

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

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January 1, 2024

By

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1<sup>st</sup>  
Edition



INTERNATIONAL  
FOUNDATION FOR  
PROTECTION OFFICERS  
KNOWLEDGE TO PROTECT

# TABLE OF CONTENTS

<b><u>Authors</u></b> .....	<b>3</b>
<b><u>About the IFPO</u></b> .....	<b>5</b>
<b><u>Project History and Details</u></b> .....	<b>6</b>
<b><u>IFPO Proposed Model Validation Process</u></b> .....	<b>6</b>
<b><u>Security Officer Competency Model</u></b> .....	<b>8</b>
<b>Competency Clearing House (CCH)</b> .....	<b>9</b>
<b><u>Security Officer Risks</u></b> .....	<b>49</b>
<b><u>Career Planning Overview</u></b> .....	<b>50</b>
<b><u>Security Officer Personnel Career Planning and Job Complexity Table</u></b> .....	<b>52</b>
<b><u>Bibliography-References</u></b> .....	<b>85</b>
<b><u>Acknowledgements</u></b> .....	<b>89</b>

# AUTHORS



## Sandi Davies

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

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

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

# AUTHORS



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

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

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

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

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



# ABOUT THE INTERNATIONAL FOUNDATION FOR PROTECTION OFFICERS (IFPO)

## IFPO Security Training and Educational Programs

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

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

professional standing that the Foundation certification conveys.

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

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

# PROJECT HISTORY AND DETAILS

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

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

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

## IFPO PROPOSED COMPETENCY MODEL VALIDATION PROCESS

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

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

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

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

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

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

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



# SECURITY OFFICERS AND PATROL SERVICES COMPETENCY MODEL

