections of posts throughout facility(s) including key/card rooms, building lobbies, information desks, parkades, retail areas, tower tours and mechanical areas.)

# SYSTEMS ADMINISTRATOR

Complexity Level	Level	Overall Roll	Hierarchical Level
	3	Manage a variety of electronic databases and supervise installation of hardware and software.	Operative (Doers)

## Education & Core Competencies

(Something you need to be able to do well in a specific role: something you are or have including education)

### Suggested Education

- Physical Security Professional
- Formal training in their area of purported expertise.
- Project Management Certification at a minimal level
- Advanced access control hardware knowledge

### Suggested Experience

- Accurate and proven data entry skills
- Accurate record keeping and planning in conjunction with corporate policies.
- Basic Accounting Skills
- Effective communication skills (both verbal and written)
- Administration and use of all site security systems and software.
- Electronic / Electrical including:
  - Ability to assemble, configure, program, repair and install access systems panels, components, readers, locks, egress devices, alarm points and detectors.
  - Ability to install and maintain cameras.
  - Ability to specify wiring types and grades for various security systems installations.
  - Ability to troubleshoot all Security Systems and hardware.


## Core Tasks and functions

(a specific piece of work: something you do, something the job demands or requires)

- Provide administrative, mechanical and electrical services for access control, video surveillance, Intercom and others facility systems.
- Issue access cards, update and prepare service agreement contracts, manage system installations and provide accurate installation quotes for base building.
- Perform maintenance, repairs and troubleshooting on all security systems.
- Assist supervisors in the daily systems-related activity in the control centre.
- Manage installations of new security equipment for new and expanding tenants, including reviewing drawings for issues related to security.
- Be familiar with and understand related software related to system servers, computer operating platform and access control software administration of multiple users.
- Perform software maintenance procedures, archive backups, redundant backup, and instruct others on regular maintenance tasks, time changes, etc.
- Manage, install, and perform new installations of the intercom system including programming software and conduct maintenance of the intercom system.
- Assist in budget creation for the security operating budget and budget tracking.
- Card Issue and terminations. Card level alterations and editing. Listing temporaries, issuing and processing renewals. (Temporary Contracts).
- Compile charge outs for month end invoicing.
- Programming access control system alarms, readers, panels, schedules, custom scripts and ingress levels.
- Ensure that security system training manual is updated for control centre.
- Obtain training on any new systems and/or hardware.
- Plan installs, prepare hardware and software, assist in preparing/altering contracts.
- Conduct board assembly, panel configuration, network tie-in's, design new systems,
- Conduct troubleshooting and other technical work.
- Research new and developing technologies.
- Coordinate installations with skilled trades.
- Order and supply security hardware to accomplish planned installation.
- Ensure that access card database is accurate.
- Departmental Accounting: includes budget tracking and the creation of the security operating budget. Administration of all Purchase orders for the security department.

- Create cost-summaries for capital management plan.
- Creating invoices for chargeable work.
- Responsible for providing pricing for base building projects and capital budgets.
- Departmental Purchasing and pricing. Responsible for most departmental purchases (not including lock shop or uniforms).

# SPECIALIST POSITION: SECURITY TECHNICIAN: ELECTRONIC & HARDWARE

Complexity Level	Level	Overall Roll	Hierarchical Level
	4a	Install electronic security systems.	Operative (Doers)

## Education & Core Competencies

(Something you need to be able to do well in a specific role: something you are or have including education)

### Suggested Education

- Electrical training,
- Vendor system training.
- Formal training in their purported area of expertise.
- Basic risk, security management and physical security planning certification.

### Suggested Experience

- Strong written and verbal communication skills: communicates with management, vendors, contractors, and employees to establish and maintain effective working relationships.
- Directs work activity of temporary employees used during periods of high installation activity.
- Diagnoses various equipment malfunctions and assists in designing security systems within facility(ies).
- Conducts research and analyzes test measurements and other data.
- Resolves a variety of installation problems. Learns job-related material through onthe- job training and in classroom settings.
- Comprehend and makes inferences from blueprints, equipment specifications, schematic drawings, and technical documents of security systems and equipment.
- Knowledge of access control, video surveillance, and security system equipment testing, diagnose, repair, and maintenance procedures;
- technical and operating methods, tools, equipment, and materials used in security system equipment testing, repair, installation, and maintenance work; procedures used for installing and maintaining security systems and equipment;
- Knowledge of, use, calibration, and care of electronic test equipment and security system cabling color code and installation standards.

- Skill in the care and use of the tools and diagnostic equipment involved in installing and maintaining security systems hardware and accessories.
- Diagnose and correct security systems equipment malfunctions;
- Maintain and troubleshoot security systems data cable network and equipment;
- Install and relocate security systems hardware and other accessories.
- Operate power drill and use hand tools to install and repair electronic equipment.

## Core Tasks and functions


(a specific piece of work: something you do, something the job demands or requires)

- Responsible for performing skilled technical work in the installation, maintenance, repair, modification, and testing of access control, closed circuit television (CCTV) and security systems hardware and software.
- Additional duties include: installing, maintaining, repairing and testing data cable and wiring, electronic door locks, access card readers, door position switches, request to exit detectors, cameras, and other security systems related hardware;
- Testing security systems hardware and correcting malfunctions to restore the conformance of the equipment to established standards;
- Working with data, alarm and monitoring circuits;
- Installing and relocating security systems equipment;
- Conducting research and analyzing test measurements;
- Assisting in designing security systems within facilities.
- Work involves evaluating present systems and recommending system expansion, modification, and replacement.
- Tests security systems hardware using special testing equipment.
- Corrects malfunctions to restore the conformance of equipment to established standards.
- Make emergency repairs.
- Installs and relocates security systems equipment and other related equipment.
- Maintains records of equipment installed. Assists in stocking service parts.
- Performs physical inventories of security systems equipment. Distinguishes colors to identify color-coded cable, wiring, and electronic components that use standard industry color codes.
- Cleans security systems equipment and work areas.

**Aronson, P., Dunn, S., Huddart, M. & Kohl, G. (2017). Security Industry Careers Guide: A guide to common employment roles at security systems integrators and security solutions manufacturers. Security Industry Association (SIA).**



# SPECIALIST POSITION: PHYSICAL SECURITY

Complexity Level	Level	Overall Roll	Hierarchical Level
	4b	Conduct risk assessments and physical security reviews for clients or employer	Operational (Doers)

## Education & Core Competencies

(Something you need to be able to do well in a specific role: something you are or have including education)

### Suggested Education

- CPP: Certified Protection Professional
- PSP: Physical Security Specialist
- CPTED trained specialist
- Project management practitioner
- Security Management Certificate / diploma / degree

### Suggested Experience

- They should have a minimum of ten years' experience in security functions.
- Experience includes in-depth knowledge of access control & digital video systems;
- Well-developed analytical and computer skills and a creative approach to problem solving that is collaborative and considers the unique requirements of the end-user while maintaining commitment to a corporate perspective;
- Superior and current knowledge of security access control, VS systems and security-related procedures and processes;
- Effective verbal and written communication, organizational and interpersonal skills;
- Proven ability to proactively anticipate challenges while prioritizing urgent issues;
- Proven ability to build relationships with coworkers and clients;
- Proven ability to manage multiple projects and priorities.


## Core Tasks and functions

(a specific piece of work: something you do, something the job demands or requires)

- Conduct risk assessments, physical security & loss prevention surveys;

- conduct risk analyses and recommend cost effective measures to reduce risks to acceptable levels;
- provide security consultations and advice to business units in order to assess strengths and vulnerabilities in security practices and technologies;
- assist with the development and maintenance of business unit specific risk assessments, business continuity and security plans
- maintain effective liaison with outside agencies, including law enforcement agencies, provincial authorities and private sector security groups;
- project manage multiple physical security equipment installation projects and ensure that a timely communications link is established and maintained with all business units involved in the projects as well as the contractors.

# SPECIALIST POSITION: EMERGENCY PLANNER/LIFE SAFETY COORDINATOR

Complexity Level	Level	Overall Roll	Hierarchical Level
	4c	Develop emergency response plans and / or coordinate life safety training	Operational (Doers)

## Education & Core Competencies

(Something you need to be able to do well in a specific role: something you are or have including education)

### Suggested Education

- Certified emergency planner through a recognized institution.
- Trained in ICS (100, 200, 300, 400)
- Member of accredited emergency planners association.
- Proof of ongoing training and accreditation.

### Suggested Experience


- Effective communication skills
- Ability to develop positive relationships with different stakeholders
- Strong computer skills (MS Office)
- Able to work under minimal supervision in stressful situations and make decisions.
- Strong office and project management skills
- Strong office and project management skills
- Multi-tasker
- Certification / background in adult learning
- Experience working within a number of emergency situations.

## Core Tasks and functions

(a specific piece of work: something you do, something the job demands or requires)

- Emergency Managers, Planners and Program Coordinators are employed with local communities, government agencies and private organizations.
- Create emergency management plans, encompassing the five phases of emergency management: prevention, mitigation, preparation, response and recovery.
- Additionally, they manage and coordinate all emergency management training and exercises, set-up and maintain an Emergency Operations Centre and create strategic relationships with community, industry, organization and government agencies.
- Create the organization's emergency management plan and ensures it's in compliance with local, provincial, federal laws and industry regulations.
- Coordinate emergency management training, including exercises
- Set-up and maintain an Emergency or Department Operations Centre
- Create strategic relationships with stakeholders involved in emergencies: government agencies, community groups, employees, volunteers and private organizations.

# SPECIALIST POSITION: INVESTIGATOR

Complexity Level	Level	Overall Roll	Hierarchical Level
	4d	Conduct investigations on behalf of department / organization	Operational (Doers)

## Education & Core Competencies

(Something you need to be able to do well in a specific role: something you are or have including education)

### Suggested Education

- PCI: Professional Certified Investigator
- Local industry and government certification
- Local industry and government certification
- Post-secondary education is required coupled with the pertinent knowledge of applicable statutes of the criminal and civil codes.
- Member of a professional and accredited investigators association.

### Suggested Experience


- Strong leadership, communication, critical thinking, negotiation and emotional intelligence skills.
- Communication skills. Investigators must listen carefully and ask appropriate questions when interviewing a person of interest.
- Decision-making skills. Investigators must be able to think on their feet and make quick decisions, based on the information that they have at a given time.
- Inquisitiveness. Investigators must want to ask questions and search for the truth.
- Patience. Investigators may have to spend long periods on surveillance, while waiting for an event to occur. Investigations may take a long time and they may not provide a resolution quickly—or at all.
- Resourcefulness. Investigators must work persistently with whatever leads they have, no matter how limited, to determine the next step toward their goal. They sometimes need to anticipate what a person of interest will do next.

## Core Tasks and functions

(a specific piece of work: something you do, something the job demands or requires)

- Conduct a variety of investigations (internally and / or externally)
- Investigations can be criminal and / or civil in nature.
- Investigators will:
  - Interview people to gather information
  - Search online, public, and court records to uncover clues
  - Conduct surveillance
  - Collect evidence for clients
  - Check for civil judgments and criminal history.
- They use a variety of tools when researching the facts in a case. Much of their work is done with a computer, allowing them to obtain information such as telephone numbers, details about social networks, descriptions of online activities, and records of a person's prior arrests.
- Make phone calls to verify facts and interview people.
- Conduct surveillance when investigating a case. They may watch locations, such as a person's home or office, often from a hidden position. Using cameras and binoculars, they gather information on people of interest.
- Mindful of the law when conducting investigations. Because they lack police authority, their work must be done with the same authority as a private citizen.
- Must have a good understanding of federal, state, provincial and local laws, codes, statutes, privacy laws, and other legal issues affecting their work.

# SPECIALIST POSITION: TRAINER / EDUCATOR

Complexity Level	Level	Overall Roll	Hierarchical Level
	4e	Provide training to front line security practitioners.	Operational (Doers)

## Education & Core Competencies

(Something you need to be able to do well in a specific role: something you are or have including education)

### Suggested Education

- Academic requirements for security training personnel may vary based on where they work and the exact nature of their role as a security instructor.
- Local jurisdiction certification.
- Certificates in Adult Learning, Workplace Learning, e-learning, etc.
- Train the Trainer Certification
- Certification in online learning
- First Aid, CPR, AED, CPO/CSSM, CPTED Lvl 1 & 2, NVCI (or equivalent), Use of Force, Customer Service, software training as determined by hardware and systems on site.
- Member of a professional and accredited trainers association.
- History of adult learning and self-improvement.

### Suggested Experience

- At a minimum, trainers should have the required training for security personnel in their jurisdiction and several years of practical experience.
- Proven leadership skills and motivational skills to ensure that the individuals receiving training will be engaged and committed to the training process.
- Strong interpersonal skills and communication skills so that essential information is clearly presented in a way that trainees will understand and so that trainees can approach the security training officer with questions.
- Analytical skills to be able to clearly assess the performance of the students or security personnel they train.
- Administrative skills to maintain training records for internal and government recertification purposes.




## Core Tasks and functions

(a specific piece of work: something you do, something the job demands or requires)

Security instructors engage in the following functions:

- Either on their own or as part of team assess employee performance requirements.
- Design training and/or educational courses and/or programs.
- Facilitate training by:
  - o Creating a learning environment
  - o Engage learners
  - o Foster learning
  - o Assess learning
- Support transfer of learning to the student.
- Evaluate the effectiveness of learning. Other actions include:
- They train new staff or ensure that they complete required training, assess their work performance and provide on-the-job guidance. They may work at one location or for one security company and they share the same employer as the security guards that they oversee.
- Instructors may work for a training company, education institution or government.
- They are responsible for implementing standardized training programs that security guards must take to be qualified for their job.
- Their duties involve scheduling, delivering content, assessing student performance, maintaining records of students who have earned qualifications and maintaining a program budget.
- Training officers may play a role in establishing policies and training content.

# SPECIALIST POSITION: SALES REPRESENTATIVE

Complexity Level	Level	Overall Roll	Hierarchical Level
	4f	Make recommendations to sell electronic security systems & services	Operational (Doers)

## Education & Core Competencies

(Something you need to be able to do well in a specific role: something you are or have including education)

### Suggested Education

- High School Diploma
- Risk Management Certification
- Physical Security Planning Certification
- Crime Prevention Through Environmental Design Certification
- Security management certification
- System training/familiarity

### Suggested Experience

- MS Office,
- Experience with product knowledge, sales calls, sales experience, scheduling marketing and time management

## Core Tasks and functions


(a specific piece of work: something you do, something the job demands or requires)

- A security system or service sales representative sells alarm systems, other surveillance equipment used to monitor security.
- They may work with both commercial and residential customers.
- In addition to marketing equipment and answering client questions, your job duties may include running cost-benefit analysis and researching the impact of a home security system on the client's insurance premiums.
- Responsibilities may also involve visiting the client after installation to foster an ongoing relationship that could lead to future business.

- This job may also require frequent travel to meet clients.

**Aronson, P., Dunn, S., Huddart, M. & Kohl, G. (2017). Security Industry Careers Guide: A guide to common employment roles at security systems integrators and security solutions manufacturers. Security Industry Association (SIA).**

# SPECIALIST POSITION: PROJECT MANAGER

Complexity Level	Level	Overall Roll	Hierarchical Level
	4g	Make recommendations to sell electronic security systems & services	Operational (Doers)

## Education & Core Competencies

(Something you need to be able to do well in a specific role: something you are or have including education)

### Suggested Education

- Project Management Professional (PMP) designation
- Engineering
- IT or Computer Science
- Business or Business Administration
- Management training

### Suggested Experience

- Strong written and verbal communication skills
- Capacity to manage high stress situations
- Ability to multi-task and manage various project elements simultaneously
- Leadership skills
- Big-picture thinking and vision
- Attention to detail
- Conflict resolution skills


## Core Tasks and functions

(a specific piece of work: something you do, something the job demands or requires)

- Leading project planning sessions
- Coordinating staff and internal resources
- Managing project progress and adapt work as required
- Ensuring projects meet deadlines

- Managing relationships with clients and stakeholders
- Designing and signing off on contracts
- Overseeing all incoming and outgoing project documentation
- Participating in tender process i.e. design, submission and review
- Designing risk mitigation plan
- Conducting project review and creating detailed reports for executive staff
- Optimising and improving processes and the overall approach where necessary
- Securing growth opportunities and initiating new projects
- Managing large and diverse teams

# ASSISTANT SECURITY MANAGER

Complexity Level	Level	Overall Roll	Hierarchical Level
	5	Provide input and advice and ensure sequential projects are carried out.	Operational (Delegators)

## Education & Core Competencies

(Something you need to be able to do well in a specific role: something you are or have including education)

### Suggested Education

- At a minimum, started on industry post-secondary education in security and / or risk management, life safety, emergency response training.
- Minimum of five year's experience working in security industry.
- Proof of relevant knowledge of applicable statutes of the criminal code, local/provincial/federal Health and Safety Industry, provincial and federal fire and building codes, preferably within the environment you are working within.

### Suggested Experience

- Strong leadership, communication, critical thinking, negotiation and emotional intelligence skills.
- 3-5 years operational and management experience in the Security and Life Safety and Loss Control Prevention Industry.
- Graduate of college/university with associated certificate / diploma / degree in Security Management/Loss Prevention or equivalent.
- Excellent interpersonal verbal and written communication skills with a proactive approach to problem solving.
- Computer literate with working knowledge of various software programs. Property of the International Foundation for Protection Officers 42
- Ability to work in a multi-task environment.
- Knowledge and experience with access / electronics / VS / Fire Alarm Systems.
- Experience with access control hardware programming, software issues.
- Experience in negotiating service contracts.

- Experience with physical security and managing uniformed security department.
- Has the ability to build effective and efficient teams.


## Core Tasks and functions

(a specific piece of work: something you do, something the job demands or requires)

- Under direction of manager, develop and implement security policies and procedures.
- Initiate emergency contingency plans by assisting in the evaluation of ordering an evacuation of the property, mobilizing crisis management and field response teams, briefing response personnel and company management, and arrange for quick employment of supplementary human resources.
- Provide general direction and control in response to various emergencies.
- Responsible for selection, employment, promotion, discipline & employee termination.
- Directs and generally supervises employees in their performance of assigned duties, renders advice, assistance and guidance to employees.
- Establishes and provides clear job expectations to all staff, conducts performance reviews and coaching and counseling of employees.
- Makes recommendations for hiring / terminations / transfers in conjunction with HR.
- Provide direction and supervise contract service providers to ensure they supply the most qualified staff in order to maintain organization's commitment to service.
- Liaise with customer security personnel on fire warden training, security audits, etc.
- Conduct when required, reviews of alarm systems, risk assessments and generally provide expertise and hold seminars as needed
- Liaise with external agencies. (i.e. Police / Fire / Medical and Security).
- Create, implement and monitor a yearly operational and capital expenditure budget and participate in building wide capital projects from the planning stages forward (i.e. VS, Access Control, Fire Alarms, etc.)
- Coordinate implementation of capital equipment to ensure the long-term viability, appropriateness and integrity of design criteria for security and life safety related systems for company.



# SECURITY MANAGER

Complexity Level	Level	Overall Roll	Hierarchical Level
	6	Plan and carry out sequential projects while considering contingencies and alternatives.	Operational (Delegators)

## Education & Core Competencies

(Something you need to be able to do well in a specific role: something you are or have including education)

### Suggested Education

- Certified Protection Professional
- Diploma/degree in security management and emergency planning.
- Minimum of six year's experience working in security industry.

### Suggested Experience

- Strong leadership, communication, critical thinking, and negotiation skills.
- Demonstrated strong risk management understanding.
- Security fundamentals in security program planning, design and installation
- Physical security subject matter expertise in various security countermeasure evaluation and selection (personnel, hardware and documentation)
- Executive strategic management knowledge
- Soft leadership: verbal and written communication, emotional intelligence, adult learning principles, team building, interpersonal skills, adaptability and flexibility
- Civil and criminal law
- Operating and capital budgeting
- Business continuity, emergency response and life safety planning
- Innovative
- Has the ability to build strong and effective teams.

[www.asisonlin.org](http://www.asisonlin.org)

## Core Tasks and functions

(a specific piece of work: something you do, something the job demands or requires)

- Oversight of security management function.
- Directing and coordinating security operations.
- Developing and implementing strategies and tactics to understand and manage risk.
- Some level of oversight for budgeting, strategy and general management.
- Overall management of the security operations including developing security policy & procedures, conducting security audits, monitoring life safety systems, emergency planning, coordinating fire warden training and directing responses to emergency situations and evacuations.
- Build relationships with customers and resolve and anticipate security issues.
- Creating, implementing and monitoring a yearly operational and capital expenditure budget and participating in building wide capital projects from the planning stages forward.
- Overseeing the day-to-day security operations of the facility and ensure that all security related activities function effectively with the utmost professionalism.
- Preparing and conducting annual fire warden training sessions for employees.
- Assisting with the development and implementation of the building ERPs.


**McKinley Advisors. (2018). Security Industry Career Pathways Guide Practitioners and Suppliers.**

**ASIS International and Security Industry Association.** <https://www.asisonline.org/globalassets/professionaldevelopment/careers/documents/careerpathwaysguide.pdf>

[https://www.asisonline.org/globalassets/standards-and-guidelines/sse-2022/landing-page/enterprise-security-competencymodel.pdf?utm\\_source=website&utm\\_medium=sselandingpage&utm\\_campaign=learning](https://www.asisonline.org/globalassets/standards-and-guidelines/sse-2022/landing-page/enterprise-security-competencymodel.pdf?utm_source=website&utm_medium=sselandingpage&utm_campaign=learning)

**Security Industry Survey of Risks and Professional Competencies Executive Summary: University of Phoenix & ASIS Foundation**

# SENIOR SECURITY MANAGER

Complexity Level	Level	Overall Roll	Hierarchical Level
	7	Lead the accumulated impact of multiple teams. Optimize the function of a single business unit or corporate security staff.	Strategic & Operational (Strategy & Vision)

## Education & Core Competencies

(Something you need to be able to do well in a specific role: something you are or have including education)

### Suggested Education

- Graduate with post-secondary education in Security and Risk Management or Loss Prevention.
- Certified Protection Professional
- Thorough knowledge of the criminal code, local/provincial/state/federal Health and Safety Industry and provincial and federal fire and building codes.
- Holds accreditation in Internationally recognized professional security bodies.
- Member of professional industry association with board/committee experience.

### Suggested Experience


- Strong leadership, communication, critical thinking, negotiation skills.
- Minimum of 10 years management experience in the security industry.
- A career dedicated security professional with a proven track record of successfully managing a modern security department.
- Strong critical thinking skills.
- Computer literate with working knowledge of appropriate software.
- Ability to work in a multi-task environment.
- Knowledge and experience with access systems / electronics / VS / Fire Alarm Systems.
- Experience with access control hardware programming, software issues.
- Has a history of capital and operating budget management.
- Experience in negotiating service contracts.
- Experience with physical security and managing uniformed security.

## Core Tasks and functions

(a specific piece of work: something you do, something the job demands or requires)

- Provide leadership and guidance to all departmental managers, coordinators, supervisors, employees and liaison and report to senior management as required.
- Develop, implement and maintain security policies and procedures for region.
- Provide security practices consistency throughout a regional portfolio.
- Seek and apply effective and cost conscious programs, systems and resources to enhance organization's standard operating procedures through strategic initiatives.
- Provide direction to all security staff through developing and coordinating mentor and training programs to enhance In-House expertise in various security disciplines.
- Communicate clear job expectations to all staff, conduct performance reviews as required; counsel and coach employees experiencing difficulty.
- Develop inter-building and inter-departmental team cohesiveness.
- Make recommendations for hiring / terminations / transfers.
- Provide direction and supervise contract service providers to ensure they supply the most qualified staff available in order to maintain organization's commitment to strong customer service working with Human Resources and Security Managers.
- Develop and maintain loss prevention programs to protect both the people and assets of the company and its many retail and commercial tenants.
- Ensure management and maintenance of all equipment and supplies connected with safety and security in properties are completed as required.
- Liaise with external agencies (ie. Police / Fire / Medical & Security officials).
- Liaison with public/tenants/customers through fire warden training, security audits, and review of existing systems, provide expertise, hold seminars; liaison with corporate security and other client personnel.
- Work with other departments by providing expertise through general discussions, committees, and an ongoing commitment to develop positive relationships to effectively promote inter-departmental teamwork and the development and implementation of security and life safety policies and procedures.
- Develop and maintain current, relevant and up-to-date security best practices and information related to maintaining security and safety of people, property and assets.

# DIRECTOR, SECURITY

Complexity Level	Level	Overall Roll	Hierarchical Level
	8	Manage multiple, interdependent serial projects. Balance resources among a variety of sites and teams at a regional or national level.	Strategic (Strategy & Vision)

## Education & Core Competencies

(Something you need to be able to do well in a specific role: something you are or have including education)

### Suggested Education

- Degree in Security Management, Risk Management or Loss Prevention.
- Minimum of 15 years direct experience working in security industry
- Certified Protection Professional
- Holds accreditation in Internationally recognized professional security bodies.
- Member of professional industry association with board/committee experience.
- Proof of ongoing professional development.

### Suggested Experience


- Strong leadership, communication, critical thinking and negotiation skills
- Excellent interpersonal skills with a proactive approach to problem solving, the ability to see the ‘big picture’ at regional, national and international levels.
- Able to work in a multi-task environment.
- Must be professional and proactive in promoting organization’s processes and programs.
- Career dedicated security professional with a proven track record of successfully managing a modern security department.
- Has critical thinking skills and the ability to communicate effectively with a broad group of people from the public to the CEO.
- Has a track record showing a commitment to life-long learning
- A dedicated team player with a keen commitment to providing personalized customer service.

## Core Tasks and functions

(a specific piece of work: something you do, something the job demands or requires)

- Develop, implement and maintain security & life safety policies, procedures, best practices in conjunction with peers to allow for national consistency.
- Conduct or supervise annual and/or periodic threat and risk assessments when required on regional portfolio or various components/assets.
- Manage, direct and develop security & life safety staff.
- Provide direction and supervise contract service providers to ensure they supply the most qualified staff available.
- Develop and maintain loss prevention programs.
- Ensure management and maintenance of all equipment and supplies connected with safety and security in the building(s) is completed as required.
- Liaise with external agencies and maintain professional associations.
- Liaison with tenants, customers and employees on a regular basis through training, security audits, and review of existing systems, provide expertise, hold seminars; liaison with corporate security personnel and tenant contact personnel.
- Work with other departments and assist in the development of emergency response plans and procedures.
- Budget Management: working with departmental staff develop, coordinate and maintain operating and short & long term capital budgets relative to the security & life safety needs of the company and clients.
- Is committed to improving the security industry.

# SECURITY CONSULTANT

Complexity Level	Level	Overall Roll	Hierarchical Level
	9A	Provide strategic and operational advice for a wide variety of organizations in numerous vertical markets.	Strategic (Strategy & Vision)

## Education & Core Competencies

(Something you need to be able to do well in a specific role: something you are or have including education)

### Suggested Education

- A baccalaureate or higher degree from an accredited college or university in:
  - o Security Risk Management
  - o Business
  - o Educated in Ethics and Morals
- Possess one of the following certifications:
  - o Certified Protection Professional
  - o Physical Security Professional
  - o Certified Security ConsultantSM
  - o Certified Information Security Systems Professionals

### Suggested Experience

- At least five years of broad security experiences in more than one sector.
- Demonstrated ability to manage increased responsibilities with at least three years of management experience.
- High degree of self-management and motivation/energy
- Basic understanding of accounting
- Basic understanding of project management fundamentals.
- Basic understanding of design and drawing.
- Marketing skills
- Ethical and morals.




## Core Tasks and functions

(a specific piece of work: something you do, something the job demands or requires)

- Subject Matter Expert in risk and security management.
- Conduct risk assessments of various categories of assets.
- Communicate extensively in writing and verbally.
- Write detailed reports on a variety of topics.
- Assess and evaluate physical security systems.
- Understand and write about physical security requirements.
- Assess and evaluate security departments for functionability. Provide input to improving them.
- Develop and deliver a variety of training and education to others, hence must be a SME in various aspects of security operations.
- Provide advice to a variety of clients on improving security operations.
- Ability to deliver complex concepts to a variety of audiences.
- Develop various documents including strategic plans, SOPs, ERPs, training material.

**International Association of Profession Security Consultants:** <https://iapsc.org/join/qualifications/>

# SENIOR SECURITY CONSULTANT

Complexity Level	Level	Overall Roll	Hierarchical Level
	9B	Provide strategic and operational advice for a wide variety of organizations in numerous vertical markets.	Strategic (Strategy & Vision)

## Education & Core Competencies

(Something you need to be able to do well in a specific role: something you are or have including education)

### Suggested Education

- Master's degree in related discipline.
- Certified Protection Professional
- Advanced training and understanding in security and business management.
- Training, education and knowledge of adult learning principles
- High degree of both security theory and practical knowledge.
- Member of professional industry association with board/committee experience.
- Licensed in their jurisdiction (if applicable)
- Educated in Ethics and Morals

### Suggested Experience

- 15 years working at a senior management level in the security industry.
- Experienced in both capital and operating budgets.
- Ability and experience with conducting formal research into organizational issues .
- Excellent interpersonal and communication skills with a proactive approach to problem solving, the ability to see the 'big picture' at regional, national and international levels and able to work in a multi-task environment.
- Professional and proactive in promoting organization's processes and programs.
- Career dedicated security professional with a proven track record of successfully managing a modern security department.
- Has critical thinking skills and the ability to communicate effectively with a broad group of people from the public to the CEO.


- Has a track record showing a commitment to life-long learning
- Proven leadership, communication, critical thinking, negotiation skills.
- Ability to multi-task managing multiple projects concurrently.
- Has a track record showing a commitment to life-long learning.
- Creative Problem Solver:
- Aids competitiveness and adds value by enabling the organization to engage in business processes to mitigate risks from local to global issues.
- Acts as a positive change agent on behalf of organizational protection.
- Is committed to improving the overall security industry.
- High degree of self-management and motivation/energy
- Basic understanding of accounting P&P
- Basic understanding of project management fundamentals.
- Basic understanding of design and drawing.
- Marketing skills

## Core Tasks and functions

(a specific piece of work: something you do, something the job demands or requires)

- Subject Matter Expert in risk and security management.
- Conduct risk assessments of various categories of assets.
- Communicate extensively in writing and verbally.
- Write detailed reports on a variety of topics.
- Assess and evaluate physical security systems.
- Understand and write about physical security requirements.
- Assess and evaluate security departments for functionability. Provide input to improving them.
- Develop and deliver a variety of training and education to others, hence must be a SME in various aspects of security operations.
- Provide advice to a variety of clients on improving security operations.
- Ability to deliver complex concepts to a variety of audiences.
- Develop a variety of documents including strategic plans, SOPs, ERPs, training material.

# VP, SECURITY

Complexity Level	Level	Overall Roll	Hierarchical Level
	10	Construct and pursue organizational strategic plans to protect the corporation at a national or international level.	Strategic (Strategy & Vision)

## Education & Core Competencies

(Something you need to be able to do well in a specific role: something you are or have including education)

### Suggested Education

- Minimum Bachelor's Degrees in Security Management and Business Management
- Certified Protection Professional
- Emergency Response Planning Certification
- Adult Learning Certification
- Extensive training in risk management
- Member of professional industry association with board/committee experience.
- Educated in Ethics and Morals

### Suggested Experience

- Minimum of 15 years of increased responsibilities managing security industry programs with experience in: planning, organizing, directing and supervising.
- Proven track record of significant leadership skills, practices and techniques, while managing a professional staff in a complex, multi-site organization
- Demonstrated strong leadership, communication, critical thinking, negotiation skills.
- Demonstrated competencies: vision, leadership, problem-solving, accountability, judgment and decision-making; integrity and professionalism; respect for diversity.
- Dedicated to continued improvement of the security and safety program
- Ability to prepare and analyze oral and written reports, decisions, conclusions, or recommendations that are logically organized, clear, concisely and unbiased.
- Ability to conduct investigations in relation to safety and security


- Ability to develop effective work methods and provide direction for performance.
- An ability to work effectively and collegially within a large, complex organization and to negotiate effectively with a wide range of constituencies
- A dedication to upholding customer service values and an ability to demonstrate those skills to staff and customers.
- Demonstrated digital fluency.
- Demonstrated ability to build relationships with colleagues & community partners.
- Committed to career planning and building skills within security team.

## Core Tasks and functions

(a specific piece of work: something you do, something the job demands or requires)

- Plan, develop, organize, and manage a complete security program and services
- Define quality standards and internal instructions/procedures for the work
- Collaborate with senior security managers to establish and implement, operational procedures for security activities, traffic control guarding/patrolling physical property, and investigation of accidents
- Investigate criminal acts in partnership with relevant law enforcement
- Confer with representatives of executive management to aid in formulation of policies, to determine need for security programs, and to coordinate security programs with other activities
- Confer with representatives of local, state/provincial and federal public safety agencies to ensure cooperation/coordination concerning security activities
- Develop and supervise a staffing system and ensure efficient utilization of available staff to provide coverage
- Ensure full compliance with all relevant code requirements established for the public safety and security of facilities.
- In partnership with HR create learning pathways for new employees and continued development of existing employees.
- Collaborate with other senior management to build customer service values within the security department that promote mutual understanding and trust between public safety staff and employees and where applicable members of the public being served
- Ensure effective use of a fire alarm system including appropriate responses to alarms and maintenance of relevant reports, records, and files
- Develop and maintain database of incidents related to safety and security.
- Is recognized nationally as a subject matter expert.
- Is committed to improving the overall security industry and encourages and promotes security practitioner development from within the industry.

# CHIEF SECURITY OFFICER

Complexity Level	Level	Overall Roll	Hierarchical Level
	11	Construct and pursue worldwide strategic plans to protect the largest of the world's corporations.	Strategic (Strategy & Vision)

## Education & Core Competencies

(Something you need to be able to do well in a specific role: something you are or have including education)

### Suggested Education

- Masters degree at a minimum in security and risk management
- Extensive familiarity with business management, law, accounting and finance,
- Information systems management, as well as
- Certification in Adult Learning.
- Certified Protection Professional
- Member of professional industry association with board/committee experience.
- Dedicated life-long learner.
- Educated in Ethics and Morals

### Suggested Experience

- Minimum 20 years' experience working in the security industry.
- Fundamentally recognizes that security management requires a unique set of skills that can only be found within the security industry.
- Exceptionally strong business & interpersonal skills including leadership, communication, critical thinking, negotiation and communication.
- Proven track record of written communication skills.
- High degree of emotional maturity.
- Have ability to calmly facilitate the appropriate resolution of difficult ethical and crisis situations.
- The ability to analyze, understand and explain the value proposition of security initiatives to senior executives and Board members.

- High degree of understanding of risk management process from local to global.
- Ability to establish a vision for the global and individual security programs and build support for their implementation and ongoing development.
- Understand and access impact of economics, geopolitics, organizational design and technology, and how they relate to potential risks to organization.
- Ensure security incidents and related ethical issues are investigated and resolved.
- Use of traditional and advanced scenario planning techniques in assessing risks.
- Understand how to successfully network and develop working relationships with key individual in staff and line positions.
- Promote organizational learning and knowledge sharing.
- Be politically astute but not politically motivated.
- Be realistic and comprehend the need to assess the financial, employee or customer implications of any plan or recommendation.
- Function as an integral part of the senior management team with regard to planning and capital expenditures.
- Develop organizational-wide security awareness as appropriate for the business and the culture of the organization.
- Experienced security expert with extensive time spent building security expertise.
- Works with a diverse group of people both inside and outside the security industry.
- Has a track record committed to life-long learning for self and others.

## Core Tasks and functions

(a specific piece of work: something you do, something the job demands or requires)

- Relationship Manager with other units, government officials and professional organizations.
- Acts as an internal consultant.
- Executive Management & Leadership: builds, motivates and leads a professional team in alignment with corporate culture.
- Subject Matter Expert: in risk and security management.
- Governance Team Member: provides support to organization's governance team to ensure risks are known to senior management and board.
- Risk Manager: identifies, analyzes and communicates on business and security related risks to organization.
- Strategist: Develops global security strategy keyed to likely risks and in collaboration with org's stakeholders



- Creative Problem Solver: Aids competitiveness and adds value by enabling the organization to engage in business processes to mitigate risks. Acts as a positive change agent on behalf of organizational protection.
- Is considered a broad and diverse thought leader.
- Has experience sitting on various boards, committees, and working groups both inside and outside the organization.
- Is recognized nationally and internationally as a subject matter expert.
- Is committed to improving the overall security industry and encourages and promotes security practitioner development from within the industry.”

**For more details see:**

**ASIS International Commission. (2004). Chief Security Officer Guideline. Alexandria: ASIS International.**

**Table designed and developed by Dr. Glen Kitteringham, M.Sc., CPP. Version 13 (29SEP23) Kitteringham Security Group, Inc. [glen@ksginc.ca](mailto:glen@ksginc.ca)**

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**International Foundation for Protection Officers**  
**1076 6th Avenue N**  
**Naples, FL.**  
**34102**  
**+1-239-430-0534**  
**INFO@IFPO.org**