

Security Guard Security Response Force (SRF) Competency Model

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Security Guard (SRF) Competency Model

Table of Contents

Security Guard SRF Competency Model Study Summary.....	3
Table 1: General Competencies for Assessment and Selection.....	4
Table 2: Required Proficiency Levels for Competencies	6
Table 3: Behavioral Examples for Competencies.....	8
Table 4: Competencies by Assessment Tool	15
Table 5: Technical Competencies for Assessment and Selection.....	18
Appendix A: General Competency Definitions.....	19
Appendix B: Technical Competency Definitions	22
Appendix C: Tasks for Security Guard SRF Work	25

Security Guard (SRF) Competency Model

Security Guard (SRF) 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 SRF in the series performed unique tasks as compared to other security guards across the Department, thus, the SRF 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 (SRF) Competency Model

Table 1: General Competencies by Grade¹

GS-0085 Security Guard (SRF)

The following general competencies are valid for assessment and selection, performance management, and other related human capital functions across the GS-0085/Security Guard SRF occupational series included in this study at the grade levels listed below.

GS-6	GS-7	GS-8	GS-9
<ul style="list-style-type: none"> • <i>Accountability</i> • <i>Attention to Detail (2)</i> • <i>Conflict Management (2)</i> • <i>Decision Making</i> • <i>Flexibility (+)</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>Physical Strength and Agility</i> • <i>Problem Solving</i> • <i>Physical Strength and Agility</i> • <i>Problem Solving</i> • <i>Writing (+)</i> 	<ul style="list-style-type: none"> • Accountability • Attention to Detail (2) • Conflict Management (2) • <i>Continual Learning (3)</i> • <i>Creative Thinking</i> • <i>Customer Service</i> • Decision Making • Flexibility (+) • <i>Influencing/Negotiating</i> • <i>Information Management</i> • Integrity/Honesty • Interpersonal Skills • Legal, Government and Jurisprudence (2) • Oral Communication • Organizational Awareness • <i>Partnering</i> • Physical Strength and Agility • <i>Problem Solving</i> • Reasoning • Resilience • <i>Self-Management</i> • <i>Stamina (†)</i> • <i>Teaching Others</i> • <i>Teamwork (2)</i> • <i>Technical Competence (2)</i> • Writing (+) 	<ul style="list-style-type: none"> • Accountability • Attention to Detail (2) • Conflict Management (2) • <i>Continual Learning (3)</i> • <i>Creative Thinking</i> • <i>Customer Service</i> • Decision Making • Flexibility (+) • <i>Influencing/Negotiating</i> • Information Management • Integrity/Honesty • Interpersonal Skills • Legal, Government and Jurisprudence (2) • Oral Communication • Organizational Awareness • <i>Partnering</i> • Physical Strength and Agility • Reasoning • Resilience • <i>Self-Management</i> • <i>Stamina (†)</i> • <i>Teaching Others</i> • <i>Teamwork (2)</i> • <i>Technical Competence (2)</i> • Writing (+) 	<ul style="list-style-type: none"> • Accountability • Attention to Detail (2) • Conflict Management (2) • <i>Continual Learning (3)</i> • <i>Creative Thinking</i> • <i>Customer Service</i> • Decision Making • Flexibility (+) • <i>Influencing/Negotiating</i> • Information Management • Integrity/Honesty • Interpersonal Skills • Legal, Government and Jurisprudence (2) • Oral Communication • Organizational Awareness • <i>Partnering</i> • Physical Strength and Agility • <i>Problem Solving</i> • Reasoning • Resilience • <i>Self-Management</i> • <i>Stamina (†)</i> • <i>Teaching Others</i> • <i>Teamwork (2)</i> • <i>Technical Competence (2)</i> • Writing (+)

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

Security Guard (SRF) 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 (SRF) Competency Model

Table 2: Required Proficiency Levels of General Competencies²

	GS-6	GS-7	GS-8	GS-9
Accountability	3	4	5	5
Attention to Detail (2)	2	3	4	5
Conflict Management (2)	2	3	4	5
Continual Learning (3)		4	4	4
Creative Thinking		3	3	3
Customer Service		4	5	5
Decision Making	4	5	5	5
Flexibility (+)	3	3	4	4
Influencing/Negotiating		3	4	5
Information Management		4	5	5
Integrity/Honesty	5	5	5	5
Interpersonal Skills	2	3	4	4
Legal, Government and Jurisprudence (2)	1	2	3	4
Oral Communication	1	2	4	4
Organizational Awareness	1	1	3	4
Partnering		1	3	4
Physical Strength and Agility	4	4	4	3
Problem Solving	2	2	4	5
Reasoning		2	4	5
Resilience	4	4	4	4
Self-Management	3	3	4	5
Stamina (†)	4	4	4	3
Teaching Others		2	4	4
Teamwork (2)		3	5	5
Technical Competence (2)		3	4	5
Writing (+)	2	2	4	5

² Bolded competencies are validated for use for assessment and selection purposes.

Security Guard (SRF) 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 regarding 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 remain 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 new knowledge and skill-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>

Security Guard (SRF) 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 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 (SRF) Competency Model

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 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>
Legal, Government and Jurisprudence (2)	<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>
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>

Security Guard (SRF) Competency Model

	<ul style="list-style-type: none"> • <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>
Organizational Awareness	<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>
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>
Physical Strength and Agility	<p>Ability to bend, lift, climb, stand, and walk for long periods of time; ability to perform moderately heavy laboring work.</p> <ul style="list-style-type: none"> • <i>Demonstrates the ability to lift, push, or pull objects</i> • <i>Can spend relatively long periods of time without sitting or resting</i> • <i>Can change direction in movement with relative ease</i> • <i>Can navigate over or around obstacles to movement</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>

Security Guard (SRF) Competency Model

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>
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> • <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>

Security Guard (SRF) Competency Model

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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Security Guard (SRF) 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
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
Physical Strength and Agility	Low	Low	Low	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	Medium	High	Medium	Low

Security Guard (SRF) Competency Model

Teamwork (2)	Medium	Medium	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
Accountability	Low	High	High	Low
Attention to Detail (2)	Low	Medium	Low	High
Conflict Management (2)	Low	High	Medium	Low
Continual Learning (3)	Low	High	High	Low
Creative Thinking	Low	Medium	Low	High
Customer Service	Low	High	Low	Low
Decision Making	Low	Medium	Medium	Medium
Flexibility (+)	Low	High	Medium	Low
Influencing/ Negotiating	Low	High	Low	Low
Information Management	Medium	Low	Medium	High
Integrity/Honesty	Low	High	Medium	Low
Interpersonal Skills	Low	High	Low	Low
Legal, Government and Jurisprudence (2)	High	Low	Medium	Medium
Oral Communication	Medium	Medium	Medium	Medium
Organizational Awareness	Low	High	Low	Low
Partnering	Low	Medium	Medium	Medium
Physical Strength and Agility	Low	Low	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 (2)	Low	Medium	Medium	Medium

Security Guard (SRF) Competency Model

Technical Competence (2)	High	Low	Medium	High
Writing (+)	Low	Low	Low	High

Table 5: Technical Competencies for Assessment & Selection

The following technical competencies are valid for assessment and selection, performance management, and other related human capital functions for the occupational series listed below. (NOTE: While the technical competencies below have been validated for assessment and selection for the series listed below, other technical competencies not listed below may be required depending on the position. Rely on the results of a job analysis and feedback from the hiring manager and subject matter experts to determine the exact technical competencies needed for a particular hire).

Table 5: Technical Competencies for Assessment & Selection by Grade
GS-0085 – Security Guard (SRF)

- Accident Investigation (2)
- Administrative Law (2)
- Ammunition and Explosives (2)
- Compliance Inspection (2)
- Criminal Law (2)
- De-Escalation Techniques (2)
- Detention (2)
- Firearms (2)
- First Response (2)
- Hazardous Materials (2)

- Public Safety and Security (2)
- Restraint and Self-Defense (2)
- Risk Management (3)
- Search (2)
- Security (2)
- Seizure (2)
- Surveillance (2)
- Vehicle Operations (2)
- Physical Readiness

Security Guard (SRF) Competency Model

Appendix A: Security Guard (SRF) 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.
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.

Security Guard (SRF) Competency Model

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.
Physical Strength and Agility	Ability to bend, lift, climb, stand, and walk for long periods of time; ability to perform moderately heavy laboring work.
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.

Security Guard (SRF) Competency Model

Resilience	Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
Self-Management	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.
Stamina (†)	Exerts oneself physically over long periods of time without tiring (which may include performing repetitive tasks such as hammering or lifting objects).
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 (SRF) Competency Model

Appendix B: Security Guard (SRF) Technical Competencies³

Accident Investigation (2)	Applies established accident-investigation guidelines, regulations, and procedures to effectively preserve the incident scene, conduct root-cause analyses, and identify, collect, and handle evidence in a manner that supports accurate, compliant, and timely investigative outcomes.
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.
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.
Compliance Inspection (2)	Applies relevant guidelines, regulations, and procedures associated with compliance inquiries, including application of compliance rules and criteria and ability to make appropriate decisions and issue citations, fines, or orders
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.
De-Escalation Techniques (2)	Employs effective de-escalation and conflict-management techniques to reduce tension, stabilize potentially volatile situations, and promote safe, constructive resolution.
Detention (2)	Applies organizational policies, legal requirements, and procedural standards to lawfully and safely manage detainees — including documentation, identification steps, and transport,— while ensuring rights, safety, and procedural integrity are upheld.
Firearms (2)	Applies organizational policies, safety principles, and regulatory requirements related to firearms—including appropriate use, ammunition considerations, range protocols, and use-of-force guidelines—to support responsible, lawful, and safety-focused decision-making in relevant operational contexts.
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.
Hazardous Materials (2)	Manage hazardous materials by implementing safety protocols, conducting risk assessments, and ensuring proper handling and disposal to maintain a safe and compliant work environment.

³ Includes competencies identified for positions by SMEs that were not considered “critical” across each occupational series. These competencies may still be used for training and development purposes.

Security Guard (SRF) Competency Model

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.
Restraint and Self-Defense (2)	Applies approved techniques and organizational guidelines to safely manage and restrain hostile or aggressive individuals, using appropriate levels of force to protect self and others while minimizing risk and ensuring compliance with legal and procedural standards.
Risk Management (3)	Assess potential risks by systematically identifying, analyzing, and evaluating factors that could have negative impact to life and property.
Search (2)	Applies legal standards, organizational policies, and established methods to conduct searches of personal property—including vehicles, documents, buildings, and other items—ensuring compliance and thoroughness.
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.
Seizure (2)	Applies laws, regulations, and organizational procedures to manage property seizure, ensuring proper chain-of-custody, accurate documentation, and secure handling and storage of seized items.
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.
Physical Readiness	Demonstrates advanced physical capability encompassing cardiovascular endurance, muscular strength, and sustained stamina to perform continuous, high-intensity tactical operations. Capable of prolonged pursuit, rapid deployment, repeated high-strength actions, and moderately heavy labor—including bending, lifting, climbing, standing, and walking for extended periods—under extreme weather, high-stress, and high-threat conditions. Maintains full operational effectiveness during extended or irregular shifts, night operations, and complex tactical environments without significant fatigue.

Security Guard (SRF) Competency Model

Appendix C: Security Guard (SRF) Study 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	Identifies and verifies 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	Interprets and enforces laws, regulations, policies, standards, or procedures to specific issues.
13	Evaluates, monitors, or ensures compliance with laws, regulations, policies, standards, or procedures.
14	Explains or provides guidance on laws, regulations, policies, standards, or procedures to management, personnel, or clients.
15	Safely and effectively carry, operate, and maintain firearms.
16	Safely and effectively carry and operate less-lethal devices.
17	Protects the health, safety, privacy, or best interest of the public, clients, staff, or others who may be at risk.
18	Performs policing functions (for example detaining persons, or seizing contraband, property, or assets).
19	Monitors security of an area, entrance, or building and deploys defensive measures when needed (e.g. automated vehicle barrier (AVB)).
20	Conducts random or assigned patrols.
21	Maintains security of assets or confidentiality of information (for example, equipment, cash, computer access).
22	Evaluates threats or hazards.
23	Plans, coordinates, and conducts vehicle stops.
24	Conducts security or compliance inspections.
25	Identifies vulnerabilities and critical assets.
26	Controls access to buildings and sites.
27	Conducts searches or inspections of persons, baggage, vehicles, ships, aircraft, or materials.
28	Conducts walk-thru of facility.

Security Guard (SRF) Competency Model

29	Responds to emergencies and provides first aid if necessary.
30	Carry, operate, and maintain issued security equipment such as radios, expandable batons, flashlights, surveillance devices, and protective gear.
31	Maintain proficiency in defensive tactic skills to perform as/when needed
32	Maintain hand gun and rifle proficiency and qualification to prepare for reactions to a variety of situations in a fighting environment.
33	Ensures radios and tactical and emergency vehicle equipment is operational at all times.
34	Defend and protect Federal property from hazards such as sabotage, espionage, trespass, theft, fire and accidental or willful damage and destruction.
35	Ensure 100% accountability and maintain proper turn in procedures in the Armory.
36	Maintain First Aid/CPR certification
37	Maintain proficiency in imaging machines and detection of potential threats
38	Use two way radio equipment and use appropriate codes to communicate on a security network
39	Responds to requests or resolves complaints from the public.
40	Directs individuals, problems, questions, or complaints to the proper person or place.
41	Provides directions to individuals.
42	Work independently and as a team member following all guidelines appropriate to the immediate circumstances.
43	Walk through designated areas to monitor for safety hazards, unauthorized individuals, or suspicious activities.
44	Physically manage entry and exit points by checking identification, inspecting belongings, and operating gates or barriers.
45	Physically respond to alarms, evacuate individuals, and assist in emergency procedures such as fire drills or medical incidents.
46	Detain individuals, break up altercations, or use physical force in accordance with legal and organizational guidelines.
47	Run or sprint short distances to pursue individuals attempting to flee a scene or evade arrest
48	Use physical force to restrain or detain individuals when necessary, following legal and procedural guidelines.
49	Lift or move physical barriers, equipment, or injured individuals during emergencies or security incidents.
50	Climb stairs or ladders to access rooftops, mechanical rooms, or elevated observation points.
51	Maintain a Valid State Driver's license
52	Analyzes facts and incidents to develop case information needed to support local law enforcement agency
53	Detect suspicious activity and explosive devices, illegal or dangerous weapons, and other illegal contraband.
54	Work in conjunction with law enforcement officers
55	Supervise the work of subordinate security guards
56	Hire, train, guide, schedule, certify payroll, supervise, discipline, and evaluate subordinate security guards

Security Guard (SRF) Competency Model

57	Complete mandatory training courses/ training requirements per agency policy
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