

Security Administration Competency Model

U.S. Department of the Interior

Office of Human Capital

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Security Administration Competency Model

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Security Administration Competency Model Study Summary

The DOI Office of Human Capital (OHC) is conducting a revalidation study of the U.S. Office of Personnel Management's (OPM) Government-wide Security Administration competency model study (published 2009). The goal of this study is to identify the critical competencies and tasks for successful performance of security administration work across the Department. The occupations included in the study are:

- GS-0080 Security Administration

The results of this study establish a common set of security administration tasks and competencies across the Department, which can be used to create assessment and selection techniques and tools and establish common practices and terminology for recruitment, performance management, workforce planning, training, and employee development. This work provides DOI with current, validated information that can be used to ensure its security administration workforce has the tools to meet future challenges.

Please reference the Competency Model Interpretive Guidance for assistance in interpreting and applying the results of this study.

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Table 1: General Competencies by Grade¹

GS-0080 Security Administration

The following general competencies are valid for assessment and selection, performance management, and other related human capital functions for the GS-0080 occupational series at the grade levels listed below.

GS-5	GS-7	GS-9	GS-11
<ul style="list-style-type: none"> • <i>Attention to Detail</i> • <i>Customer Service</i> • <i>Integrity/Honesty</i> • <i>Interpersonal Skills</i> 	<ul style="list-style-type: none"> • Attention to Detail • Continual Learning • Customer Service • Flexibility • Integrity/Honesty • Interpersonal Skills • Teamwork 	<ul style="list-style-type: none"> • <i>Accountability</i> • Attention to Detail • Continual Learning • <i>Creative Thinking</i> • Customer Service • <i>Decision Making</i> • Flexibility • <i>Information Management</i> • Integrity/Honesty • Interpersonal Skills • <i>Oral Communication</i> • <i>Planning and Evaluating</i> • <i>Problem Solving</i> • <i>Reasoning</i> • <i>Resilience</i> • <i>Self-Management</i> • <i>Teaching Others</i> • Teamwork • <i>Technical Competence</i> • <i>Writing</i> 	<ul style="list-style-type: none"> • Accountability • Attention to Detail • Continual Learning • Creative Thinking • Customer Service • Decision Making • Flexibility • <i>Influencing/Negotiating</i> • Information Management • Integrity/Honesty • Interpersonal Skills • Oral Communication • Planning and Evaluating • Problem Solving • Reasoning • Resilience • Self-Management • Teaching Others • Teamwork • Technical Competence • Writing
GS-12	GS-13	GS-14	GS-15
<ul style="list-style-type: none"> • Accountability • Attention to Detail • Continual Learning • Creative Thinking • Customer Service • Decision Making 	<ul style="list-style-type: none"> • Accountability • Attention to Detail • Continual Learning • Creative Thinking • Customer Service • Decision Making 	<ul style="list-style-type: none"> • Accountability • Attention to Detail • Continual Learning • Creative Thinking • Customer Service • Decision Making 	<ul style="list-style-type: none"> • Accountability • Attention to Detail • Continual Learning • Creative Thinking • Customer Service • Decision Making

¹ Italics represent the lowest grade at which the competency appears.

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<ul style="list-style-type: none"> • Flexibility • Influencing/ Negotiating • Information Management • Integrity/Honesty • Interpersonal Skills • Oral Communication • Planning and Evaluating • Problem Solving • Reasoning • Resilience • Self-Management • Teaching Others • Teamwork • Technical Competence • Writing 	<ul style="list-style-type: none"> • Flexibility • Influencing/ Negotiating • Information Management • Integrity/Honesty • Interpersonal Skills • Oral Communication • Planning and Evaluating • Problem Solving • Reasoning • Resilience • Self-Management • Teaching Others • Teamwork • Technical Competence • Writing 	<ul style="list-style-type: none"> • Flexibility • Influencing/ Negotiating • Information Management • Integrity/Honesty • Interpersonal Skills • Oral Communication • <i>Partnering</i> • Planning and Evaluating • Problem Solving • Reasoning • Resilience • Self-Management • Teaching Others • Teamwork • Technical Competence • Writing 	<ul style="list-style-type: none"> • Flexibility • Influencing/ Negotiating • Information Management • Integrity/Honesty • Interpersonal Skills • Oral Communication • Partnering • Planning and Evaluating • Problem Solving • Reasoning • Resilience • Self-Management • Teaching Others • Teamwork • Technical Competence • Writing
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Table 2: Required Proficiency Levels by Grade Level

Proficiency Level Scale Definitions		
Proficiency Level	General Competencies	Technical Competencies
5 = Expert	<ul style="list-style-type: none"> • Applies the competency in exceptionally difficult situations • Serves as a key resource and advises others 	<ul style="list-style-type: none"> • Applies the competency in exceptionally difficult situations • Serves as a key resource and advises others • Demonstrates comprehensive expert understanding of concepts and processes
4 = Advanced	<ul style="list-style-type: none"> • Applies the competency in considerably difficult situations • Generally requires little or no guidance 	<ul style="list-style-type: none"> • Applies the competency in considerably difficult situations • Generally requires little or no guidance • Demonstrates understanding of concepts and processes
3 = Intermediate	<ul style="list-style-type: none"> • Applies the competency in difficult situations • Requires occasional guidance 	<ul style="list-style-type: none"> • Applies the competency in difficult situations • Requires occasional guidance • Demonstrates understanding of concepts and processes
2 = Basic	<ul style="list-style-type: none"> • Applies the competency in somewhat difficult situations • Requires frequent guidance 	<ul style="list-style-type: none"> • Applies the competency in somewhat difficult situations • Requires frequent guidance • Demonstrates familiarity with concepts and processes
1 = Awareness	<ul style="list-style-type: none"> • Applies the competency in simplest situations • Requires close and extensive guidance 	<ul style="list-style-type: none"> • Applies the competency in simplest situations • Requires close and extensive guidance • Demonstrates awareness of concepts and processes

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Table 2: Required Proficiency Levels of General Competencies								
	GS-5	GS-7	GS-9	GS-11	GS-12	GS-13	GS-14	GS-15
Accountability	2	2	3	3	4	4	5	5
Attention to Detail	3	3	3	4	4	5	5	5
Continual Learning	2	3	3	4	4	5	5	5
Creative Thinking	1	2	3	3	4	4	5	5
Customer Service	3	3	3	4	4	5	5	5
Decision Making	2	2	3	3	4	4	5	5
Flexibility	2	3	3	4	4	5	5	5
Influencing/Negotiating	1	1	2	3	3	4	4	5
Information Management	1	2	3	3	4	4	5	5
Integrity/Honesty	3	3	4	4	5	5	5	5
Interpersonal Skills	3	3	3	4	4	5	5	5
Oral Communication	2	2	3	3	4	4	5	5
Partnering	1	1	1	1	3	3	4	5
Planning and Evaluating	1	2	3	3	4	4	5	5
Problem Solving	2	2	3	3	4	4	5	5
Reasoning	2	2	3	3	4	4	5	5
Resilience	2	2	3	3	4	4	5	5
Self-Management	2	2	3	3	4	4	5	5
Teaching Others	1	2	3	3	4	4	5	5
Teamwork	2	3	3	4	4	5	5	5
Technical Competence	1	2	3	4	5	5	5	5
Writing	2	2	3	3	4	4	5	5

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Table 3: Behavioral Examples for Competencies

Competency Name	Definitions
Accountability	<p>Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.</p> <ul style="list-style-type: none"> • <i>Takes responsibility for results and work products</i> • <i>Ensures work is completed on time and at the level of quality required</i> • <i>Understands the rules and regulations of the work performed and ensures compliance with them</i> • <i>Demonstrates responsibility with important materials, critical processes, or confidential information</i>
Attention to Detail	<p>Is thorough when performing work and conscientious about attention to detail. Recalls information that has been presented previously.</p> <ul style="list-style-type: none"> • <i>Sets the standards for the quality of the work completed for the organization</i> • <i>Leads others in attending to detail in difficult and/or high-pressure circumstances</i> • <i>Reviews and edits work completed by others to ensure that the quality of work meets acceptable work standards</i> • <i>Independently completes thorough and accurate work</i>
Continual Learning	<p>Assesses and recognizes own strengths and weaknesses; pursues self-development.</p> <ul style="list-style-type: none"> • <i>Takes honest inventory of own strengths and weaknesses</i> • <i>Identifies personal skill gaps or areas for development</i> • <i>Actively identifies and pursues training or developmental opportunities</i> • <i>Seeks out feedback from others on performance</i> • <i>Displays a desire to learn new things or new ways of accomplishing tasks</i>
Creative Thinking	<p>Uses imagination to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.</p> <ul style="list-style-type: none"> • <i>Creates a work environment that encourages creative thinking and innovation</i> • <i>Explores new ideas, methodologies, and alternatives to reach outcomes</i> • <i>Introduces new concepts or strategies that significantly improve or revise the way work is performed</i> • <i>Suggests or proposes alternative ways to view or define problems; is not constrained by conventional thinking and established approaches</i> • <i>Combines ideas in unique ways or makes connections between disparate ideas</i>
Customer Service	<p>Works with clients and customers (that is, any individuals who use or receive the services or products that your work unit produces, including the general public, individuals who work in the agency, other agencies, or organizations outside the Government) to assess their needs, provide information or assistance, resolve their problems, or satisfy their expectations; knows about available products and services; is committed to providing quality products and services.</p> <ul style="list-style-type: none"> • <i>Commits to serving the public and understands their advisory role</i> • <i>Utilizes outreach, needs assessment, evaluation, and other marketing skills to identify and anticipate customer needs and provide exemplary customer service</i> • <i>Understands diverse customer groups, their perspectives, issues and needs</i>

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	<ul style="list-style-type: none"> • <i>Works to ensure customers' needs are met, even when those needs are outside of the typical role of the position</i> • <i>Identifies and develops metrics to assess customer service satisfaction</i> • <i>Continuously improves products and services</i> • <i>Works and plans strategically, using a systems perspective to anticipate developing customer issues and needs and to provide timely solutions that focus on long-term benefits</i>
Decision Making	<p>Makes sound, well-informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.</p> <ul style="list-style-type: none"> • <i>Decides on the best course of action, even in situations with competing stakeholders or when results of decisions are not immediately clear</i> • <i>Weighs the pros and cons of potential decisions before choosing which actions to take</i> • <i>Commits to determining the best alternatives and evaluating their impact on work products</i> • <i>Uses sound methodology in reaching conclusions</i>
Flexibility	<p>Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.</p> <ul style="list-style-type: none"> • <i>Effectively adjusts strategies or course of action in response to changing conditions</i> • <i>Makes quality decisions when faced with ambiguous situations</i> • <i>Is willing to incorporate new information into decision making process</i> • <i>Adapts behavior to overcome challenges</i>
Influencing/Negotiating	<p>Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.</p> <ul style="list-style-type: none"> • <i>Persuades and influences parties to cooperate and accept recommendations</i> • <i>Explains and clarifies perspectives of an issue and its impact on all parties</i> • <i>Negotiates to achieve consensus through changed opinion, attitude or behavior</i> • <i>Demonstrates logic, communicates and persuades others to see benefits of recommendations within and across groups</i> • <i>Understands all sides of an issue and its impact on all parties involved</i> • <i>Negotiates with individuals or groups, including those that are resistant, to consider cooperating in order to achieve an acceptable solution</i>

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Information Management	<p>Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.</p> <ul style="list-style-type: none"> • <i>Demonstrates an understanding of where and how data or other information are maintained</i> • <i>Shows familiarity with the information management systems of the organization</i> • <i>Effectively searches for and finds appropriate information to address the needs of a project</i> • <i>Uses discretion when handling sensitive content</i>
Integrity/Honesty	<p>Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.</p> <ul style="list-style-type: none"> • <i>Takes pride in exhibiting personal and organizational integrity and honesty</i> • <i>Acts in a just, fair, and ethical manner and encourages ethical behavior among others, even when risky to do so</i> • <i>Inspires trust and confidence among stakeholders through reliability, authenticity, and accountability</i>
Interpersonal Skills	<p>Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to [REDACTED], race, gender, disabilities, and other individual differences.</p> <ul style="list-style-type: none"> • <i>Shows respect for the values and ideas of others, even when not agreeing with them</i> • <i>Empathizes with the concerns of others</i> • <i>Demonstrates tact and courtesy when interacting with associates</i> • <i>Is proactive in defusing arguments among peers</i> • <i>Seeks feedback from others to avoid blind-spots that can cause misunderstandings</i> • <i>Explores issues with the team; shares information; solicits ideas' uses participative decision-making processes</i>
Oral Communication	<p>Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.</p> <ul style="list-style-type: none"> • <i>Speaks honestly, effectively and with integrity</i> • <i>Makes convincing, articulate, and accurate oral presentations using non-verbal and vocal qualities that support the verbal spoken message</i> • <i>Effectively uses various communication channels, including meetings, presentations and briefings</i> • <i>Actively considers, plans for, and reacts appropriately to the audience and the contextual environment in order to minimize barriers to understanding</i> • <i>Explains complex information clearly and accurately, and seeks feedback to determine that understanding has occurred</i> • <i>Acts as an effective facilitator in group or team settings</i>

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Partnering	<p>Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.</p> <ul style="list-style-type: none"> • <i>Demonstrates an understanding of interrelationships, roles, and responsibilities within the organization</i> • <i>Develops and maintains professional relationships</i> • <i>Is aware of organizational and programmatic goals and seeks avenues to mutually enhance goal achievement</i> • <i>Identifies opportunities for collaboration across organization units</i>
Planning/Evaluating	<p>Organizes work, sets priorities, and determines resources requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.</p> <ul style="list-style-type: none"> • <i>Sets difficult but obtainable goals, benchmarks, or milestones</i> • <i>Determines resources required for successful completion of work and works with others to procure these resources</i> • <i>Collaborates effectively with other components of the organization</i> • <i>Establishes meaningful, observable metrics to track progress or evaluate performance</i> • <i>Ensures a clear and appropriate division of labor among team members</i>
Problem Solving	<p>Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.</p> <ul style="list-style-type: none"> • <i>Examines problems and solutions with a long-term perspective</i> • <i>Effectively leads others in the effort of developing, identifying, and formulating problem solving strategies consistent with organizational goals</i> • <i>Uses logic to develop and implement innovative tools and techniques to resolve complex problems and issues</i> • <i>Uses logic to resolve complex, unique, or unusual problems</i> • <i>Consistently anticipates challenges that are not obvious to others</i> • <i>Determines the relevance of information in reaching effective conclusions</i> • <i>Formulates recommendations for the best course of action to address problems</i>
Reasoning	<p>Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.</p> <ul style="list-style-type: none"> • <i>Determines the relevance of information in reaching effective conclusions</i> • <i>Uses logic to determine relationships among information in order to reach conclusions</i> • <i>Makes appropriate inferences from data, rules, or other information</i>

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Resilience	<p>Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.</p> <ul style="list-style-type: none"> • <i>Achieves desired results in face of adversity</i> • <i>Overcomes barriers to accomplish goals</i> • <i>Stays positive in spite of setbacks</i> • <i>Works successfully in high pressure environments</i>
Self-Management	<p>Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.</p> <ul style="list-style-type: none"> • <i>Sets own goals and priorities and coordinates activities and deadlines with others to ensure project goals are met.</i> • <i>Continually applies significant effort and persistence toward achievement of goals in all situations</i> • <i>Takes initiative and seeks out new or additional responsibilities and tasks</i> • <i>Completes work and meets objectives with minimal supervisory intervention</i>
Teaching Others	<p>Helps others learn through formal or informal methods; identifies training needs; provides constructive feedback; coaches others on how to perform tasks; acts as a mentor.</p> <ul style="list-style-type: none"> • <i>Provides instruction and feedback to others</i> • <i>Acts as a mentor to others</i> • <i>Determines areas for improvement and training for others</i> • <i>Tutors others in the performance of tasks</i>
Teamwork	<p>Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.</p> <ul style="list-style-type: none"> • <i>Volunteers to assist associates with projects</i> • <i>Commits to working toward team or group goals</i> • <i>Displays team pride and empowers team pride among other group members</i> • <i>Works effectively in group settings in order to achieve team objectives</i>
Writing	<p>Recognizes or uses correct English grammar, punctuation, and spelling; communicates information (for example, facts, ideas, or messages) in a succinct and organized manner; produces written information, which may include technical material that is appropriate for the intended audience.</p> <ul style="list-style-type: none"> • <i>Composes clear, concise, and logical documents or correspondence involving complex technical information</i> • <i>Consistently and effectively tailors written products to a wide range of audiences and for diverse purposes in order to achieve a desired outcome</i> • <i>Proofreads and edits the writing of others</i> • <i>Effectively explains complex technical material to a non-technical audience</i> • <i>Uses correct grammar, punctuation, and spelling</i> • <i>Writes in an organized fashion that is easy to understand</i>

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Table 4: General Competencies by Assessment Tool

Competency	Occupational Questionnaire	Structured Interview	Biodata	Cognitive Ability Test
Accountability	Low	High	High	Low
Attention to Detail	Low	Medium	Low	High
Continual Learning	Low	High	High	Low
Creative Thinking	Low	High	Medium	Medium
Customer Service	Low	High	Low	Low
Decision Making	Low	High	Medium	Medium
Flexibility	Low	High	Medium	Low
Influencing/ Negotiating	Low	High	Low	Low
Information Management	Low	Medium	Medium	Medium
Integrity/Honesty	Low	High	Medium	Low
Interpersonal Skills	Low	High	Low	Low

Competency	Job Knowledge Test	Personality Inventory	Situational Judgment Test	Work Sample
Accountability	Low	Medium	Medium	Low
Attention to Detail	Low	Low	Low	High
Continual Learning	Low	Medium	Medium	Low
Creative Thinking	Low	Medium	Low	High
Customer Service	Low	Low	High	High
Decision Making	Low	Low	High	High
Flexibility	Low	High	Medium	High
Influencing/ Negotiating	Low	Medium	Medium	Medium
Information Management	Medium	Low	Medium	High
Integrity/Honesty	Low	Medium	High	Low
Interpersonal Skills	Low	Medium	Medium	Medium

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Competency	Occupational Questionnaire	Structured Interview	Biodata	Cognitive Ability Test
Oral Communication	Medium	High	Medium	Low
Partnering	Low	High	Medium	Low
Planning/Evaluating	Low	High	Medium	Low
Problem Solving	Low	High	Medium	High
Reasoning	Low	Low	Low	High
Resilience	Low	High	Medium	Low
Self-Management	Low	High	Medium	Low
Teaching Others	Low	High	Medium	Low
Teamwork	Low	High	Medium	Low
Technical Competence	High	High	Low	Low
Writing	Low	Low	Medium	Low

Competency	Job Knowledge Test	Personality Inventory	Situational Judgment Test	Work Sample
Oral Communication	Low	Low	Low	High
Partnering	Low	Medium	High	Medium
Planning/Evaluating	Medium	Medium	Low	High
Problem Solving	Low	Low	Medium	High
Reasoning	Low	Low	High	Medium
Resilience	Low	Medium	Low	Low
Self-Management	Low	Medium	Low	Low
Teaching Others	Low	Medium	Medium	High
Teamwork	Low	Medium	Medium	Medium
Technical Competence	High	Low	Medium	High
Writing	Low	Low	Low	High

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Appendix A: Security Administration General Competencies

Accountability	Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
Attention to Detail	Is thorough when performing work and conscientious about attention to detail.
Continual Learning	Assesses and recognizes own strengths and weaknesses; pursues self-development.
Creative Thinking	Uses imagination to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.
Customer Service	Works with clients and customers (that is, any individuals who use or receive the services or products that your work unit produces, including the general public, individuals who work in the agency, other agencies, or organizations outside the Government) to assess their needs, provide information or assistance, resolve their problems, or satisfy their expectations; knows about available products and services; is committed to providing quality products and services.
Decision Making	Makes sound, well-informed and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.
External Awareness	Identifies and understands economic, political, and social context that affect the organization.
Flexibility	Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.
Influencing/Negotiating	Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.

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Information Management	Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.
Integrity/Honesty	Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.
Interpersonal Skills	Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.
Oral Communication	Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.
Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
Planning and Evaluating	Organizes work, sets priorities, and determines resources requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.
Problem Solving	Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.
Reasoning	Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.
Resilience	Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

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Self-Management	Sets well-defined and realistic goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.
Teaching Others	Helps others learn through formal or informal methods; identifies training needs; provides constructive feedback; coaches others on how to perform tasks; acts as a mentor.
Teamwork	Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.
Technical Competence	Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues.
Writing	Recognizes or uses correct English grammar, punctuation, and spelling; communicates information (for example, facts, ideas, or messages) in a succinct and organized manner; produces written information, which may include technical material that is appropriate for the intended audience.

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Security Administration Technical Competencies

Communications Security Management	Knowledge of the principles, policies, and procedures involved in ensuring the security of communications services and data, and in maintaining the communications environment on which it resides.
Contracting/Procurement	Knowledge of various types of contracts, techniques, or requirements (for example, Federal Acquisitions Regulations) for contracting or procurement, and contract negotiation and administration.
Counterintelligence & Insider Threat	Knowledge and identification of the threats and methods of Foreign Intelligence Entities and recognition of Foreign Intelligence Entities' use of Cyber Attacks.
Facility Security Assessments	Knowledge of how to conduct recurring security assessments to evaluate threats, vulnerabilities, and impact of loss/consequences, as well as develop security countermeasures that mitigate risk to an acceptable level.
Industrial Security	Knowledge of security requirements as stated in the National Industrial Security Program Operating Manual (NISPOM).
Information Assurance	Knowledge of methods and procedures to protect information systems and data by ensuring their availability, authentication, confidentiality, and integrity.
Information Security	Knowledge of how to safeguard classified information, encompassing: document or information classification management, release of material into the public domain, and classification/declassification reviews.
Operations Security	Knowledge of critical technologies, foreign intelligence collection systems and techniques, and security countermeasures, including acting as a team member in OPSEC surveys and Protection Assessment Reviews (PARs).
Personnel Security	Knowledge of the Personnel Security Program, including the criteria for adjudicating personnel security clearances

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	and how to maintain Sensitive Compartmented Information (SCI).
Physical Security & Countermeasures	Knowledge of how to maintain the physical protection of resources, encompassing: loss prevention, planning, and/or programming for any new and existing facilities, equipment and personnel, and administration of the Visit Control Program.
Safety, Health, & Emergency Management	Knowledge of public safety and security operations, occupational health and safety, and emergency management, preparedness, and response.
Security Policies, Standards & Risk Management	Knowledge of national and Federal security policy standards, including those established by the Interagency Security Committee (ISC) and other security authorities; and, knowledge of the principles, methods, and tools used for risk assessment and mitigation, including assessment of failures and their consequences

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Appendix B

Security Administration Tasks and Functional Areas

Communication

1	Notifies individuals or offices of decisions, problems, further actions needed, or to obtain information.
2	Contacts others in writing to obtain information.
3	Composes, provides or disseminates information in writing.
4	Explains or justifies decisions, conclusions, findings, or recommendations.
5	Discusses results, problems, plans, suggestions, terms, or conditions with others.
6	Provides or disseminates information.
7	Ensures that there is a logical arrangement of parts or information in correspondence, reports, articles, or other materials.
8	Questions, interviews, or confers with others to obtain or verify information.
9	Proofreads and edits letters or other documents for format or grammatical, spelling, or typographical errors.
10	Prepares reports or summaries of data.

Information Management

11	Uses computer systems or applications to access, create, edit, print, send, retrieve, or manipulate data, files, or other information.
12	Enters data or other information into database or systems.
13	Collects, compiles, and organizes information.
14	Verifies accuracy of data and reconciles errors or inconsistencies.
15	Maintains or monitors control of information.
16	Monitors, maintains, or updates data, records, or other information.
17	Searches for and extracts information from files, documents, reports, publications, recordings, or other materials.
18	Reviews reports, documents, records, data, or other materials to verify completeness, correctness, consistency, compliance, or authenticity.
19	Reviews others work (for example, peers, subordinates, contractors).
20	Completes forms, documents, or routine reports.
21	Prepares information for entry into a database.
22	Processes forms, records, documents, or other materials.
23	Reads charts, graphs, diagrams, or tables.

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24	Conducts research and collects and tracks information.
25	Analyzes or interprets data or other information.
26	Uses complex or large-scale computerized databases.
27	Processes or analyzes data using computer systems or applications.

Laws, Regulations, and Policies

28	Evaluates, monitors, or ensures compliance with laws, regulations, policies, standards, or procedures.
29	Acquires and maintains a working knowledge of relevant laws, regulations, policies, standards, or procedures.
30	Interprets and applies laws, regulations, policies, standards, or procedures to specific issues.

Problem Solving and Decision Making

31	Makes improvements, solves problems, or takes corrective action when problems arise.
32	Identifies needs or problems.

Program Management

33	Manages, leads, or administers programs, projects, operations, or activities.
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Technical and Specialized Duties

34	Maintains security of assets or confidentiality of information (for example, equipment, cash, computer access).
35	Oversees investigations for clearance or suitability determinations.
36	Provides technical advice in subject matter area to others.
37	Explains technical or other complex information.

Working With Others

38	Collaborates with others or works on teams to accomplish work-related activities.
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39	Promotes or develops and maintains good working relationships with key individuals or groups.
40	Initiates and maintains contacts with individuals outside the organization.
41	Serves as a mentor to other employees.