

Security Guard Dispatcher Competency Model

U.S. Department of the Interior

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Security Guard Dispatcher Competency Model

Table of Contents

[Security Guard Competency Model Study Summary](#)

[Table 1: Competencies for Assessment and Selection by Grade Level](#)

[Table 2: Required Proficiency Levels for Competencies](#)

[Table 3: Behavioral Examples for Competencies](#)

[Table 4: Competencies by Assessment Tool](#)

[Appendix A: Competency Definitions](#)

[Appendix B: Tasks for Security Guard Work](#)

Security Guard Dispatcher Competency Model

Security Guard Dispatcher Competency Model Study Summary

The DOI Office of Human Capital (OHC) conducted a revalidation study of the U.S. Office of Personnel Management's (OPM) Government-wide Law Enforcement competency model study (published 2007). The goal of this study was to identify the critical competencies and tasks for successful performance of law enforcement and security work across the Department. The occupations included in the review were:

- GS-0085 Security Guard

Through a Job Task Analysis (JTA) with the community members, the results of this study establish a common set of security guard 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 guard workforce has the tools to meet future challenges. Upon examining this series, it became apparent that the dispatchers in the series performed unique tasks as compared to other security guards across the Department, thus, the dispatchers had their own Job Task Analysis (JTA) and resulting Competency model.

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

Security Guard Dispatcher Competency Model

Table 1: General Competencies by Grade¹

GS-0085 Security Guard (Dispatcher)

The following general competencies are valid for assessment and selection, performance management, and other related human capital functions for the GS-0085/Security Guard Dispatcher at the grade levels listed below.

GS-6	GS-7
<ul style="list-style-type: none"> • <i>Accountability</i> • <i>Attention to Detail (2)</i> • <i>Conflict Management (2)</i> • <i>Continual Learning (3)</i> • <i>Creative Thinking</i> • <i>Customer Service</i> • <i>Decision Making</i> • <i>Flexibility (+)</i> • <i>Influencing/Negotiating</i> • <i>Information Management</i> • <i>Integrity/Honesty</i> • <i>Interpersonal Skills</i> • <i>Legal, Government and Jurisprudence (2)</i> • <i>Oral Communication</i> • <i>Organizational Awareness</i> • <i>Partnering</i> • <i>Problem Solving</i> • <i>Reasoning</i> • <i>Resilience</i> • <i>Self-Management</i> • <i>Spatial Orientation</i> • <i>Stamina</i> • <i>Teaching Others</i> • <i>Teamwork (2)</i> • <i>Technical Competence (2)</i> • <i>Writing (+)</i> 	<ul style="list-style-type: none"> • Accountability • Attention to Detail (2) • Conflict Management (2) • Continual Learning (3) • Creative Thinking • Customer Service • Decision Making • Flexibility (+) • Influencing/Negotiating • Information Management • Integrity/Honesty • Interpersonal Skills • Legal, Government and Jurisprudence (2) • Oral Communication • Organizational Awareness • Partnering • Problem Solving • Reasoning • Resilience • Self-Management • Spatial Orientation • Stamina • Teaching Others • Teamwork (2) • Technical Competence (2) • Writing (+)

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

Security Guard Dispatcher Competency Model

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

Security Guard Dispatcher Competency Model

GS-0085 Security Guard

Table 2: Required Proficiency Levels of General Competencies		
	GS-6	GS-7
Accountability	3	4
Attention to Detail (2)	4	5
Conflict Management (2)	3	5
Continual Learning (3)	4	5
Creative Thinking	2	4
Customer Service	3	4
Decision Making	2	4
Flexibility (+)	3	5
Influencing/Negotiating	2	4
Information Management	3	4
Integrity/Honesty	5	5
Interpersonal Skills	3	4
Legal, Government and Jurisprudence (2)	2	4
Oral Communication	4	5
Organizational Awareness	1	4
Partnering	3	4
Problem Solving	3	4
Reasoning	3	4
Resilience	3	4
Self-Management	4	5
Spatial Orientation	1	4
Stamina	3	4
Teaching Others	2	4
Teamwork (2)	4	4
Technical Competence (2)	3	4

Security Guard Dispatcher Competency Model

Writing (+)	3	4
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Security Guard Dispatcher Competency Model

Table 3: Behavioral Examples for Competencies

The following competency specific behavioral examples can be used when designing rubrics/rating forms. Please see the DOI Assessment Guide for additional clarification, information, and examples regrading rating rubrics and rating forms.

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 (2)	<p>Considers all aspects involved in accomplishing a task, no matter how minute. Precisely follows procedures to ensure each element of a task is accurately completed.</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>
Conflict Management (2)	<p>Uses appropriate methods and coordinates actions to reduce tension, resolve differences, and prevent conflicts from escalating.</p> <ul style="list-style-type: none"> • <i>Ensures disagreements between two or more parties remains civil</i> • <i>Effectively uses conflict resolution techniques to allow for productive discussion of potential solutions between disagreeing parties</i> • <i>Addresses grievances or disagreements and brokers accord and respect</i>
Continual Learning (3)	<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>

Security Guard Dispatcher Competency Model

<p>Customer Service</p>	<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> • <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>
<p>Decision Making</p>	<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>
<p>Flexibility (+)</p>	<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 uncertainty.</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>
<p>Influencing/Negotiating</p>	<p>Persuades (encourages) 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>

Security Guard Dispatcher Competency Model

<p>Information Management</p>	<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>
<p>Integrity/Honesty</p>	<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>
<p>Interpersonal Skills</p>	<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 cultural diversity, 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>
<p>Legal, Government and Jurisprudence (2)</p>	<p>Understand, interpret, and appropriately apply legal principles, government regulations, legal practices, executive orders, agency rules, public policy frameworks, and judicial processes relevant to one's role.</p> <ul style="list-style-type: none"> • <i>Shows familiarity with the structure and terminology of various rules and regulations of the Federal Government</i> • <i>Demonstrates the ability to search for and find appropriate rules or regulations</i> • <i>Understands how to apply appropriate rules and regulations to guide direction of work or make decisions</i>

Security Guard Dispatcher Competency Model

<p>Oral Communication</p>	<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>
<p>Organizational Awareness</p>	<p>Knows the organization's mission and functions, and how its social, political, and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules, and regulations of the organization.</p> <ul style="list-style-type: none"> • <i>Demonstrates awareness of the mission, functions, and various levels of the organization</i> • <i>Understands how decisions or actions of one organizational component may affect other components</i> • <i>Leverages knowledge of organizational components, programs, and directions to improve products, actions, or decisions</i> • <i>Shows familiarity with the rules and regulations of the organization</i>
<p>Partnering</p>	<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>
<p>Problem Solving</p>	<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>

Security Guard Dispatcher Competency Model

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>
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>
Spatial Orientation	<p>Knows one's location in relation to the environment; determines where other objects are in relation to one's self (for example, when using a map).</p> <ul style="list-style-type: none"> • <i>Accurately determines their location and adjusts plans based on the spatial relationship of objects or features in their environment.</i> • <i>Effectively uses maps, diagrams, or visual cues to locate necessary paths or areas and solves navigation challenges with minimal guidance.</i> • <i>Understands the positioning of nearby objects and ensures safe and efficient movement within the space.</i>
Stamina	<p>Exerts oneself physically over long periods of time without tiring (which may include performing repetitive tasks such as data entry or coding).</p> <ul style="list-style-type: none"> • <i>Can perform monotonous work for long periods of time without lapses in accuracy</i> • <i>Able to run at a moderate pace for several minutes at a time</i> • <i>Can perform relatively strenuous work (e.g., lifting heavy loads) repeatedly</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 (2)	<p>Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others.</p> <ul style="list-style-type: none"> • <i>Volunteers to assist associates with projects</i>

Security Guard Dispatcher Competency Model

	<ul style="list-style-type: none"> • <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>
Technical Competence (2)	<p>Applies technical expertise—acquired through formal training or extensive experience—to perform job responsibilities, interpret and evaluate relevant technical information, and provide guidance or recommendations to others on technical matters.</p> <ul style="list-style-type: none"> • <i>Demonstrates proficiency of technical subject matter area</i> • <i>Performs job tasks using the required physical and cognitive skills and abilities</i> • <i>Models technical task performance for others</i> • <i>Maintains currency on technical knowledge and technique</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>

Security Guard Dispatcher Competency Model

Table 4: General Competencies by Assessment Tool

When considering which assessment tool to utilize to assess various competencies, the following tables lists a variety of assessment tools and indicates how well-suited each tool generally is for measuring each competency. For each competency, each assessment tool is listed as high, medium, or low, potential for effectiveness in assessing the competency.

Competency	Structured Resume Review	Structured Interview	Biodata	Cognitive Ability Test
Accountability	Low	High	High	Low
Attention to Detail (2)	Medium	Medium	Low	High
Conflict Management (2)	Low	High	Medium	Low
Continual Learning (3)	Medium	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	Medium	High	Low	Low
Information Management	Medium	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 (2)	Low	Low	Low	High
Conflict Management (2)	Low	Medium	High	Medium
Continual Learning (3)	Low	Medium	Medium	Low
Creative Thinking	Low	Medium	Low	High
Customer Service	Low	Low	High	High

Security Guard Dispatcher Competency Model

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

Competency	Structured Resume Review	Structured Interview	Biodata	Cognitive Ability Test
Legal, Government and Jurisprudence (2)	Low	High	Low	Low
Oral Communication	Medium	High	Medium	Low
Organizational Awareness	Low	High	Low	Low
Partnering	Medium	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
Spatial Orientation	Low	High	Medium	Low
Stamina	Medium	High	Medium	Low
Teaching Others	Medium	High	Medium	Low
Teamwork (2)	Medium	High	Medium	Low
Technical Competence (2)	Medium	High	Low	Low
Writing (+)	Medium	Low	Medium	Low

Competency	Job Knowledge Test	Personality Inventory	Situational Judgment Test	Work Sample
Legal, Government and Jurisprudence (2)	High	Low	Medium	Medium
Oral Communication	Low	Low	Low	High
Organizational Awareness	Medium	Low	Low	Low
Partnering	Low	Medium	High	Medium

Security Guard Dispatcher Competency Model

Problem Solving	Low	Low	Medium	High
Reasoning	Low	Low	High	Medium
Resilience	Low	Medium	Low	Low
Self-Management	Low	Medium	Low	Low
Spatial Orientation	Low	Low	Medium	Medium
Stamina	Low	Medium	Medium	High
Teaching Others	Low	Medium	Medium	High
Teamwork (2)	Low	Medium	Medium	Medium
Technical Competence (2)	High	Low	Medium	High
Writing (+)	Low	Low	Low	High

Security Guard Dispatcher Competency Model

Appendix A: Security Guard General Competencies

The following lists highlight the key competencies that were identified through the Job Task Analysis (JTA) with the community. Competencies are an observable, measurable pattern of skills, knowledges, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully. Competencies can be used in the hiring process, to shape training programs, guide professional development, and support performance evaluations- ensuring consistency and alignment across the Department. Both the General and Technical Competencies for the job are listed.

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 (2)	Considers all aspects involved in accomplishing a task, no matter how minute. Precisely follows procedures to ensure each element of a task is accurately completed.
Conflict Management (2)	Uses appropriate methods and coordinates actions to reduce tension, resolve differences, and prevent conflicts from escalating.
Continual Learning (3)	Assesses and recognizes own strengths and weaknesses; pursues new knowledge and skill-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.

Security Guard Dispatcher Competency Model

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 uncertainty.
Influencing/Negotiating	Persuades (encourages) others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.
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	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 cultural diversity, race, gender, disabilities, and other individual differences.
Legal, Government and Jurisprudence (2)	Understand, interpret, and appropriately apply legal principles, government regulations, legal practices, executive orders, agency rules, public policy frameworks, and judicial processes relevant to one's role.
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.
Organizational Awareness	Knows the organization's mission and functions, and how its social, political, and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules, and regulations of the organization.
Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.

Security Guard Dispatcher Competency Model

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.
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.
Spatial Orientation	Knows one's location in relation to the environment; determines where other objects are in relation to one's self (for example, when using a map).
Stamina	Exerts oneself physically over long periods of time without tiring (which may include performing repetitive tasks such as data entry or coding).
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 (2)	Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others.
Technical Competence (2)	Applies technical expertise—acquired through formal training or extensive experience—to perform job responsibilities, interpret and evaluate relevant technical information, and provide guidance or recommendations to others on technical matters.
Writing (+)	Recognizes or uses correct English grammar, punctuation, and spelling; communicates information (for example, facts, ideas, or messages) in a brief, clear, and organized manner; produces written information, which may include technical material, that is appropriate for the intended audience.

Security Guard Dispatcher Competency Model

Security Guard (Dispatcher) Technical Competencies

Administrative Law (2)	Interprets and applies state and federal administrative laws—including relevant procedures, regulations, guidelines, and legal precedents to ensure compliant, well-reasoned decisions.
Airspace Coordination	Interpret and apply agency aviation and safety policies for wildland fire and emergency incidents to provide airspace coordination and aviation resource procurement, mobilization, and tracking.
Aircraft Maintenance 2	Inspect and maintain aircraft engines, parts, and systems, including their designs, uses, repair, and maintenance.
Ammunition and Explosives (2)	Evaluates and applies principles related to ammunition and explosives—including their functions, interactions, hazards, lifecycle considerations, and regulatory requirements—to support safe oversight of handling, storage, and disposal activities.
Criminal Law (2)	Interprets and applies state and federal criminal laws, including procedural requirements, regulations, guidelines, and precedents related to admissibility of evidence and prosecution.
Data Interpretation	Skill in collecting, analyzing, and interpreting data and policies, to determine actions and develop and propose guidance.
De-Escalation Techniques (2)	Employs effective de-escalation and conflict-management techniques to reduce tension, stabilize potentially volatile situations, and promote safe, constructive resolution.
First Response (2)	Applies established emergency-management principles—including basic first-aid awareness, coordinated response practices, rescue-support protocols, and threat-assessment methods—to promote safety, stabilize incidents, and facilitate effective emergency response actions.
Incident Management (2)	Manage an incident through the application of tactics knowledge, incident management technologies, principles, and processes to calmly protect, analyze, prioritize, and develop or recommend

Security Guard Dispatcher Competency Model

	appropriate adaptation strategies to address impacts.
Law Enforcement Mission Support	Apply understanding of law enforcement objectives, tactics, capabilities, and communications in support of law enforcement officers to relay critical information for officer safety.
Mobility	Demonstrates mobility needed to navigate diverse environments—including uneven ground, obstacles, or confined spaces—often in poor weather or low-light conditions. Able to maneuver quickly through complex terrain during emergency responses.
Personnel Security and Safety (2)	Applies methods and controls of personnel, public safety, and security operations; investigation and inspection techniques; or rules, regulations, precautions, and prevention techniques for the protection of people, data, or property.
Public Safety and Security (2)	Integrates principles from intelligence, public safety, security operations, occupational health and safety, and investigative or inspection practices to assess risks, apply relevant rules and precautions, and implement measures that protect people, data, and property.
Remote Situational Awareness	Maintain continuous remote situational awareness during unmanned aircraft system (UAS) operations by interpreting telemetry data, visual feeds, airspace information, environmental conditions, and mission objectives to anticipate hazards, mitigate risk, and ensure safe, compliant, and effective flight execution.
Risk Assessment	Evaluate and identify potential risks, vulnerabilities and weaknesses and facilitate the development of appropriate mitigation strategies.
Risk Management (3)	Assess potential risks by systematically identifying, analyzing, and evaluating factors that could have negative impact to life and property.

Security Guard Dispatcher Competency Model

Security (2)	Applies laws, regulations, and organizational guidelines to secure personnel, facilities, and sensitive information—including handling, transporting, and protecting classified materials—and ensures proper reporting and response to security incidents, and protecting classified information and proper reporting of security incidents.
Surveillance (2)	Applies surveillance and counter-surveillance principles, organizational policies, and legal requirements to plan, conduct, and assess overt and covert operations using appropriate methods and technologies, ensuring compliance, effectiveness, and operational security.
Vehicle Operations (2)	Applies organizational procedures and safety standards to operate motor vehicles—ensuring safe, compliant, and effective transportation in operational contexts.
Weather Interpretation	Recognize, interpret, and anticipate weather patterns and understand their implications for work conditions, safety, productivity, and operational decision making.

Security Guard Dispatcher Competency Model

Appendix B

Security Guard (Dispatcher) Tasks

The following list identifies the essential tasks for the Security Guard Dispatchers. It was compiled through the Job Task Analysis with the community. This task list can be used to develop job descriptions, guide training and competency programs, support performance evaluations, and inform recruitment criteria-ensuring consistency and alignment across the organization.

1	Performs investigative work to obtain information, gather evidence, or verify facts.
2	Completes forms, documents, or routine reports.
3	Prepares shift reports and logs as needed.
4	Takes notes, records, and summarizes information (for example, while conducting interviews, observations, or during court proceedings).
5	Enters data or other information into computer.
6	Coordinate with outside agencies to identify, and verify licenses, permits, and registration numbers.
7	Verifies accuracy of data and reconciles errors or inconsistencies.
8	Observes individuals, activities, or operations to obtain or verify information.
9	Collects, compiles, and organizes information.
10	Maintains or monitors control of information.
11	Archives and retrieves images, video and access logs as needed.
12	Simultaneously operate and monitor communications and video systems such as earthquake monitoring, National Warning Systems, fire systems, drone detection systems, video surveillance system (VSS) and dispatch systems.
13	Operate and monitor the supervisory control and data acquisition systems to control water operations.
14	Analyze and troubleshoot alarms
15	Initiate appropriate response to alarms, observed events, or other relevant information
16	Analyze multiple sources of information to assess for security threats and proper courses of action.
17	Evaluates, monitors, or ensures compliance with laws, regulations, policies, standards, or procedures.
18	Explains or provides guidance on laws, regulations, policies, standards, or procedures to management, personnel, or clients.

Security Guard Dispatcher Competency Model

19	Protects the health, safety, privacy, or best interest of the public, clients, staff, or others who may be at risk.
20	Monitors security of an area, entrance, or building and deploys defensive measures when needed (e.g. automated vehicle barrier (AVB)).
21	Maintains security of assets or confidentiality of information (for example, equipment, cash, computer access).
22	Evaluates threats or hazards.
23	Identifies vulnerabilities and critical assets.
24	Controls access to buildings and sites.
25	Responds to medical emergencies and coordinate necessary response with local and outside agencies.
26	Carry, operate, and maintain issued security equipment such as radios, flashlights, or surveillance devices.
27	Protect Federal property from hazards such as sabotage, espionage, trespass, theft, fire and accidental or willful damage and destruction.
28	Use two way radio equipment and use appropriate codes to communicate on a security network
29	Coordinate security coverage and response in the event of an emergency
30	Monitor internal threats (e.g. mechanical failures, human error, fire, seismic, structural, electrical) and external threats (e.g. foreign-based, homegrown extremism, anti-government groups, environmental activists) to continuously surveil for advance indicators of problems, suspicious behaviors or pending attacks.
31	Interpret, explain and answer operational and procedural questions, handle complaints/reports from citizens, employees and external customers, i.e. Security Response Force (SRF), Fire safety, and local contact Law Enforcement Officers (LEO)
32	Respond to requests or resolve complaints from customers.
33	Direct individuals, problems, questions, or complaints to the proper person or place.
34	Work independently and as a team member following all guidelines appropriate to the immediate circumstances.
35	Climb stairs or ladders to access rooftops, mechanical rooms, or elevated observation points.
36	Maintain a Valid State Driver's license
37	Analyzes facts and incidents to develop case information needed to support local law enforcement agency
38	Detect suspicious activity and explosive devices, illegal or dangerous weapons, and other illegal contraband.
39	Work in conjunction with law enforcement officers

Security Guard Dispatcher Competency Model

40	Supervise the work of subordinate security guards
41	Hire, train, guide, schedule, certify payroll, supervise, discipline, and evaluate subordinate security guards
42	Complete mandatory training courses/ training requirements per agency policy
43	Pilot drones to conduct security assessments, inspections, and overwatch.
44	Serve as Bureau duty officer; compile and report incident response information.
45	Monitor and respond to Incident Report Line (e.g. See -N- Say).
46	Oversee the site lost and found program and inventory.
47	Incident operator for the employee recall system.
48	Pay attention with low stimulation for long periods of time