

Career and Professional Development Guide



Department of Homeland Security
Federal Protective Service
Office of the Deputy Director for Training and Professional Development

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FOREWARD

This guide serves as a professional development tool for all members of the Federal Protective Service (FPS) workforce. It describes a spectrum of development opportunities an employee can leverage to enjoy a successful career. This guide also serves as a mentoring tool for all FPS leaders and is an important employee management tool for Regional Directors and the Executive Leadership Team.

FPS has undergone tremendous organizational change during its existence. It continues to grow and hone its capabilities, maintain its cultural identity, and provide federal facilities with the protection required to meet the ever growing and dynamic nature of tomorrow's threat. To enhance these efforts, the Agency has created this Career and Professional Development Guide (CPDG) "Guide" to help employees create, track, and guide their individual career paths. With this Guide, the FPS now has enterprise-level continuity to align the workforce and strategic human capital direction.

It helps prepare the workforce for the challenges of tomorrow. Nothing is more important for FPS than to have a fully prepared workforce to address all the changes and issues facing the law enforcement community. The FPS workforce is extremely dynamic, fast-paced, and rapidly-changing due to challenges like shifting threats, technology advances, and societal differences. FPS addresses these challenges through a variety of initiatives and efforts to adapt to its customers' needs. However, to concurrently meet its workforce's needs, FPS must also provide the right learning opportunities. A well-prepared workforce can increase the security of protected buildings, create greater efficiencies in our processes, raise morale, and decrease attrition. Most importantly, it will benefit the quality of security provided to customers.

Individuals and leaders at all levels are responsible for the planning and career development of FPS employees. During the creation of this Guide, many employees and leaders discussed the issues they see inhibiting their ability to successfully plan a career. This Guide answers several important questions about career development within FPS:

- What are the clear, concise ways for employees and leaders to focus on career development that will benefit FPS, its customers, and the future of FPS to ensure the most secure and protected facilities under our responsibility?
- How can supervisors assess and implement career development within the current staffing process and manpower allocation to integrate current posture with future needs?
- What actions can FPS take to get leaders to think like the field and the field to think like leaders when it comes to career development? What actions will foster career development while increasing buy-in to the needs of FPS?
- How can FPS balance the combination of mentor focused efforts with individual responsibility in reaching their career goals? What are the actions FPS can take to recruit, train, and use exceptional mentors who focus on developing others?
- What tools will enable employees to manage their own career development and engage their supervisors in the process? What organization tools will allow employees to take charge of their own career development plan?

- How can supervisors learn to avoid common pitfalls in career development discussions and utilize the performance review process to facilitate career development? How can these development discussions help employees see the alternatives in their development path focused on professional development over simple promotion or advancement?
- How can employees, supervisors, and FPS, learn to understand their own motivations so they can develop their own career development plans more effectively?

A career development focus supports FPS' mission, vision, culture, and strategic initiatives. When FPS proactively helps employees develop and influence the direction of their careers, the prevailing culture and the future direction of the agency are improved.

1.0 Goal of this Guide

The goal of this guide is for all employees to find the needed assistance for continuing career growth and achieve success. All agencies need a well-articulated career path that helps employees plan for their careers appropriately. The breadth of a career path allows the FPS workforce to connect training, education, competencies and skills to their personal desires and career objectives. Outside of the Agency's primary mission to protect federal facilities and all who visit them, FPS' focus is to maintain a well-trained and motivated workforce.

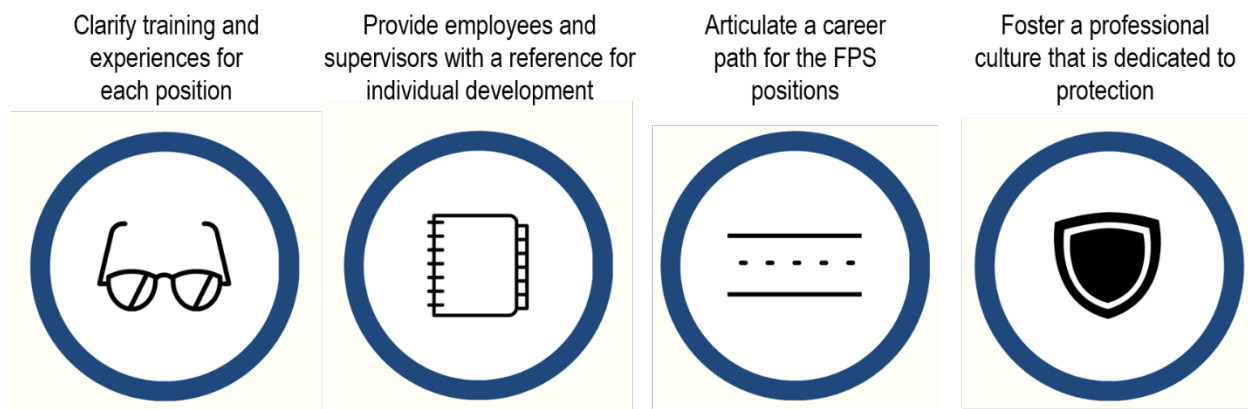


Figure 1: Goals of this Guide

A vital component includes clearly stating expectations for employees and mechanisms to follow for them to achieve their career goals. As such, this guide will enhance motivation and help train employees via four major goals (see Figure 1):

1. **Clarify position training and experience at each grade.** In conjunction with FPS standardized Performance Work Plans (PWP), Position Descriptions (PD), and existing human resource policies, the workforce will be able to use this guide as a reference to the training and experience recommended at each grade. The organization is making a concerted effort to ensure a progression throughout the GS pay grades.
2. **Provide employees and supervisors with a reference for development.** Both supervisors and employees can use this guide for career planning and overall employee development. It contains material to help protection professionals develop their careers as well as sections focused on individual development to meet various competencies within the workforce.
3. **Define a career path for the FPS workforce.** Regardless of their current grade within FPS, all Inspectors may use this guide to achieve a better perspective on the route they wish to pursue for a successful career within FPS. Whether just beginning a career as an Inspector or considering the 1801 Inspector position as a different assignment, this guide will help plan a career to achieve success and ensure continuity across the workforce.
4. **Foster a culture that develops a protection centered workforce.** FPS doesn't separate the functions of law enforcement and physical security. As the organization continues to mature, it is essential that it embraces and cultivates the concept of protection across its workforce. This guide

is an integral part in fostering a culture that embraces protection as an integrated function of law enforcement and physical security.

2.0 Expectations for FPS Leaders

This Guide does not negate a supervisor's role in leading, mentoring and coaching employees to fulfill mission requirements and efficiently plan their careers. All FPS supervisors are required to adhere to FPS, DHS, and OPM policy, directives, procedures, and guidelines regarding federal employment.

Leaders within FPS are empowered to coach and mentor subordinates to reach their professional goals. This Guide will help to design a career plan (e.g., training, education, and skills) to fit individual career aspirations using a number of resources and references. Leaders must assess individual capabilities of employees:

1. Have a thorough understanding of the requirements, competencies and future of the protection workforce;
2. Conduct an accurate assessment of an employee's current level of capability;
3. Collaboratively assist employees with the creation of an IDP that defines achievable and measurable immediate individual development goals which coincide with long-term goals;
4. Schedule quarterly reviews of the IDP to ensure the employee is aligning actions and behaviors with intended outcomes; and
5. Use the IDP to assist yearly reviews and performance appraisals to ensure accountability.

A vital responsibility for Leaders is to develop and assist others with developing a valuable career. Employee development is a shared responsibility among employees and leaders. Employees interested in achieving a remarkable career must share in the costs of their own development by doing activities on their own time, outside of work. When an employee has to make some meaningful investment, they meet commitments and develop faster and more effectively. Sharing in the development creates buy-in and commitment while driving individual accountability.

When Agencies and their leaders take responsibility for career development, they are more likely to retain high-potential employees and discover skills within their Agency they never knew existed.

Supervisors need to provide employees room to grow, to develop their employees to understand and find pathways to achieve their goals. As employees continually experience and achieve what they set out to accomplish, the skill sets and capability of FPS will continue to grow exponentially. Leaders should encourage and express appreciation for those employees who take responsibility of their own careers.

Leaders should be focusing development on critical activities to help ensure we achieve the most effective career development program:

- ***Articulate the vision and shared values of FPS*** to establish a basis for career development. At the senior leadership level, this should include a clear strategy for the staffing, structure and systems that will be utilized to carry out the FPS vision.

- **Identify your most skilled and talented coaches and mentors, both formal and informal.** These are usually individuals who are already highly developed and have shown a talent for developing others. They have a deep sense for learning, are servant leaders, and gain great personal satisfaction in helping others reach their potential. These mentors must be able to break down barriers and move along the development of others.
- **Identify and set aside critical positions** throughout the organization into which you can place those who will benefit the agency and fulfill a career development need. Ensure that only high potential employees occupy these important positions. Every area, district, branch or division has critical positions where the action happens and decisions are made, and that require the most expertise. This critical activity seems obvious; put the best people in the most important jobs, but many organizations don't take the time to structure their organization in a way to make this happen. It requires fluidity, cooperation, and buy-in from all levels of leadership to share their talent.
- **Continue an ongoing development program.** This program includes encouraging supervisors to lead in their own area, district, branch, or division and orienting senior leaders to the FPS development process. Further, these efforts may include other activities like mentoring, working group assignments, cross-region taskings, and formal training opportunities.
- **Measure, recognize, and reward those who lead.** To foster a development culture, advancement and rewards must be evident to everyone to demonstrate those who value career development will be promoted and rewarded.
- **Use performance evaluations, informal discussions, formal counseling** and other tools to continuously let employees know where they stand. These activities create a high element of trust in the process and increase transparency.

2.1 DHS Mission and Vision

As a member of the Department of Homeland Security our mission reads:

With honor and integrity, we will safeguard the American people, our homeland, and our values.

This mission includes preventing terrorism and enhancing security; managing our borders; administering immigration laws; securing cyberspace; and ensuring disaster resilience.

The vision of homeland security is to ensure a homeland that is safe, secure, and resilient against terrorism and other hazards. Three key concepts form the foundation of our national homeland security strategy to achieve this vision: ***Security, Resilience, and Customs and Exchange.***

2.2 The FPS Mission, Vision, and Purpose

Since its creation in 1971, FPS has been at the forefront of securing the homeland. As the challenges to our nation have evolved over decades, so has the mission and scope of the agency. Today, with responsibility for over 9,000 federal facilities and the safety of millions of federal workers and visitors, FPS not only provides law enforcement protection of individual facilities and the people who work, visit, and conduct business there, but also ensures the resilience of our government and the continuity of the American way of life.

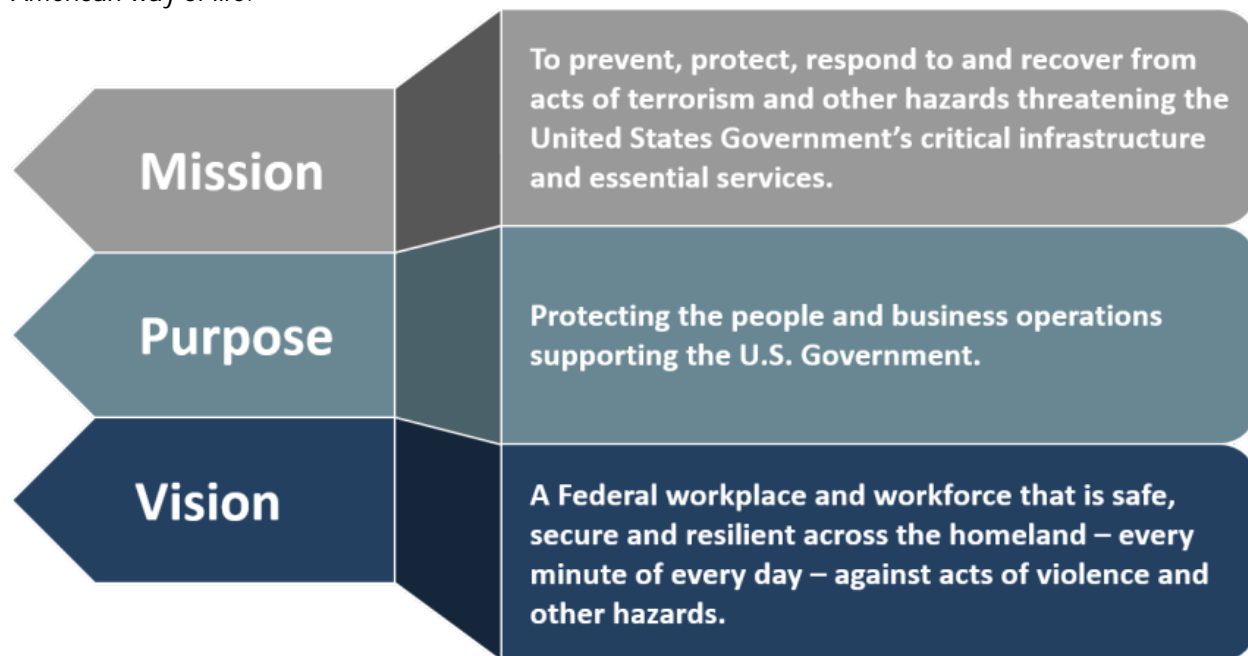


Figure 2: FPS Mission, Vision, and Purpose

The mission is simply stated yet requires an extremely dynamic and complex execution to ensure success; prevent, protect, respond to and recover from acts of terrorism and other hazards threatening the U.S. Government's critical infrastructure and essential services.

The facilities that FPS protects represent a key node in our nation's critical infrastructure. As the Sector Specific Agency co-leading efforts for the Government Facilities Sector with the General Services Administration (GSA), the agency integrates the concepts of risk management in all its decisions, from assessments and countermeasures to resource allocation.

For those they protect, each other, and the Nation, FPS must to evolve the organization and establish a workforce aligned to its mission while preparing for the future. FPS continues to build upon its successes and needs everyone's support to continue the momentum forward. FPS charges its employees with three vitally important ideas to build tomorrow's workforce in support of its mission:

- Trust each other and the organization while continually striving to improve your personal and professional self.
- Be responsible and engaged with the development of yourself and others.

- Continue to build powerful relationships and expand your network to enhance your personal development and the collective development of the organization.

3.0 Building a Law Enforcement Workforce Centered on Protection

One of the critically-important characteristics of FPS is that FPS is the only federal agency totally dedicated to a protection mission and with the blending of security and law enforcement skills that allow the agency to own the protection of facilities from cradle-to-grave. This blending of skills into a core workforce is unique and will help FPS rise to world-wide recognition as subject matter experts in protection of facilities and those who work in or visit them.

Figure 3: FPS Capabilities, Impacts, and Effects



Armed with an understanding to synchronize protection efforts and with the future in mind, FPS employees can best plan their careers by aligning their training, education and development needs to the concept of protection. As employees and supervisors plan careers, it is essential to always keep the core FPS responsibilities in mind whether aligning training and education, improving on competencies and natural attributes or seeking external education. See Table 1.

FPS defines protection as the preservation of the effectiveness and survivability of United States facilities related to all personnel, equipment, infrastructure, information, capabilities, functioning of government services, and the continuity of the American way of life. FPS synchronizes, integrates, and organizes its capabilities and resources to preserve federal facilities while mitigating the risk and inherent threats against

them. Protection is a continual activity integrating law enforcement and physical security capabilities to safeguard the homeland.

Table 1: Key FPS Responsibilities

Focus Area	Responsibility
Law Enforcement	Provide uniformed police response and investigative follow-up.
	Conduct K9 explosive detection operations.
Security and Law Enforcement	Provide critical security services and logistical support at high-profile public events.
	Coordinate vital emergency services and disaster response during and after natural disasters.
	Engage federal facility tenants through crime prevention seminars, facility security surveys, intelligence gathering operations and more.
Security	Conduct comprehensive security assessments of vulnerabilities at facilities.
	Develop and implement security countermeasures based on the latest risk management tools and technology.
	Oversee the installation of alarm systems, x-ray and metal detection equipment, and entry control systems.
	Monitor security countermeasure systems at federal facilities for proper performance and security breaches.
	Perform hazardous materials preparedness and response operations.
Business	Contract for, and conduct, oversight of Protective Security Officers.
	Engage with federal stakeholders to meet security needs and financial obligations.

The most vital concept to understand is law enforcement responsibilities directly impact and feed into physical security duties, and vice versa. To be successful in FPS, an employee must understand and make development efforts focused on improving within both domains. Relegating oneself to either a law enforcement officer or a physical security professional will not maximize success. A protection professional utilizes techniques found on both sides and recognizes the value each brings to the other. The mission support personnel must understand not only the FPS mission set, but how to achieve levels of information and development to best enhance the operational mission through excellence in mission support services.

The FPS workforce knows the important balance required between law enforcement and physical security elements of their protection duties. Employees are encouraged to learn more about the fundamental tenets of protection (principles, forms, and tasks) so their career development aligns with the strategic direction of FPS' future.

An employee can utilize these concepts in everyday activities and use Table 2 as a reference to further develop skill sets.



Figure 4: Protection Professional

Table 2: Protection Concepts

Principles of Protection	Forms of Protection	Tasks of Protection
<ul style="list-style-type: none"> • Comprehensive understanding of law enforcement duties and physical security applications • Enduring overt and passive security and policing operations • Integration of law enforcement activities with physical security risk management operations • Layered operations that provide physical security overlap • Redundant countermeasures and law enforcement presence 	<ul style="list-style-type: none"> • Active security and policing • Deterrence through active overt counter measure application • Mitigation of risk • Passive defense and observation • Prevention via risk mitigation, law enforcement operations and tenant awareness 	<ul style="list-style-type: none"> • Anti-Terrorism • Contractor Oversight & Training • Cyber Security • HAZMAT Awareness • Information Protection • Law Enforcement • Operational Security • Physical Security • Public Safety • Stakeholder Education • Threat Mitigation

3.1 The Workforce of the Future

Today's FPS workforce has one of the most critical responsibilities in the nation: to protect the employees and physical assets of the federal government while also preparing the leaders and protective services force of tomorrow to meet an ever-changing set of complex challenges coming the nation's way. An essential component of this preparation of leaders and workforce is career planning and development and a realistic understanding of the future.

As FPS continues to understand what the future has in store, the most important trends will be in law enforcement and physical security and integration of various domains such as information security, cyber security, and integrated systems security under a single protection umbrella. . This challenges the FPS workforce to quickly and efficiently employ the best security and law enforcement practices within each domain to achieve protection.

Employees at all levels should be considering the following major topics when developing the collective workforce and associated individual development plans:

- Convergence of physical with cyber security
- Technical skills for protecting data and the physical space where it resides
- Biometric technology application to security
- Cloud and mobile based systems within federal facilities
- Society's view of law enforcement
- Rapid technology proliferation and delay to federal agencies
- The integration of biotechnologies with society and its implication for threat actors
- Intelligence functions for physical security
- Shifting focus of expertise in business and contracting skills
- Increase of violent extremism and lone actors
- Behavior indicators associated with criminal or terrorist related acts.

Given the likely issues that FPS face in the future of security, it is essential to begin mapping necessary competencies to ensure the workforce is focused on the appropriate developmental activities. These are

the fundamental competencies protection professionals must attain and consistently demonstrate, regardless of work environment, to meet the needs of tomorrow:

Enterprise risk management. There is a trend toward a holistic approach to enterprise risk management, which breaks down silos between physical and technological security and provides comprehensive risk management solutions. Examples include using technology such as video cameras and computerized entry systems in conjunction with Protective Security Officers who protect physical buildings and property perimeters.

Business and financial management. Security personnel need business acumen to successfully deploy security strategies within agencies. Security professionals who speak the same language as agency leadership can also contribute to succession planning and an overall risk management strategy that aligns with agency goals.

Diverse leadership and communication. Security professionals must have strong interpersonal skills, including leadership and team-building strengths, to successfully collaborate with diverse groups of employees and engage them in best practices. Security team members are often charged with teaching others how to maintain security systems and follow protocols, which requires strong communication and presentations skills. Security personnel must demonstrate leadership abilities that will inspire confidence in emergency situations as well as everyday operations. Well-honed external communication skills are also essential because security professionals may be called upon to interact with other law enforcement and public safety officials in crisis situations.

Anticipatory and strategic thinking. Identifying new and merging risks and effectively responding to them are essential responsibilities. Security professionals must have the vision to create a comprehensive risk management strategy to combat these imminent threats. Excellence in risk assessments means understanding the components of any crisis situation, including the systems and property affected. Once a risk is properly assessed, countermeasures must be determined, and mitigation must be planned. When an event does occur, security professionals must assemble resources and implement action plans under pressure and in volatile environments, while thinking clearly and being decisive.

STEM. With the convergence of physical and informational security, and with increasingly sophisticated technology, security professionals need a strong background in STEM areas: sciences, technology, engineering, and math. Security systems in a variety of settings often rely on biometrics, radio frequency identification systems, satellite-based surveillance and tracking, and hybrid technology cards. Security professionals must be able to work with these technologies and understand emerging IT security solutions and systems integration processes.

Protection. One of the most vital competencies of the FPS workforce is the ability to protect and the statutory authorities that establishes it. Protection concept is a blending of physical security and law enforcement skills to affect the safety of federal facilities. In the past, many in the security profession failed to integrate the two functions into one specific skill set. A person in the protection field should understand the relationship between physical security and law enforcement to achieve a comprehensive perspective. A successful protection professional will leverage both domains to accomplish his or her duties.

4.0 How to Use the Guide

This FPS Career and Professional Development Guide is a combination of employee resources and initiatives geared toward enhancing the career path of the workforce. It is an important piece of an employee's overall career development plan.

Each employee should consider the four major categories of career development in their plan to achieve a successful career at FPS:



Figure 5: Categories of Career Development

- **Job Requirements.** Every position comes with its standard requirements that drive expectations for performance. An employee who cares about success will take into account the various job tasks, competencies, attributes and skills prescribed by the agency and the Office of Personnel Management (OPM) at large. As employees create their IDP each year, the first place to look is at the competencies and attributes for the correct GS level. An employee should question whether he or she is meeting those requirements and/or what he or she needs to do to improve or make it to the next level of standards.
- **Institutional Training.** FPS has robust offerings and standards for training. For example, an Inspector must complete certain basic courses during his or her career. In addition, there are optional courses available that an employee can attend to enhance their professional development. Institutional training is only a part of a larger picture to enhance skill sets. Often the institutional training only meets the basic levels of requirements for job related skills. A successful employee knows that to be more successful, and hence more competitive throughout a career, it requires augmenting institutional training with professional development.

- **Personal Development.** Career development is a shared responsibility between an employee and his or her Agency. An employee may ask “What should I be doing on my own to further develop my career?” There are recommendations throughout the guide, which may include suggestions like receiving a certification or getting a master’s degree, but it is up to the individual to determine what will be most beneficial to his or her career. An employee should continually be honing his or her skills and increasing knowledge.
- **FPS Career Guide.** The final piece of the FPS career development is this Guide. It contains resources and aligns specific job requirements, institutional training standards, and recommendations for professional development. Employees should use the guide as a resource and reference it periodically as they plan their career.

This Guide provides the FPS workforce with specific insight, guidance, and information to advance and foster a successful career within the organization. It is intended to be used as a reference and in conjunction with FPS policy. It does not replace the vital role of leadership with helping employees craft their careers. It is also important to note that this guide is not a sole source in developing a career, conducting employee performance reviews, or as a checklist for determining success. This guide is intended to be used as a resource for employees to help in creating, tracking, and guiding their individual career paths. FPS employees are encouraged to take personal responsibility for their professional development.

Figure 6 provides a simple process for considering professional development needs.

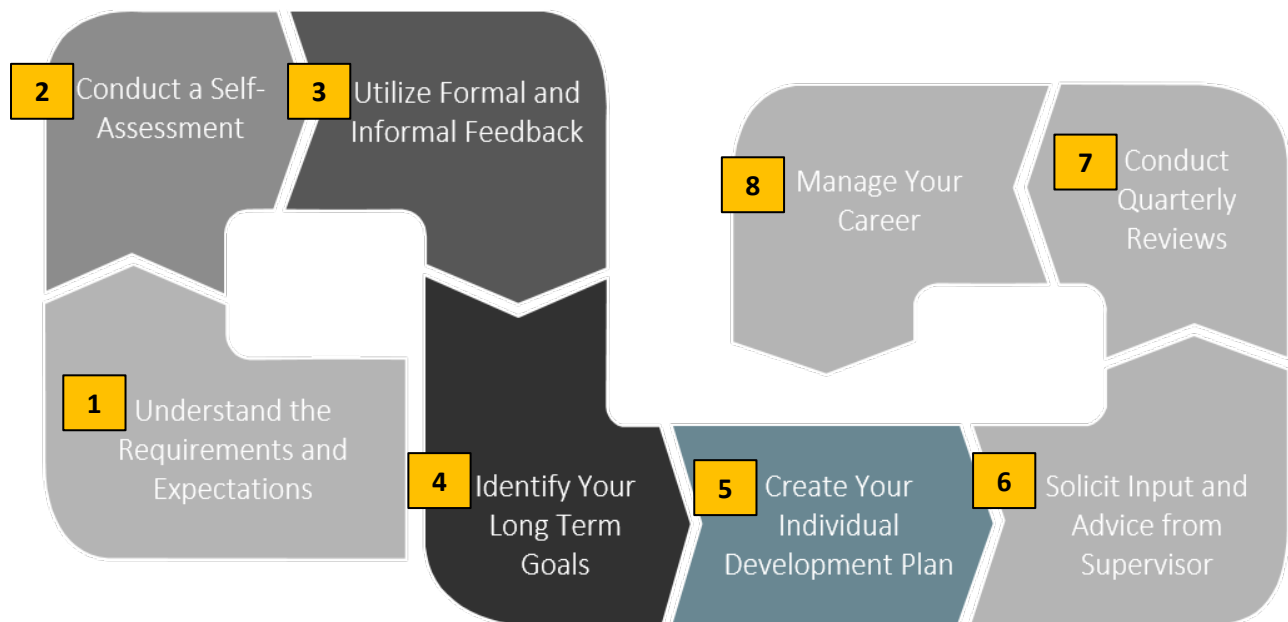


Figure 6: Career Development Process

1. **Understand the requirements and expectations** of your position. Use this Guide to learn about what FPS values for the various positions and align your long-term development with your career aspirations.

2. **Conduct a Self-Assessment.** A good self-assessment that measures your abilities against the established competencies and skills identified by their Agency. Evaluate how well you perform your job at your given level and identify potential areas for improvement as well as identify areas to improve to meet competencies of the next higher position you are striving for.
3. **Use Formal and Informal Feedback** from you supervisors and peers. Often those around us have a better perspective on our development areas. Ask others how you are doing in particular competencies. Talk to your peers about your leadership capabilities. These types of discussions will help you build upon your self-assessment.
4. **Identify Your Long-Term Goals.** An employee who doesn't know where they want to go will inevitable achieve very little from their career. Consider what types of positions you would like to fill in 10 years. Think about the type of leader you would like to be. The more clarity you have concerning where you want to be will make it easier to plan a pathway to get there.
5. **Create Your Individual Development Plan.** Once you have identified your long-term career goals and identified your development priorities, you should create an IDP. The importance of completing an IDP cannot be overstated. The IDP is like a roadmap by which you set specific goals for learning and job search activities. An IDP is an individually tailored action plan that links the skills and knowledge areas identified in your long-term career path to the learning and developmental activities you need to pursue to reach your goals.
6. **Solicit Input and Advice from your Supervisor.** Spend time with your supervisor reviewing your IDP and how you intend to meet the objectives you set out to achieve. He or she will be a valuable asset to assist you in getting to training, allowing flexibility to complete self-study, and can afford you on-the-job learning opportunities. One of the most important and fulfilling roles of a leader is to help others achieve their goals.
7. **Conduct Quarterly Reviews.** Conduct quarterly reviews of your IDP as a mechanism for driving forward to accomplish goals. The employees who routinely achieve their goals do have quarterly meetings with their supervisors to check progress and identify new tactics in succeeding in their goals.
8. **Manage Your Career.** The responsibility of achieving successful career goals resides with the employee. It is up to that person to manage their own career and routinely engage in the cyclical nature of career planning and development. As soon as you meet a goal, determine what your next objective is and seek to accomplish it.

IDP Self-Assessment and Development Worksheets

One of the most important steps in determining capabilities and interests is an assessment. Assessment is a tool you can use to know your “work” self and make better career choices. You may have assessed your skills, values, interests and abilities when you first entered the workforce. Assessment provides you the opportunity to reevaluate, at this point in your career, how you can make the most of the time you devote to work. This tool is intended for voluntary self-assessment purposes and will not be used by managers to assess your annual performance. In addition, this tool is neither necessary nor sufficient to establish your qualification for promotion.

Self-assessment is a process that includes exploring who you are, where you are, what you want, where you want to go and how you can get there. It encourages you to identify and explore your values, personality, interests and skills. The more insight gained from self-assessment, the more informed and focused your career decisions will be.

Some considerations for your self-assessment

Constructively link your competencies, knowledge, skills, abilities, interests, and values with the job or developmental activity you are seeking:

- Describe what environment you learn best in;
- Describe the supervisory style you are most comfortable with;
- Identify your areas of strength and weakness;
- Explain your beliefs, attitudes and values that you bring to the job; and
- Identify your needs (What do you want from the job - security, advancement, money, challenge...).

Why is self-assessment important to my career?

Self-assessment will help you reassess where your strengths and interests lie and find out what your work values and skill sets are right now. It will also help you in your competencies analysis and identify areas you may want to focus on to develop. The worksheets in Attachment 2 will help you formulate some initial thoughts about where you are currently in your career and where you want to go:

Worksheet 1 Identifying your Career Goals - As a first step, it can be helpful to identify where you are in relation to where you may want to move in your professional path.

Worksheet 2 Identifying your Strengths and Development Opportunities - Now think about your current competencies and development opportunities. You may not necessarily have a strength and development opportunity in every competency area below; however, as you continue to self-assess each year, you will find your areas of strengths and development opportunities will change, so there is no need to identify or accomplish everything at once.

Worksheet 3 Aligning your Career Goals with the Agency's Goals - Now you've developed a clearer sense of yourself in terms of what you have to offer professionally, both now and in the future. It's now time to think about how this relates in your current role and what is needed to move forward. It's also important to consider where DHS or your sub-component is going so that you can seek opportunities to grow and develop in your role now, and in the future.

This information can then be used to have your IDP discussion with your supervisor.

Attachment 1: Self-Assessment and Development Worksheets

Worksheet 1: Identifying your Career Goals

As a first step, it can be helpful to identify where you are in relation to where you may want to move in your professional path. To gain a better understanding of where you are, answer the following questions:

1. Are you new in your role, or new to the organization? Yes No
2. Do you need to master essential competencies critical for your success? Yes No
3. Are you thinking about developing existing skills into significant strengths? Yes No
4. Are you thinking about preparing for a new role which may require different skills? Yes No
5. Are you experienced in your role, and looking to maintain full engagement and enthusiasm by taking on additional challenges? Yes No
6. Are you experienced in your role, and looking to obtain competencies that are needed to meet changing work demands? Yes No
7. Are you experienced in your role, and looking to mentor others? Yes No

Use the following questions to further analyze your values and career goals.

1. What gives me the greatest sense of satisfaction and reward?

2. What do I care most about in my work?

3. What do I want to do that I am not currently doing?

4. How will these goals and motives help me deliver results in my current position?

5. What work experiences do I need to help me develop in my career development?

6. Where do my career goals and aspirations align most with the needs of DHS or FPS?

7. What are the immediate needs of DHS or to FPS? What are the necessary competencies I need to contribute to DHS or to FPS?

8. What are the future needs of DHS or to FPS? What are the necessary competencies I need in order to contribute?

9. Do I see myself changing roles? If so, when, and what does that next role look like?

10. How might my role change in the future? What skill sets do I need to be ready?

Worksheet 2: Identifying your Strengths and Development Opportunities

Now think about your current competencies and development opportunities. You may not necessarily have a strength and development opportunity in every competency area below; however, as you continue to self-assess each year, you will find your areas of strengths and development opportunities will change, so there is no need to identify or accomplish everything at once. List your strengths and areas for development for the following competencies:

1. **COMMUNICATION** - *Examples: Actively listens and attends to nonverbal cues when responding to questions, ideas, and concerns of others; communicates in an influential or persuasive manner; writes in a clear and concise manner; orally communicates in a clear and concise manner; tailors communication to the audiences' level of understanding; etc.*

Strength

Development opportunity

2. **CUSTOMER SERVICE** – *Examples: Communicates with customers to understand their needs; works with customers to set expectations and keeps them informed of issues or problems; provides timely, flexible, and responsive services to customers; etc.*

Strength

Development opportunity

3. **REPRESENTING the AGENCY** – *Examples: represents the agency and its interest in interactions with external parties; ensures that interactions with and information provided to outside parties reflect positively on the agency; enhances trust and credibility in the agency and its mission through effective professional interactions with others outside the organization; deals professionally and tactfully with external parties in difficult, tense, or emergency situations; etc.*

Strength

Development opportunity

4. TEAMWORK and COOPERATION – *Makes positive contributions to achieving team goals; develops and maintains collaborative working relationships with others; builds effective partnerships that facilitate working across boundaries, groups, or organizations; respects and values individual difference and diversity by treating everyone fairly and professionally; works constructively with others to reach mutually acceptable agreements to resolve conflicts; etc.*

Strength

Development opportunity

5. TECHNICAL PROFICIENCY – *Demonstrates and applies relevant knowledge and skills to perform work in accordance with applicable guidelines; Acquires, develops, and maintains relevant and appropriate job skills through training or other opportunities for learning and development; Stays up-to-date on developments related to own work; Demonstrates an understanding of the organization's mission, functions, and systems; Makes sound, well-informed, and timely decisions or recommendations; Identifies and utilizes innovative or creative methods and solutions to accomplish work, as appropriate; Maintains an awareness of available resources and the process for acquiring resources; etc.*

Strength

Development opportunity

6. ASSIGNING, DEMONSTRATING, and EVALUATING WORK (Supervisory positions only) – *Sets and communicates clear expectations for the work and behavior of others; Coordinates and monitors the work of others; Evaluates the performance of others and follows up to ensure that performance is on track; Recognizes and rewards employee contributions or performance; Addresses employee performance and conduct problems in a timely and appropriate manner; Gives timely and constructive feedback to others; Identifies developmental needs of others and ensures they receive needed developmental or training opportunities; etc.*

Strength

Development opportunity

7. LEADERSHIP (Supervisory positions only) – *Sets and clearly communicates expectations for the work and behavior of subordinates; Coordinates and monitors the work of subordinates; Evaluates the performance of others and follows up to ensure that performance is on track; Recognizes and rewards employee contributions or performance; Addresses employee performance and conduct problems in a timely and appropriate manner; Gives timely and constructive feedback to others; Identifies developmental needs of others and ensures they receive needed development or training; etc.*

Strength

Development opportunity

Worksheet 3: Aligning Your Career Goals with the Agency's Goals

Now you've developed a clearer sense of yourself in terms of what you have to offer professionally, both now and in the future. It's now time to think about how this relates in your current role and what is needed to move forward. It's also important to consider where DHS or FPS is going so that you can seek opportunities to grow and develop in your role now, and in the future.

Answer the items below to identify what is currently going on around you and in FPS:

1. What will be important for me to perform at the maximum level in my current position?

2. Where is FPS going and what do I need to do to grow with it?

3. What future roles or positions are exciting to me?

4. What competencies will be important to prepare for future roles?

You're now ready to plan!!

Use the information you've compiled to focus on two to three areas of importance and identify both short- and long-term professional development goals. Look to see if there are any recurring themes that exist throughout your worksheets.

Answer the below to use as an IDP discussion tool when you meet with your supervisor to finalize this year's IDP.

1. Where do I see myself in the future (my career development plan) in 3, 5, 10 years, and beyond?

2. What do I see as my strengths and talents?

3. What do I see as my areas that need improvement and what are my developmental opportunities?

4. What do I see as a possible action plan for my development and growth?

Attachment 2: Individual Development Plan



Individual Development Plan (IDP) Form

Name	Division	Position
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Section I – CAREER GOALS

<i>Short-Term Goals (1-2 years)</i>	<i>Long-Term Goals (2-5 years)</i>
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Section II – OBJECTIVES

Developmental Objectives aligned with Core / Technical Competencies (choose 3)	Ways in which Objectives will be achieved (Developmental Activities)	Timeline for achieving Objectives

Section III – FORMAL TRAINING

Type of training / program	Comments	Projected Cost	Targeted Completion	Actual Completion

Employee’s Signature and Date:	Supervisor’s Signature and Date:	Note: This IDP is subject to change depending on availability of funds, courses, and candidate’s requirements.
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Attachment 3: Overview of DHS Academic Program Offerings

Academic programs cultivate creative homeland security strategic analysis and decision-making skills through high-quality, fully-accredited graduate degree programs. Many academic programs offer DHS employees the opportunity to earn a fully-funded degree; or to attend a professional development program that offers graduate credits toward a degree. The following is a list of some program offerings:

Center for Homeland Defense and Security (CHDS)

- Two programs offered, twice a year
 - CHDS Master's degree program
 - Executive Leaders Program
- M.A. Security Studies (Homeland Security and Defense)
 - 18 months with 2-week in-residence each quarter
 - Monterey, CA or Harpers Ferry, WV
 - GS-12 through SES, and some exceptional GS-11
 - Applications www.chds.us
 - Requires component approval
 - Requires continuing service agreement of 24 months
 - Fully funded through a FEMA grant (travel, tuition, books, per-diem)
 - Remain a full-time employee
- Executive Leaders Program
 - 4 one-week sessions during a year
 - Monterey, CA
 - GS-15 and SES
 - www.chds.us
 - Requires Component Approval
 - Requires a Continuing Service Agreement of 12 months

National Intelligence University

- Two programs offered
 - Master of Science of Strategic Intelligence
 - Master of Science of Technology Intelligence
- 10-month in residence at Bolling Air Force Base, Washington, D.C.
- Requirements
 - GS-12 through SES, and some exceptional GS-11
 - Two applications required (DHS and NIU)
 - Must be a federal employee who has been with DHS for at least one year at the time of application
 - Applicant must have achieved a "Meets Expectations" or equivalent on their most recent review, and must be in good standing
 - TS/SCI
 - Tuition and fees are funded through an arrangement between DHS and NIU
 - Travel or moving costs, lodging, per diem, and other incidental expenses are the responsibility of the applicant's component
 - Participants are required to sign a 30 month Continuing Service Agreement
 - NIU has final selection

Department of Defense Senior Service Schools

- MOU with National Defense University
 - National War College
 - Dwight D. Eisenhower School for National Security and Resource Strategy
 - College of International Security Affairs
- Invited to the following schools (no Memoranda of Understanding)
 - Joint Forces Staff College
 - Naval War College
 - U.S. Air War College
 - U.S. Army Command and General Staff College
 - U.S. Army War College
 - U.S. Marine Corps University
- Requirements
 - GS-14 or above
 - Minimum of a year within DHS
 - Achieved "meets expectations" or equivalent
 - Secret Clearance
 - Must have earned a bachelor's degree from an accredited institution
 - Tuition and fees are funded through arrangement between DHS and the DoD
 - Travel or moving costs, lodging, per diem, and other incidental expenses are the responsibility of the applicant's component
 - Participants are required to sign a 30 month Continuing Service Agreement
 - Selection is done through DHS Graduate Education Nomination Panel

Federal Bureau of Investigation National Academy (FBINA)

- Open to GS-13 to GS-15
- A professional development course to improve the administration of justice in police departments and agencies and to raise law enforcement standards, knowledge, and cooperation worldwide
- Sessions of approximately 220 officers take undergraduate and/or graduate courses at the FBI campus in Quantico, Virginia.
 - Classes are offered in the following areas: law, behavioral science, forensic science, understanding terrorism/terrorist mindsets, leadership, communication, and health/fitness

National Defense University

- Supports the joint warfighter by providing rigorous Joint Professional Military Education to develop leaders who have the ability to operate and creatively think in an unpredictable and complex world
- **Program for Emerging Leaders** is sponsored and funded by the Department of Defense
 - Degree: Certificate in Weapons of Mass Destruction (WMD) Studies
 - Duration: Over the course of three years, PEL members must take part in a minimum of three in-class day-long group exercises (Summer Immersion and two Winter Workshops) with three post-exercise presentations. PEL members must accumulate a minimum of 90 contact hours in PEL activities. The 90 contact hours can be completed by attending the Summer Immersion (40 hours), three Winter Workshops (48 hours), and at least one seminar or site visit. PEL members must submit two written deliverables.
 - Location: Washington, DC

- Eligibility: Early to mid-career federal employees at the GS-11 through GS-13 level

Department of Homeland Security Rotation Program

- Sponsored by the Office of the Chief Human Capital Officer, Workforce Development Strategy has been established to allow employees to cultivate leadership qualities, while fulfilling critical mission assignments:
 - Must be a permanent full-time Federal employee;
 - Must have one year of DHS employment and received at least a "Proficient" or "Achieved Expectations" rating on his/her most recent performance evaluation unless part of a student/development program; and
 - Have no outstanding disciplinary actions or grievances pending against him/her.

Federal Acquisition Institute

- Certification Programs are:
 - Certification in Contracting (FAC-C) Program
 - Certification-Contracting Officer's Representatives (FAC-COR) Program
 - Certification in Program and Project Managers (FAC-P/PM)
- Continuous Learning Opportunities in the following Teaching Schools
 - Federal Acquisition Institute
 - Defense Acquisition University
 - Department of Homeland Security
 - Treasury Acquisition Institute
 - Health and Human Services
 - Department of Energy
 - Environmental Protection Agency
 - General Services Administration
 - Veterans Affairs

Emergency Management Institute

- To support the Department of Homeland Security and FEMA's goals by improving the competencies of the U.S. officials in Emergency Management
 - Provides training to strengthen emergency management core competencies for professional, career-long training.
 - Directly supports the implementation of the National Incident Management System (NIMS), the National Response Framework (NRF), the National Disaster Recovery Framework (NDRF), and the National Preparedness Goal (NPG).
 - Located at the National Emergency Training Center (NETC) in Emmitsburg, MD.
- Course Catalog
- Independent Study

Miscellaneous Offerings

- Understanding the Interagency: PT 331
 - One-week course
 - Hosted by Department of State
 - Geared towards National Security Professionals
 - GS-12 or GS-13 with fewer than 10 years of experience

- National Security Executive Leadership Seminar
 - 5 Modules and Capstone over a 6-month period
 - Hosted by Department of State
 - Geared towards National Security Professionals
 - Rising leaders at the GS-15 level
- Army Senior Leader Seminar
 - One-week course
 - Hosted by U.S. Army War College, Carlisle, PA
 - Funded by U.S. Army War College
 - GS-15 or equivalent working at the National level
 - Lives in the NCR
 - Secret Clearance
- HR University Course Catalog

Definition of “Exceptional GS” according to DHS Academic Programs Office

- Has demonstrated the ability to supervise or lead a team (such as assigning and monitoring work; maintaining workflow);
- Is responsible for strategic and operational planning;
- Has the ability to prepare reports, correspondence, and other communications materials;
- Has demonstrated the ability to work effectively under time constraints and in stressful situations; and
- Has the ability to communicate well, both written and orally.

Attachment 4: Competency Catalog

Foundational attributes and competencies are important for employees at all levels and disciplines. When working to advance your career, use these as a guide for where you could develop and improve. When focusing on your specific job or function, use your IDP as a guide toward which competencies would be of greatest benefit in your situation. Protection Professional functional competencies detail specific areas of expertise you need to perform your Protection Professional responsibilities. This Guide also recognizes your need for depth and breadth across each Protection Professional competency depending on your level.

FPS Foundational Attributes Definitions	
Independent	Not influenced or controlled by others in matters of opinion or conduct; is able to act in accordance with policy and regulations without interference.
Courageous	Possesses the ability to enter willingly into threatening situations for the welfare and betterment of others.
Transparent	Willingly makes information accessible to teammates and organization.
Confident	Shows assurance and self-reliance in the performance of their duties.
Curious	Eagerly seeks information, solutions, or the experience of learning to better themselves or others.
Inquisitive	Driven to research, ask questions, and seek knowledge.
Detailed Oriented	Able to discern information and organize complex topics into logical understanding.
Critical Thought	Actively and skillfully conceptualize, analyze, and synthesize information.
Objective	Possesses the ability to view situations without being influence by others or bias.
Focused	Adept at prevailing in the midst of chaos or complex situations.
Business Savvy	Demonstrates perception, comprehension, intelligence in practical manners.
Customer Focused	Driven by the needs and expectations of the people they serve.
Passionate	Shows genuine care and feelings toward their work.
Engaged	Committed and focused on their work, needs of the organization, and connects information to larger strategic picture.
Committed	Dedication and loyalty to their role within FPS.
Sound Judgment	The capacity to assess situations or circumstances shrewdly and draw sound conclusions.
Maturity	The quality of placing Agency needs above individual.
Action Oriented	Willingness to drive solutions to deal with given situations.
Knowledgeable	Well informed and understands the technical complexity of their role.
Corporate Minded	Thinks, behaves, and makes decisions with larger enterprise welfare in mind.
Collaborative	Actively seeks the opportunity to share information with others.
Selfless	Cares more about the needs and desires of others than their own.
Drives Results	Encourages others to perform effectively and meet objectives.
Selflessness & Humility	Places the needs of others in front of their own while recognizing fault and true ability.
Corporate vs. Parochial Thinking	Engages in action and thinking aligned with long-term enterprise strategy rather than having a narrow outlook or focused on individual department.
Challenges the Process & Drives Results	Encourages others to perform effectively and meet objectives while fostering a culture that active seeks to find better ways of execution.
Strategic Thinking	Applies innovative, long-term perspective to planning and decision making.
Enterprise Management	Supports continuity of management functions and resourcing to ensure the necessary functions of the Agency are met.
Inspires Shared Vision	Passionately aligns Agency employees to envision a better future and excite others to act in a manner to achieve the future end state

Common Workplace 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.
Administration and Management	Applies business and management principles involved in strategic planning, resource allocation, and coordination of resources in support of organizational operations.
Administrative Procedures and Tasks	Performs administrative responsibilities following guidelines and procedures; provides guidance to others; coordinates services, researches problems and recommends changes.
Attention to Detail	Is thorough and precise when accomplishing a task with concern for all aspects of the job involved; double-checks the accuracy of information and work products to provide consistently accurate and high-quality work.
Coaching and Mentoring	Provides clear, behaviorally-specific performance feedback; makes suggestions for improvement in a manner that builds confidence and preserves self-esteem; works with individuals to develop improvement plans and achieve performance goals.
Conflict Management	Encourages creative tension and differences of opinions; anticipates and takes steps to prevent counter-productive confrontations; manages and resolves conflicts and disagreements in a constructive manner.
Conscientiousness	Demonstrates responsible and dependable behavior; takes responsibility for personal performance through a high level of effort and commitment.
Continual Learning	Assesses and recognizes own strengths and weaknesses; pursues self-development.
Contract Management	Applies knowledge of various types of contracts, techniques for contracting or procurement, and contract administration.
Creativity and Innovation	Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting-edge programs/processes.
Critical Thinking	Analyzes and evaluates information gathered by observation, experience, reflection, reasoning, or communication to draw conclusions and acts on them; processes and generates information to guide behavior; assess surroundings and identifies potential risks.
Customer Service	Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement. Works with customers 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.
Decisiveness (Decision Making)	Makes well-informed, effective and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.
Developing Others	Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing developmental opportunities to learn through formal and informal methods.
Diversity Awareness	Recognizes variations among cultures and treats all people with respect; establishes and maintains working relationships with people from different backgrounds; demonstrates sensitivity to differences and treating others fairly; values and encourages varied perspectives, unique skills, and talents.
Entrepreneurship	Positions the organization for future success by identifying opportunities; builds the organization by developing or improving products or services; takes calculated risks to accomplish organizational objectives.

Common Workplace Competencies	
External Awareness	Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the Agency's impact on the external environment.
Flexibility	Is open to change and new information; rapidly adapts to new information, changing conditions or unexpected obstacles.
Incident Management	Applies skills used to address situations that threaten the integrity of operations and/or the safety and security of people and significant assets.
Influencing/Negotiating	Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.
Information Analysis	Applies knowledge of research and analysis methods and techniques to analyze, evaluate, and interpret the significance and validity of data, distribute the data accordingly, provide storage and maintenance, if required.
Integrity/Honesty	Behaves in an honest, fair and ethical manner; shows consistency in words and actions; models high standards of ethics.
Interpersonal Skills	Treats others with courtesy, sensitivity, and respect; considers and responds appropriately to the needs and feelings of different people in different situations. 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.
Leadership	Inspires, influences, and guides others toward goal accomplishments; coaches, mentors, and encourages others to maximize potential; adjusts leadership styles to support a diverse workforce; models high standards of honesty, integrity, trust, openness, and respect for individuals by applying these values to daily behaviors.
Leveraging Diversity	Fosters an inclusive workplace where diversity and individual differences are valued and leverage to achieve the vision and mission of the organization.
Managing/Organizing Information	Gathers and systematically maintains data; determines its importance, accuracy, and effectiveness; and presents it by using in a variety of methods to meet a specific need.
Multitasking	Manages a high volume of work by balancing competing deadlines and priorities effectively amongst a variety of diverse tasks.
Oral Communication	Makes clear and convincing oral presentations; listens effectively; clarifies information as needed. Expresses information to individuals or groups effectively, taking into account the audience and nature of the information; makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.
Organizational Awareness	Demonstrates commitment to the Agency's mission, functions, policies, and procedures, and interfaces with other stakeholders to operate effectively. Knows the FPS mission and functions, and how its social, political, and technological systems work and operates effectively within them; includes FPS programs, policies, procedures, rules, and regulations of the .
Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
Planning and Evaluating	Determines objectives and strategies to meet goals; organizes work, sets priorities, and determines resource requirements; anticipates opportunities and assesses potential threats to project/program completion; monitors and evaluates the progress and outcomes of projects/programs.

Common Workplace Competencies	
Political Savvy	Identifies the internal and external politics that impact the work of the Agency; sees organizational and political reality and acts accordingly.
Problem Solving	Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.
Program Management	Directs and facilitates the resources, planning, organization, monitoring and completion of all aspects of an ongoing program to achieve established objectives within agree upon time, cost, and performance criteria.
Project Management	Directs and facilitates the planning, organization, monitoring and completion of a defined project to achieve established objectives within agreed upon time, cost, and performance criteria.
Public Service Motivation	Shows a commitment to serve the public; ensures that actions meet public needs; aligns organizational objectives and practices with public interests.
Reading	Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, or tables; applies what is learned from written material to specific situations.
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.
Situational Awareness	Recognizes that the environment is both complex and constantly changing; maintains engagement with team and environment while performing individual duties.
Strategic Thinking	Formulates objectives and priorities and implements plans consistent with the long-term business and competitive interests of the Agency in a global environment; capitalizes on opportunities and manages risks.
Team Building	Inspires and fosters team commitment, spirit, pride and trust; facilitates cooperation and motivates team members to accomplish group goals.
Teamwork	Works co-operatively with others to achieve shared goals; openly shares information, knowledge, and expertise with the team; puts team goals ahead of individual/personal goals.
Time Management	Concentrates efforts on the most important priorities; makes effective decisions within specified timeframes and takes appropriate action; allocates time effectively to reach goals.
Vision	Takes a long-term view and builds a shared vision with others; acts as catalyst for organizational change; influences others to translate vision into action.
Written Communication	Writes in a clear, organized, and convincing manner for the intended audience. Recognizes or uses correct English grammar, punctuation, and spelling; communicates information in a succinct and organized manner; produces written information, which may include technical material that is appropriate for the intended audience.
Application of Standard Operating Procedures	Retains and implements knowledge of all applicable Standardized Operating Procedures related to current positions.
Data Analysis	Collects information to determine the validity and application of various types of data; applies different strategies for acquiring data; analyzes information and makes responsible inferences or draws well-supported conclusions.
Financial Management	Understands the Agency's financial processes; prepares, justifies, and administers the program budget; oversees procurement and contracting to achieve desired results; monitors expenditures and uses cost-benefit thinking to set priorities.
Government Administrative Systems	Determines compliance with government policies and procedures; and cooperates with inspections and audits.

Common Workplace Competencies	
Human Capital Management	Builds and manages workforce based on Agency goals, budget considerations and staffing needs; ensures employees are appropriately recruited, selected, appraised and rewarded; takes action to address performance problems; manages a multi-sector workforce and a variety of work situations.
Investigative Skills	Recognizes, collects and presents evidence that reconstructs events, sequences, and time elements; and establishes relationships, responsibilities, legal liabilities, and conflicts of interest, in a manner that meets requirements for presentation.
Law Enforcement Proficiency	Applies administrative and criminal investigative techniques and procedures; demonstrates knowledge of criminal statutes, rules of evidence, precedent court decisions, legal aspects of investigations, interviewing techniques and examination of evidentiary documents or material and the functions and jurisdictions of other Federal, State, and local law enforcement agencies.
Occupational Safety and Health Policies and Procedures	Applies knowledge of occupational safety and health protocols and requirements such as lifting techniques, blood borne pathogens, and safety hazard identification.
Operations Management	Directs all aspects of a program to ensure that work progresses toward achieving goals and objectives; assesses short and long term resource requirements and advises leadership on ways to address these requirements; evaluates overall program effectiveness and adjusts strategies to ensure performance standards are met.
Program Evaluation	Applies knowledge of quantitative/qualitative evaluation methods and techniques, including metrics and fact-finding to conduct studies and analyses of organizational effectiveness, efficiency, and productivity.
Requirements Management/Metrics	Monitors contract performance, takes any necessary action, and applies remedies to protect the rights of the Government. Uses metrics to evaluate performance of processes, workflow requirements, and outputs against goals.
Resilience	Deals effectively with pressure; remains optimistic and persistent, even under adversity; recovers quickly from setbacks.
Respecting Privacy and Preserving Freedoms	Ensures systems, processes and practices are effectively established and implemented to respect and protect the privacy of individuals affected by FPS activities.
Risk Management	Demonstrated ability to access, critically analyze, evaluate, and apply risk information to the decision making process in support of organizational goals and objectives.
Security Components/ Programs in DHS and Other Organizations	Applies knowledge of security programs and activities in other components of DHS and other government agencies the impact, are impacted by, or otherwise related to FPS operations and programs.
Security Directives and Regulations	Applies knowledge of FPS security policies, directives, and regulations, including on-going regulations and new directives, as well as understanding of how to implement the policies, directives and regulations of operations.
Security Equipment Proficiency	Operation of security equipment.
Technical Credibility	Understands and appropriately applies principles, procedures, requirements, regulations and policies related to specialized expertise.
Technology Application	Uses a variety of electronic products and equipment, such as computers, wireless devices, and two-way radios; uses job specific software systems and databases to communicate and analyze information in the appropriate format.

Common Workplace Competencies	
Technology Management	Keeps up-to-date on technological developments, makes effective and accurate use of technology to achieve results; ensures personnel access to and security of technology systems.
Training Development	Applies learning theories, methods and principles of adult education to one or more the five phases of the Instructional System Design process to create and/or review training programs.
Training Instruction	Delivers or facilitates training use a combination of training delivery techniques and technical subject matter expertise; applies adult learning methodology to implement educational techniques which best compliment the curriculum and the audience.
Visual Observation	Notices details and pays attention to instructions, demonstrations, and other activities; takes in and recalls incoming visual sensory information and uses it to make predictions, comparisons, and/or evaluations; recognizes differences or similarities, or sense challenges in circumstances of event; discerns between relevant visual cues or information and irrelevant or distracting information; visually inspects persons, property, or requirements.
Building Coalitions	This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.
Business Acumen	This core qualification involves the ability to manage human, financial, and information resources strategically.
Leading Change	This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals; inherent to this is the ability to establish an organizational vision and to implement it in a continuously changing environment.
Leading People	This core qualification involves the ability to lead people toward meeting the Agency's vision, mission, and goals. Inherent to this is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.
Results Driven	This core qualification involves the ability to meet Agency goals and customer expectations. Inherent to this is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

Common Leadership Competencies	
Business Perspective	Understands the perspectives of different functional areas in the Agency; has a firm grasp of external conditions affecting FPS.
Strategic Planning	Develops long-term objectives and strategies; translates vision into realistic business strategies.
Organizational Decision making	Makes timely decisions; readily understand complex issues; develops solutions that effectively address problems.
Managers Conflicting Perspectives	Recognizes that every decision has conflicting interests and consequences and balances short-term pay-offs with long-term improvement.
Acting Systemically	Understands the political nature of the organization and works appropriately within it; effectively establishes collaborative relationships and alliances throughout the organization.
Influences Across the Organization	Good at inspiring and promoting vision; able to persuade and motivate others; skilled at influencing superiors; delegates effectively.

Common Leadership Competencies	
Builds Collaborative Relationships	Builds productive working relationships with co-workers and external parties.
Promotes organizational Transition	Supports strategies that facilitate organizational change initiatives and position the business for the future.
Adapts to New Conditions	Can adapt to changing business conditions and is open to new ideas and new methods.
Initiates Organizational Innovation	Visionary; seizes new opportunities and consistently generates new ideas; introduces and creates needed change even in the face of oppositions.
Demonstrates Vision	Understands, communicates, and stays focused on the Agency's vision.

ASIS Catalog of Security Competencies	
Aligning Organizational Objectives	Identifies and implements security-related goals that align with overall corporate goals and comply with regulatory standards.
Anticipatory Thinking	Proactively seeks to identify potential security industry risks and develops and implements strategic plans to address long- and short-term goals to ensure organizational preparedness to mitigate and respond to risks.
Balancing Priorities	Takes actions that demonstrate appropriate balance between security needs and the rights of individuals.
Business and Financial Literacy	Exhibits sufficient business, financial, and legal understanding to speak the language of company executives, make the case for the ROI of the security function, develop meaningful security related business recommendations, and successfully deploy security strategies that align with corporate goals.
Collaboration	Accomplishes security-related work activities and goals by effectively working with a diverse group in a team environment and engaging in best practices.
Critical thinking	Gathers and analyzes data, using logic and reasoning, to make sound short- and long-term security-related business decisions.
Decision Making	Makes sound, fact-based, and timely security-related decisions, even when under pressure, that reflect the long- and short-term security interests of the organization.
Enterprise Risk Assessment	Proactively uses knowledge of risk assessment theories and crisis indicators to effectively recognize crisis situations or potential disasters.
Enterprise Risk Management	Takes a holistic approach to risk management, working to break down silos between physical and technological security and provide comprehensive risk management solutions.
Global Awareness	Understand global security issues and how the organization will compete to successfully achieve security-related business objectives worldwide.
International and Multicultural Competence	Seeks understanding of perspectives, traditions, values, and practices of culturally diverse individuals and applies understanding to perform security-related tasks effectively.
Maximizing Performance of Others	Supports, encourages, and helps other security professionals achieve their full potential, coaching and providing effective learning resources and experiences to help them maintain security systems and follow protocols.
Message Development	Develops and delivers appropriate messages that need to be communicated to stakeholders (e.g., to media, law enforcement, public safety officials), especially in emergency situations.
Multicultural Versatility	Adapts own behavior to demonstrate proper and culturally appropriate behavior when dealing with others from different cultures and countries on security-related issues.
Oral Communication	Expresses thoughts verbally in a clear, succinct, logical, and organized manner.

ASIS Catalog of Security Competencies	
Organizational Compliance	Develops, follows, and enforces standards security operating procedures crisis/emergency protocols (e.g., using direction, control, and warning).
Persuasive Influencing	Uses compelling communication to persuade others (e.g., organizational executives) to listen and commit to, and act on, security-related issues.
Public Speaking	Delivers polished and persuasive presentations, confidently and credibly, when addressing diverse groups of people within and outside the organization.
Security Related Literacy	Stays abreast of security industry trends and best practices and maintains access to current industry data to inform organizational decision-making and operations.
Self-Regulation	Remains in control and calm when under pressure to identify resources and lead others when responding to and receiving from emergency situations.
Succession Planning	Anticipates long-range security staffing needs and develops the internal talent necessary to support the organization's strategy.
Technological Excellence	Proactively seeks to maintain and expand hard science, technology, engineering, and math knowledge needed to perform tasks involving security-related technologies (e.g., biometrics, radio frequency identification systems, satellite-based surveillance and tracing systems, hybrid technology cards) and understand emerging IT security solutions and systems integration processes.

Attachment 5: Reading List for Protection Professionals

This reading list was compiled by informal discussions with senior leaders as well as from interviews conducted with the field during this Guide's development. The list is separated into two categories: protection professional expertise and general professional development. Books were selected with a variety of goals, to improve supervisory skills, to provide insight into innovation and personal effectiveness and improving knowledge, skills, and abilities in your specific line of work.

Protection Professional Expertise

- **Entry Level**
 - Khairallah, Michael. *The Design and Implementation of Electronic Security Systems*.
 - FPS National Training Academy *Physical Security Systems Handbook*.
 - Patterson, David G. *Implementing Physical Protection Systems: A Practical Guide*. ASIS (American Society for Industrial Security) International.
 - Fennelly, Lawrence. J. *Effective Physical Security*. Butterworth-Heinemann
 - Knoke, Michael E., and Mary Lynn Garcia. *Protection of Assets: Physical Security*. ASIS (American Society for Industrial Security) International.
 - Smith, Clifton L., and David J. Brooks. *Security Science: The Theory and Practice of Security*. Butterworth-Heinemann.
 - Ellis, Lee, Richard D. Hartley, and Anthony Walsh. *Research Methods in Criminal Justice and Criminology*. Rowman & Littlefield.
 - Baker, Paul. R. PhD., and Daniel J. Benny, PhD. *The Complete Guide to Physical Security*. CRC Press.
 - Fischer, Robert J., Edward P. Halibozek, and David C. Walters. *Introduction to Security*. Butterworth-Heinemann
 - Bullock, Jane A., George D. Haddow, and Damon P. Coppola. *Introduction to Homeland Security*. Butterworth-Heinemann
 - Garcia, Mary Lynn. *Vulnerability Assessment of Physical Protection Systems*. Butterworth-Heinemann
 - Curtis, George E., and Bruce R. McBride. *Proactive Security Administration*. Pearson Prentice Hall
 - Kozlow, Christopher, and John P. Sullivan. *Jane's Facility Security Handbook*. Jane's Information Group.
 - Philpott, Don, and Shuka Einstein. *The Integrated Physical Security Handbook II*. Government Training.
 - Fray, John J. *Encyclopedia of Security Management*. Butterworth-Heinemann
- **Journeyman**
 - Crowe, Timothy D. revised by, Lawrence J. Fennelly. *Crime Prevention Through Environmental Design*. Butterworth-Heinemann
 - Perdikaris, John. *Physical Security and Environmental Protection*. CRC Press

- Bracken, Paul, Ian Bremmer, and David Gordon. *Managing Strategic Supervise: Lessons from Risk Management and Risk*. Cambridge University Press
- Atlas, Randall. I. *21st Century Security and CPTED: Designing for Critical Infrastructure Protection and Crime Prevention*. CRC Press.
- Broder, James F., and Gene Tucker. *Risk Analysis and Security Survey*. Butterworth-Heinemann
- Morton, John Fass. *Next-Generation Homeland Security Network Federalism and the Course of National Preparedness*. Naval Institute Press
- **Advanced**
 - Smith, Mark S. A. *Security in the Boardroom: The Impact of Physical and Network Security on Corporations and What Executives Need*. Outsource Channel Executives.
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Attachment 6: Critical and Mission Essential Task List

All employees should be aware of the FPS mission essential tasks. As a protection centered workforce, FPS field members and leaders should be continuously reflecting on their capabilities within a given task. As an employee creates a yearly development plan, which includes a detailed look at necessary training, he or she should consider the impact to achieving proficiencies within FPS mission essential tasks. A development plan should include the selection of one more tasks, identifies collective and individual needs based upon current abilities, and plans ways to enhance capability of the given task. Development focused on mission-essential tasks should take priority above other personal or desired requirements. An FPS employee who is not developing their skills aligned with mission essential tasks or a leader who isn't guiding a subordinate's development toward these tasks is failing the Agency to meet necessary requirements.

A mission essential task is any activity that must be accomplished to ensure the success of the organization's mission. Individuals and leaders utilize the mission essential task list to define training and priorities for improvement.

Mission Task	Subordinate Task		
Law Enforcement Response	Incident Response	Conduct Initial Incident Response	
		Conduct an Arrest	
		Conduct LE Liaison & Coordination	
		Provide Emergency Response	
	K-9 Program Management	K-9 Training	
		Conduct K-9 Certification	
		Execute K-9 Tasking & Deployment	
		Conduct K-9 Sweep	
		Conduct LE Liaison & Coordination for EOD response	
	Other K-9 Program Management		
	Traffic Citation Management	Manage Traffic and Parking Case Disposition/Adjudication	
	Crime Prevention & Awareness Training	Conduct Training	
	HAZMAT Response	Conduct Chemical, Biological, Radiological and Nuclear (CBRNE) Training	
		Respond to HAZMAT incidents	
	Proactive Patrol	Conduct Surveillance/Monitoring of Suspicious Activity	
	Other - LE Response	Other – Law Enforcement Response	
	FSA/Pre-Lease	Conduct Pre-Lease Survey (Security Level/Level of Protection Determination)	
		Conduct Pre-Lease Stakeholder Meeting	
		Conduct Assessment for New Construction Modernization	
		Conduct Assessment for Pre-Lease Survey	
Conduct New Facility Advisement			
FSC Meeting Management	Schedule Regular Meetings		
	Document and Report FSC Activities and Taskings		
	Other-FSC Meeting Management		
Risk Management	FSA	Conduct FSA / Generate FSL 1 Report	
		Conduct FSA / Generate FSL 2 Report	

Mission Task	Subordinate Task	
		Conduct FSA / Generate FSL 3 Report
		Conduct FSA / Generate FSL 4 Report
		Special Facility Assessment
		Review and Approve FSA
		Conduct FSA Training
		Other – Facility Security Assessment
	OEP – Preparedness & Resilience Planning	Plan and Conduct Occupant Emergency Preparedness (OEP) Exercise
	High Visibility Policing / Operation Shield	Plan and Conduct High Visibility Policing Activity
		Document and Report Results
		Identify, Track, and Implement Corrective Actions
		Other – High Visibility Policing
	Countermeasure Management	Determine Countermeasure Requirements
		Design Countermeasure
		Implement and Verify Effectiveness of Countermeasures
		Technical Countermeasure Operator Training & Certification
		Countermeasure Oversight
		Countermeasure Assessment Exercise
		Countermeasure Performance Management / Measure of Effectiveness
		Repair of Security Systems
		Video Surveillance
		Upgrade Alarm Systems and Security Fixtures
		Design and Install Exterior and Interior Alarms for Building-specific Service
		Maintain Security Systems
		Track status of Technical Countermeasures
		Technical Countermeasures Employment Policy & Operation
	Other – Countermeasure Management	
	Other – Risk Management	Other – Risk Management
Access Control Program	PSO Contract Management	Perform Regional Contracting Officer Representative (COR) Duties
		Provide Administrative Support to PSO Program
		Manage Post Inspections
		Conduct Post Inspection – FSL 1 Facilities
		Conduct Post Inspection – FSL 2 Facilities
		Conduct Post Inspection – FSL 3 Facilities
	Conduct Post Inspection – FSL 4 Facilities	
	PSO Training Oversight and Compliance Management	Oversee Initial PSO Certification Training
		Manage & Conduct Development of PSO Training Curriculum
		Certify PSO Training Compliance
		Oversee Recurring and Sustainment PSO Training
	PSO Operational Oversight	Conduct and Oversee Technical Countermeasures, Operator Training and Certifications
		Oversee PSO Access Control Operations
		Oversee PSO Screen Operations
		Oversee PSO Initial Incident Response

Mission Task	Subordinate Task	
	PSO Guard Services	Oversee PSO Reporting
		Provide PSO Guard Services to Meet Mission Requirements – Basic Security
		Upgrade / Modify PSO Guard Service – Building Specific Upgrade / Modify PSO Guard Service – Agency Specific
	Other-PSO Program	Other – PSO Program
Communications	MegaCenter Management	Manage MegaCenter Contracts
		Conduct Communications Requirements Planning
		Manage Communications Infrastructure
		Other – MegaCenter Management
	Dispatch Operations	Receive Calls for Service
		Monitor Alarms Activations and Telephone Reports
		Document and Record Services Calls
		Document and Record Alarm Activations – Reimbursable
		Dispatch Resources and Track Status – GSA Facilities
		Dispatch Resources and Track Status – Non-GSA Facilities
		Track MegaCenter Taskings and Mission Status
	Reports and Notifications	Prepare Spot Report to FPS HQ
		Prepare and Communicate SARs
		Provide MegaCenter Alerts, Warnings, Notifications
		Document Incident Activity (3155)
	Crisis Communications	Conduct Crisis Communications Planning
Conduct Crisis Communications Exercises		
Manage Crisis Communications Exercises		
Contingency Operations	Disaster and Emergency Response	Conduct Contingency Planning
		Conduct Occupant Emergency Planning (OEP) and Exercises
		Operate the FPS Incident Management Center (IMC)
		Conduct Disaster Response-Protective Support to FEMA
		Conduct Regional Exercise Planning
	Continuity of Operations (COOP)	Conduct GSA COOP Coordination
		Conduct GSA COOP Planning
	Special Operations	Coordinate Mobilization and Response to Terror Threat with Federal, State, and Local Authorities
		Conduct Tactical Response
	Other Special Events	Plan and Exercise for Special Event
		Conduct Special Event Support
		Other Special Event Operations
Liaison	Federal Stakeholders Liaison	Conduct GSA Liaison
		Conduct FEMA Liaison
		Conduct Law Enforcement Liaison
		Conduct US Marshal Liaison
		Participate with Interagency Security Committee
		Conduct Stakeholder Training
		Participate with State and Local Tribal and Territorial Working Group (SLTTWG)
		Other – Federal Stakeholders Liaison
	Plan and Conduct Regular Meetings and Engagement	

Mission Task	Subordinate Task	
Government Facilities Sector SSA	Lead Government Coordinating Council	Document and Report on GCC Activities
	Prepare Sector Annual Report	Establish and lead a working group for preparing the sector annual report. Assemble, coordinate, and publish Sector Annual Report.
	Coordinate Sector & Information Requirements	Oversee sector requirements elicitation and validation.
		Coordinate sector requirements with DHS S&T and provide input to Sector Annual Report.
Monitor non-GSA controlled federal facilities ISC standards adoption	Conduct regular agency liaison with non-GSA controlled facilities managers on ISC standards and practices.	
Special Skills and Equipment Training	Special Skills	Defensive Tactics
		K-9 (Explosive Detector Canine - EDC)
		Threat Analysis
		Alarm Certification
		Crowd Control/Crowd Management
		Tactics Training (Patrol Response)
		Hazardous Materials Technician
		CBRNE/WMD Awareness
		Incident Command Systems
		National Incident Command Management Systems
	Breaching	
	Equipment Training	Vehicles
		Door Breaching Equipment
		Pepper Ball
	Equipment Training Standards	Communications (radio, computer)
		Firearms – Pistol
		Firearms – Shotgun
		Firearms – M4 Carbine
		Intermediate Weapons – TASER
		Intermediate Weapons – FN303
		Intermediate Weapons – Baton
		Intermediate Weapons – OC Spray
		Crowd Control Equipment
		Personal Protective Equipment
		Respirator
		Preventive Radiological Nuclear Detection
		Weapons Qualifications
		Standards
	National Weapons and Detection Program	
	Interagency Security Committee	
	Firearms Instructor Certification	
	Defense Tactics Instructor Certification	
	Contracting Officer's Representative Certification	
	Acquisition Certification	
	Active Shooter Instructor Certification	

Mission Task	Subordinate Task	
		Armorer Certification
		Field Force Extrication
		Confined Space Operations
		Respiratory Protection
		Bloodborne Pathogens
		Critical Incident Communication
		Hazard Communications
		Hazardous Materials Awareness Certification
		Hazardous Materials Operations Certification
		Hazardous Materials Technician Certification

Attachment 7: List of Acronyms

AC	Area Commander
ADFO	Assistant Director for Field Operations
AITP	Advanced Individual Training Program
ALERT	Agency Law Enforcement Refresher Training
ASIS	American Society for Industrial Security
ATAP	Association of Threat Assessment Professionals
CBRNE	Chemical, Biological, Radiological/Nuclear, and Explosive
CFR	Code of Federal Regulation
CHDS	Center for Homeland Defense and Security
CI	Criminal Investigator
CITP	Criminal Investigator Training Program
CM	Custody and Management
COOP	Continuity of Operations
COR	Contracting Officer's Representative
CPDG	Career and Professional Development Guide
CPP	Certified Protection Professional
CPTED	Crime Prevention Through Environmental Design
DAU	Defense Acquisition University
DC	District Commander
DHS	Department of Homeland Security
DOD	Department of Defense
DRD	Deputy Regional Director
EO	Executive Order
EDC	Explosive Detection Canine
ETA	Employment and Training Administration
FAI	Federal Acquisition Institute
FBI	Federal Bureau of Investigation
FBINA	Federal Bureau of Investigation National Academy
FEMA	Federal Emergency Management Agency
FLETC	Federal Law Enforcement Training Center
FPS	Federal Protective Service
FSA	Facility Security Assessment
FSC	Facility Security Committee
FSL	Facility Security Level
FTEP	Field Training and Evaluation Program
GAO	Government Accountability Office

GCC	Government Coordinating Council
GS	Government Service
GSA	General Services Administration
IG	Inspector General
HAZMAT	Hazardous Materials
HITS	High Impact Technology Solutions
HQ	Headquarters
HSPD	Homeland Security Presidential Directive
IA	Intel Analyst
IACP	International Association of Chiefs of Police
ICAF	Industrial College for the Armed Forces
IDP	Individual Development Plan
IMC	Incident Management Center
ISC	Interagency Security Committee
JTTF	Joint Terrorism Task Force
L90X	Supervisor Onboarding
LE	Law Enforcement
LEITP	Law Enforcement Instructor Training Program
LESPM	Law Enforcement Security Program Manager
MOU	Memorandum of Understanding
NCR	National Capital Region
NDRF	National Disaster Recovery Framework
NETC	National Emergency Training Center
NIMS	National Incident Management Center
NIPP	National Infrastructure Protection Plan
NIST	National Institute of Standards and Technology
NIU	National Intelligence University
NPG	National Preparedness Goal
NRF	National Response Framework
OC	Oleoresin Capsicum (Pepper)
OEP	Occupant Emergency Plan
OMB	Office of Management and Budget
OPM	Office of Personnel Management
OPSEC	Operations Security
PCI	Professional Certified Investigator
PD	Position Description
PEL	Program for Emerging Leaders

PIP	Protective Investigations Program
PSO	Protective Security Officer
PSOPM	Protective Security Office Program Manager
PSTP	Physical Security Training Program
PWP	Performance Work Plan
RD	Regional Director
RMB	Risk Management Branch
RPF	Rapid Protection Force
RTPM	Regional Training Program Manager
SABT	Special Agent Basic Training
S&T	Science and Technology
SCERS	Seized Computer Evidence Recovery Specialist
SES	Senior Executive Service
SWA	Security Work Authorization
TMB	Threat Management Branch
TPD	Training and Professional Development
UPTP	Uniformed Police Training Program
WMD	Weapons of Mass Destruction