



Best Practices for Armed Security Officers in Federal Facilities

April 2013
2nd Edition



Interagency
Security
Committee

Important Notice

Federal Agency Requirements

Excerpt from the Paperwork Reduction Act of 1980:

The Paperwork Reduction Act (PRA) of 1980 (P.L. 96-511, Stat.2812) was intended to minimize the amount of paperwork the public is required to complete at the behest of Federal agencies. At the same time, because the PRA also recognizes that good information is essential to agencies' abilities to serve the public successfully, it gives the Office of Management and Budget (OMB) the responsibility to weigh the practical utility of the information to the agencies against the burden its collection imposes on the public. The act requires Federal agencies to request the approval of the OMB before collecting information from the public.

Therefore, prior to a Federal agency reviewing or auditing the records of a contract between the agency and the contracting company for security officer compliance, the agency must first have on record the approval of OMB to collect this information from the contracting company and/or individual.

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Message from the Interagency Security Committee Chair

One of the Department of Homeland Security's (DHS) top national priorities is the protection of Federal employees and private citizens who work within and visit U.S. government-owned or leased facilities. The Interagency Security Committee (ISC), chaired by DHS, consists of 53 Federal departments and agencies, has as its mission the development of security standards and best practices for non-military Federal facilities in the United States.

As Chair of the ISC, I am pleased to introduce the new ISC document titled *Best Practices for Armed Security Officers in Federal Facilities*. This ISC best practices document recommends a set of minimum standards to be applied to all contract armed security officers working at buildings and facilities in the United States occupied by Federal employees for non-military activities.

This document provides a best practice in minimum standards for hiring, issuing uniforms and equipment, training, and the staffing levels for an armed security force in Federal facilities. Notwithstanding the best practice recommended minimum standards cited in this document, contractors must follow Federal, State, and/or local licensing requirements for armed security officers. In the event there is a legal licensing requirement that exceeds the ISC minimum recommendations, that legal requirement shall take precedence. Departments and agencies may exceed these minimum recommended eligibility guidelines for armed security officers as required to adequately secure specific facilities and essential mission functions.

Consistent with Executive Order 12977 (October 19, 1995), *Best Practices for Armed Security Officers in Federal Facilities* should to be applied to all buildings and facilities in the United States occupied by Federal employees for non-military activities. These include existing owned, to be purchased or leased facilities; stand-alone facilities; Federal campuses; individual facilities on Federal campuses; and special-use facilities.

The best practices contained in this document represent exemplary collaboration within the ISC working groups and across the entire ISC. ISC primary members approved the best practice with full concurrence on March 14, 2012 and will review and update this document in two years.

A handwritten signature in blue ink, appearing to read 'Caitlin Durkovich', with a long, sweeping underline.

Caitlin Durkovich
Interagency Security Committee Chair
U.S. Department of Homeland Security

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1 Background

The *Vulnerability Assessment of Federal Facilities* issued by the U.S. Department of Justice in 1995 (1995 Report) established the first set of government-wide physical security guidelines for Federal facilities. Over the ensuing years, the Interagency Security Committee (ISC) issued additional security standards, guidelines, reports, and best practices.

In light of the increased threat made apparent by the terrorist attacks of September 11, 2001, the ISC membership decided in 2006 to clarify and update all security standards for protecting Federal personnel and facilities.

During the 2007 ISC planning conference, committee members identified the need to develop minimum standards or guidelines for contract Armed Security Officers (ASOs) working in Federal facilities. The ISC recognized that a well-trained, professional security force would raise the level of protection in Federal facilities across the country.

In May 2007, the ISC formed a working group to recommend best practices for an ASO in Federal facilities. This new document will:

- Define the functions of a contract security force as a threat countermeasure;
- List recommended suitability, physical, medical, training/education, experience, grooming/appearance practices, uniforms, and equipment standards; and
- Provide factors that estimate security staffing levels at specific security posts.

The working group quickly realized that in order to adequately identify, justify, and validate legally defensible standards, they needed a comprehensive and independent job task analysis (JTA) of the ASO position.

The Federal Protective Service (FPS) received Federal funding in 2009 to cover the costs associated with hiring a project team to develop a JTA for the FPS Contract Security Force. This project was completed by December 2009. FPS allowed the ISC working group to use JTA findings to assist in the development of this document, specifically for section “6.1 Minimum Criteria for Hiring an ASO” and “6.3 Training”.

The working group decided to move this project forward by initiating a two-year period to determine the impact of implementing the best practices identified in this document.

During the intervening two years, Federal agencies and contracting companies will compare these best practices to existing practices and make final recommendations. Positive findings from this evaluation will determine if this best practices document will be adopted and changed to an ISC standard for all Federal facilities.

2 Applicability and Scope

This document defines a minimum set of best practices for all contract ASOs working at buildings and facilities in the United States occupied by Federal employees for non-military activities. This document is issued pursuant to the authority of the ISC contained in Executive Order (E.O.) 12977, October 19, 1995, “Interagency Security Committee,” as amended by E.O. 13286, March 5, 2003.

Each executive agency and department is encouraged to implement the recommended best practices contained in this document, except where an agency has Federal statutory security requirements. In cases where the exception exists, such agencies are exempt from implementing the recommendations in this document. However, agencies and departments are encouraged to apply these best practices to all new contracts. There is no requirement to amend existing contracts to meet these recommended best practices.

In addition to meeting the ASO duties and responsibilities described in this document, contractors must meet all Federal, State, and/or local armed security officer licensing requirements. All legal licensing requirements shall take precedence if they exceed the ISC’s recommended best practices. Federal agencies may exceed these recommended best practices, as required, to secure specific facilities/buildings and/or to fulfill essential mission functions.

In order to keep pace with the changing nature of the threat to Federal facilities, the ISC will periodically update the recommended best practices for ASOs. Users of this document should visit the ISC Web site (www.dhs.gov/interagency-security-committee) for updates and/or announcements affecting this and other ISC documents related to the security of Federal facilities.

3 Methodology

The ISC working group reviewed the findings of the 2009 FPS JTA that identified 84 critical tasks all ASOs must be able to perform. This list included both frequently occurring tasks, as well as tasks occurring less frequently but are extremely important, such as deploying weapons. The ISC working group modified and adopted these 84 critical tasks in establishing this ASO document. The FPS JTA also outlined the physical, medical, equipment, uniform, grooming, education, and training standards for ASOs. These findings serve as the foundation for *Best Practices for Armed Security Officers in Federal Facilities*.

4 Definitions

Access Control - The use of physical and procedural controls to ensure only authorized individuals or items are given access to a facility or secure area.

Alarm - An audible or visual signal that functions as an alerting mechanism.

Armed Security Officer (ASO) – A member of a facility security force and an element of a security post who is issued a firearm and has the training, equipment, and appropriate certifications to perform security functions. For the purpose of this document, ASOs are contract personnel.

Authorized Identification - A document or documents issued by a U.S. Federal, State, local, or tribal government, or a passport issued by a foreign government, which contains sufficient descriptive information to positively establish the identity of an individual requesting access to a Federal facility.

Countermeasure - A security device, procedure, or person designed, implemented, or trained to mitigate the risk of identified credible threats at a facility.

Dangerous Weapon - A weapon, device, instrument, material, or substance (animate or inanimate) that is used for or is readily capable of causing death or serious bodily injury, excluding blades of less than two-and-a-half inches in length.

Designated Official - The highest-ranking official of the primary tenant agency of a Federal facility, or, alternatively, a designee selected by mutual agreement of tenant agency officials.

Facility Security Committee (FSC) - A committee responsible for addressing facility-specific security issues and approving the implementation of security measures and practices. The FSC consists of representatives of all Federal tenants in the facility, the security organization, and the owning or leasing department or agency. In the case of new construction, major modernization, alteration, or lease actions, the FSC will also include the construction or lease procurement project team and the planned tenant(s). The FSC was formerly known as the Building Security Committee or “BSC.”

Incident - Any event affecting the safety, security, or protection of property, a facility, or occupant that requires a response, investigation, or other follow up.

Law Enforcement Officer (LEO) - An officer, agent, or employee of the United States, a State or tribal government, or a political subdivision thereof, authorized by law to engage in or supervise the prevention, detection, investigation, or prosecution of any violation of law.

Occupant - Any person permanently or regularly assigned to the government facility who displays the required identification badge/pass for access. The FSC establishes the thresholds for determining who qualifies for “occupant” status.

Offense - A violation of Federal, State, or local criminal law or regulation for which a violator could be subject to prosecution.

Post Orders - Operational instructions, usually written, for a security post that establish post functions and the supporting tasks performed.

Prohibited Item - An item, legal or illegal, restricted from entry into a facility by Federal, State, or local law, regulation, court order, rule, or FSC policy.

Screener - An individual performing a security screening function at a security post. A screener may be a security officer (Federal or contract), Federal LEO, or an ASO.

Screening Event - The presentation, review, decision, and disposition related to an object introduced into a facility, whether in plain view, concealed on a person, or in a container.

Security Post - A countermeasure consisting of one ASO or LEO, plus other elements, the purpose of which is to perform a specific security function for the period the countermeasure is active.

Security Screening - An electronic, visual, or manual inspection or search of persons, vehicles, packages, and containers for the purpose of detecting the possession or attempted introduction of illegal, prohibited, or other dangerous items into a Federal facility or secure area within a Federal facility.

Security Station - A space consisting of an arrangement of multiple security posts to provide an integrated security process at a specific location.

5 Functions and Tasks of an Armed Security Officer

The ASO's primary responsibility is to perform as a countermeasure to deter, detect, delay, deny, and devalue threats to Federal property, as well as to assist in ensuring the safety of employees and visitors while at Federal facilities. The six basic functions of ASOs are:

- Access Control
- Screening
- Visitor Processing
- Patrol and Response
- Control Center Operations
- Common Tasks

These six functions consist of 84 critical tasks. These tasks describe the minimum set of duties and responsibilities all ASOs perform. The ISC working group used these 84 critical tasks to identify and validate the recommended minimum physical, medical, equipment, uniform, grooming/appearance, and training best practices all ASOs should meet. Appendix A contains all 84 critical tasks listed by category.

6 Recommended Best Practices for an Armed Security Officer

6.1 Minimum Criteria for Hiring an Armed Security Officer

Table 6-1 identifies the recommended minimum criteria for citizenship, experience, medical, physical, and suitability standards for an ASO. Meeting these eligibility standards does not guarantee employment with a contractor or a positive suitability determination by the government. Final hiring decisions are determined by the Federal agency and/or contractors.

Table 6-1: Minimum Criteria for Hiring an Armed Security Officer

Criteria	Requirements
Citizenship	<p>The candidate must meet one of the following requirements:</p> <ul style="list-style-type: none"> • Be a United States citizen (either by birth or naturalization); • Be a Lawful Permanent Resident of the United States and a current member of the U.S. Armed Services (including Reserves or National Guard); or • Be a Lawful Permanent Resident of the United States with an Honorable Discharge from a U.S. Military component.
Experience	<p>The candidate should meet one of the following recommended requirements:</p> <ul style="list-style-type: none"> • Two years of service in the United States Armed Services (including Reserve or National Guard), • Any combination of two years of experience in physical security (as a security officer - armed or unarmed) and service with the United States Armed Services (including Reserves or National Guard), • Associate’s Degree in a Security or Law Enforcement related field, or • Successful completion of a police officer’s basic training academy.
Recommended Medical and Physical Standards	<ul style="list-style-type: none"> • A medical examination, physical testing, and physician’s clearance that evaluates and measures the applicant’s or incumbent’s vision, hearing, cardiovascular system, musculoskeletal system, and general health to conclude the individual can successfully perform the 84 tasks and functions of an ASO. (See Appendix A) • Appendix B provides the recommended minimum medical and physical standards. The examination should also provide a reasonable indication of the applicant’s or incumbent’s ability to remain on his or her feet for long hours, conduct roving patrols, climb and descend stairs and hills, and respond to an emergency by quickly reporting to the scene on foot. • All medical and physical examinations and testing should be the responsibility of the contract company at no cost to the ASO candidate.

Criteria	Requirements
Recommended Suitability Requirements	<ul style="list-style-type: none"> • The candidate is subject to a minimum background investigation correlating to the ASO’s position risk designation and sensitivity level to ensure the individual is fit to perform work for and/or on behalf of the government. • Each ASO and supervisor serving as an ASO should annually complete a signed and dated Lautenberg Amendment Statement/Domestic Violence certification that satisfies the legal requirements of the Lautenberg Amendment, 18 United States Code Sec. 922(g) (8) and (9). This certification should be valid for one year.

6.2 Importance of Armed Security Officer’s Professional Appearance: Grooming Practices, Uniform and Equipment

ASOs spend majority of their time interacting and communicating with the public to ensure proper protocols are followed to minimize threat and maximize security for all occupants in the Federal facility. Interaction and communication with the public are tasks categorized as high importance, high frequency tasks. The ASO’s appearance in duty uniform, as well as issued equipment, should be clean and neat in order to present a professional appearance and to identify the ASO as the first line of response from an authorized and responsible security workforce.

6.2.1 Armed Security Officer Grooming and Appearance Practices

ASOs are required to practice good hygiene and grooming to enhance their professional appearance at their duty location. Like the military and other law and safety enforcement groups, ASOs should be easily identifiable by their uniform and professional mannerism. In order to improve variations in grooming, wearing of a uniform, and issued equipment by agencies and departments, this document will share recommended best practices to support ASO standards as they are reviewed, updated, and approved by members of the ISC.

Appropriate grooming practices contribute to professional appearance and safety. Grooming practices are influenced by societal norms that change through the years and can be difficult to defend at times. Although they may be viewed as limiting personal freedoms, grooming standards tend to promote the perception of a more professional functioning workforce, increase camaraderie, and improve safety in operations. However, as societal norms change over the years, the ISC working group will periodically evaluate and adjust the recommended grooming practices to reflect the changing norms while maintaining consistency of professional appearance standards to promote safety and public confidence.

Recommended practices must not discriminate on the basis of gender, race, religion, disability, or any other Federal-protected status. As a result, agencies are generally responsible for the equal and fair application and enforcement of rules and regulations within the workplace. For example, it would not be defensible to allow women, but not men, to wear earrings on the job. Accordingly, it is unlikely an agency could successfully use a job-relatedness defense to prohibit

ASOs from having visible tattoos or piercings. Furthermore, any recommended grooming practices should consider exceptions for religious reasons.

Other recommended grooming practices have clearer relationships to the ASO’s health and safety. One example is facial hair. Facial hair that interferes with the seal of a particulate mask, while discouraged, is allowable so long as the ASO receives an effective alternative protective device. If required, positive pressure respirators of the hooded or helmet type are better able to accommodate facial hair. Approved by the National Institute for Occupational Safety and Health (NIOSH), such respirators have hoods that fit over the head and contract to the user’s neck. However, the most defensible approach to this recommended grooming practice is to allow facial hair, provided the ASO can pass the NIOSH-required fit test, if required by the agency, to wear this type of respirator.

Agencies and the ISC should review and modify the following recommended practices periodically.

Table 6-2: Armed Security Officer Grooming and Appearance Practices

Subject Area	Specific Grooming Best Practices
Facial Hair	Should be able to pass the NIOSH required fit test for a respirator, if required.
Hair	Should be clean, neat, and not interfere with wearing of headgear. Uncovered hair should not fall below either eyebrow. Covered hair should not protrude below the inside sweatband of headgear. No hair ornaments should be permitted. Items to hold hair in place are allowable if concealed as much as possible and are a color that blends with the hair.
Piercings	Should not interfere with the performance of the ASO’s job.
Visible Tattoos	Should not have obscene or offensive tattoos visible.
Uniforms	Should be clean, professional in appearance, and serviceable.

6.2.2 Armed Security Officer Issued Uniform Items

An officer’s uniform visually identifies that s/he is a part of the facility’s security force. To ensure ASOs can perform their duties in varying weather conditions and physical settings, the ISC identified a list of uniform items and descriptions that ASOs should be issued. ASOs posted to locations with extreme weather conditions, such as tropical/desert or extreme cold climates, will have additional uniform and equipment requirements depending on the conditions of the facility site.

Table 6-3: Armed Security Officer Issued Uniform Items

Item	Description	QTY
Boots/Shoes	Pair, Boots, or Dress Shoes	1
Cap	Faux Fur Trooper Style*	1
Cap	Frame and/or Baseball style cap	1
Double Magazine Case or Speed Loader Case	Case Compatible with Specified Weapon	1
Disposable Gloves		1 pair
Duty Belt “Keepers”		4
Gloves	Winter, Pair*	1 pair
Glove Pouch	Slide on Belt Type, Holds Set of Single Use Disposable Gloves	1
Handcuff Case		1
Jacket	Winter, Patrol Type *	1
Jacket	Nylon Windbreaker	1
Rain Gear	Slicker with Hood or other Head Cover, Pair of Rubber Boots or Shoe Covers*	1
Reflective Vest		1
Key Strap with Flap		1
Level II Firearm Retention Holster	Slide on Belt Type with Hammer Safety Strap (Left/Right as Required)	1
Nameplate	2-1/2” x 5/8” Metal Plate with Rounded Edges and 1/4” Lettering Identifying First Initial and Last Name	2
Oleoresin Capsicum (OC) Case	Slide on Belt Type	1
Pistol belt	To include Inner Trouser Belt and without Shoulder Strap	1
Shirt, Long Sleeve	Insignia (as appropriate)	4
Shirt, Short Sleeve	Insignia (as appropriate)	4
Trouser or Battle Dress Uniform Pants	All Season Weight	2

* Items necessary only if the post assignment is outdoors and/or in an area with winter weather conditions

6.2.3 Armed Security Officer Issued Equipment

In order to support ASO duties and responsibilities in a safe and professional manner, officers should have basic issued equipment items, including communication devices, such as walkie-talkies on a secure channel, to converse with fellow officers. Body armor that is concealable and conforms to the minimum standards identified by the National Institute of Justice (NIJ) Level IIA is another item that ASOs should be required to wear for regular duty. All equipment should be kept clean and maintained in workable condition while worn or carried on duty.

Table 6-4: Armed Security Officer Issued Equipment Items

Item	Description	QTY
Body Armor	NIJ Level IIA with Concealed Carrier	1
Police Baton with Holder	Expandable or Straight	1
Firearm (ASO must qualify with his or her assigned firearm)	Assigned to ASO by Serial Number	1
Flashlight		1
Handcuffs and Keys	NIJ 0307.01 Guideline	1
Magazines (3) or Speed Loaders (2)	Compatible with Issued Weapon and Ammunition	
N95 Disposable Particulate Respirator	NIOSH-approved, non-oil resistant, 95 percent particulate blocking	1
OC or Combination OC– CS (Orthochlorobenzaimalonitrile) Canister	2.0 ounce Non-Flammable Flip Top Safety Canister with Fog/Cone, Stream, or Foam Spray Pattern	1
Communication Device	Radio, Landline Telephone, or Cellular Telephone	1
Whistle		1

6.3 Training

Training and education are critical components of developing a well qualified ASO. Ensuring that ASOs have mandatory basic and follow-on training and education will enhance job performance and have a direct impact on life, safety, and all other aspects of the homeland security mission.

This document does not provide a specific training curriculum for ASO qualification, but instead presents a baseline for ASO training. Agencies are responsible for contractor hiring practices and should conduct a training gap analysis as a comparative tool to find out if the ASOs employed by the contract company meet both required basic training and any additional education that is specific to the facility and/or location. Addressing the identified gap in training will be the responsibility of the ASO’s contract company.

Table 6-5 lists the appropriate subject matter areas with corresponding best practices to meet critical tasks recommended by the ISC working group. While many of the training best practices do not go into every detail to support a full training gap analysis of each critical task (or subject area), the table does give agencies valuable information to build upon.

The ISC working group paired each critical task with an appropriate subject matter area. Related subject matter and tasks were combined to create eight major training subject areas with the associated minimum required training hours. Each major training subject area identifies the related specific training course subject matter areas. Unless otherwise noted, refresher training activities should be required at the discretion of individual agencies; however, the contracting company has the responsibility for conducting the refresher training.

Table 6-5: Recommended Best Practices to Meet Critical Tasks

Subject Areas	Recommended Best Practices to Meet Critical Tasks
General Job Related Training	<p>Requires a minimum nine (9) hours of training in the following subjects, with 20 percent hands on and/or practical application in the following subjects:</p> <ul style="list-style-type: none"> • Overview of the Administration and/or Agency, • Overview of the Roles and Responsibilities of an ASO, • Ethics and Professionalism, • Company/Agency Administrations, and • Post Duties.
Human Interaction and Customer Service	<p>Requires a minimum of twenty (20) hours of training with 50 percent hands on and/or practical application in the following subjects:</p> <ul style="list-style-type: none"> • Principles of Communications, • Professional Public Relations, and • Understanding Human Behavior (psychology). <p>Seasoned ASOs are first-line representative of the agency being protected. ASOs spend the majority of their duty day interacting with public. Developing human interaction and customer service skills is essential to effective job performance in providing security. Developing these skills will help gain public trust, support, and compliance. Strong conflict management skills can often de-escalate or completely stop a negative situation from occurring.</p> <p>Strong communication and sound judgment skills can help mitigate potential threats or deter troublemakers, and notify other safety/security team members of a potential problem.</p>

Subject Areas	Recommended Best Practices to Meet Critical Tasks
Weapons and Defensive Tactics	<p>Requires a minimum of sixty-four (64) hours of training with 80 percent hands on and/or practical application in the following subjects:</p> <ul style="list-style-type: none"> • Defensive Tactics, • Use of Handcuffs, • Use of Intermediate Weapons, and • Use of Firearms. <p>ASOs should conduct semi-annual weapons qualifying training with a recommended minimum qualifying score of 80 percent of the contract-identified course of fire.</p> <p>ASOs should comply with all appropriate Federal, State, and local weapons regulations, as well as successfully complete the firearms range qualification requirements of a State or local firearms permit/license issuance process. This is not an acceptable replacement or substitute for the semi-annual firearms qualification.</p>
Inspections	<p>Requires a minimum of twelve (12) hours of training with 50 percent hands on and/or practical application in the following subjects:</p> <ul style="list-style-type: none"> • Screener Training, and • Examining of Identification and Credentials.
Law Enforcement Support	<p>Requires a minimum of eleven (11) hours of training with 20 percent hands on and/or practical application in the following subject:</p> <ul style="list-style-type: none"> • The Law, Legal Authorities, Jurisdiction, and Responsibilities • Crimes and Offenses • Search and Seizure • Authority to Detain • Use of Force • Crime Scene Protection • Rules of Evidence • Crime Detection, Assessment, and Response
Patrol	<p>Requires two (2) hours of training with 20 percent hands on and/or practical application in the following subjects:</p> <ul style="list-style-type: none"> • Importance of Patrol Methods and Patrol Hazards
Communications	<p>Requires a minimum of six (6) hours of training with 50 percent hands on and/or practical application in the following subjects:</p> <ul style="list-style-type: none"> • Records, Reports, and Forms; • Agency Specific Training; and • Communications Equipment.

Emergency Response	<p>Requires a minimum of twenty-four (24) hours of training with 50 percent hands on and/or practical application in the following subjects:</p> <ul style="list-style-type: none"> • General Response Procedures; • Safety and Fire Prevention; • Special Situations; • Code Adam; • Terrorism, Anti-Terrorism, and Weapons of Mass Destruction; • Bomb Threats and Incident; • Hostage Situations, Sabotage, and Espionage; • Civil Disturbances; • Workplace Violence and Active Shooter; • Cardio-pulmonary resuscitation (CPR), automatic external defibrillator (AED), First Aid; • Emergency Communications; and • Agency Specific Training.
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6.4 Providing Armed Security Officer Training

The agency and/or department should explicitly state in the contract provisions of the Statement of Work the ASO training requirements needed for the contracting company to pursue/bid on the ASO contract. The contract should specify how the contract company will provide, and, in turn, how the agency will accomplish oversight of the required training of the ASOs. Within the contract, the agency should also specify critical tasks and methodology to measure and validate training results/outcomes.

As case law influences the evolution of training requirements for law enforcement professionals, ASO training should maintain the highest focus on public safety. The training should emphasize safety for all, the chain of command, and good judgment. To sustain training proficiency, it should be mandatory for ASOs to qualify semi-annually with firearms; and receive annual refresher training on firearms, intermediate weapons, defensive tactics, screening, handcuffing, and use of force. Other retraining activities should be at the discretion of the agency based upon location and/or facility-specific needs. All training, whether required or as a refresher, should be done with a certified trainer and/or training organization for:

- Defensive Tactics,
- Empty Hand Control Techniques,
- Firearms (Initial and Requalification Training),
- Handcuffing Techniques,
- Intermediate Weapons/Compliance, and
- Use of Force.

Table 6-6: Training Providers Role/Responsibility

Provider	Role/Responsibility
Federal Government	Verifies ASOs received all training prior to standing post. Provides updates for existing ASOs as identified and in the contract. These updates could be made available via webmail, meetings, computer-based training, or other means.
Contractor	Provides quality training, whether outsourced or conducted by the contracting company. Contractors should have appropriate testing and quality control measures to ensure quality is maintained in the training environment and mandatory standards are met.
Site Specific	The government should determine site specific training necessary for any newly hired ASOs before their first assignment and direct the contracting company to provide that training. The government should require ASOs newly assigned to a post be familiar with post orders prior to standing that post. This practice will not only provide continuity of thought, directions, and intentions, but will also create improved efficiency and communications from the top down and the bottom up.

7 Interagency Security Committee Participants

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Appendix A: Armed Security Officer Functions and Tasks

ASO Specific Tasks as shown per Core Areas (6 Functions/84 Specified Tasks): All ASOs should be able to perform these 84 specified tasks.	
1.0 Access Control	
1.01	Stand post at the entry/exit points to verify all persons' identification and conduct inquiries and surveillance of suspicious items, packages, and people.
1.02	Ensure individuals do not depart with government material unless they are authorized to do so.
1.03	Verbally challenge individuals who are approaching restricted areas.
1.04	Direct individuals who cause a disturbance to leave the property.
1.05	Operate traffic control points.
1.06	Close off areas to traffic, establish perimeters, and set up barricades to secure incident scenes or facilities.
1.07	Control access to incident scenes.
1.08	Help ensure integrity of a crime scene, maintaining it in its original condition until law enforcement personnel take over.
1.09	Coordinate the receipt, issuance, and tracking of all keys, key cards, lock combinations, vehicle passes/decals, etc.
1.10	Identify suspicious persons or vehicles.
2.0 Screening	
2.01	Inspect packages, briefcases, containers, or any other items in the possession of people entering or leaving a Federally controlled facility.
2.02	Operate metal detectors to search visitors for prohibited items.
2.03	Operate x-ray machine to search deliveries and visitors' packages, equipment, and hand-carried articles for prohibited items.
2.04	Conduct vehicle inspection that may include inspecting under seats, in the trunk, and under the vehicle.
2.05	Conduct frisks or pat downs for weapons or other unauthorized items.
3.0 Visitor Processing	
3.01	Verify proper identification of visitors required for issuance of visitor badges.
3.02	Process visitors.

4.0 Patrol and Response	
4.01	Inspect appropriate countermeasures, including facility critical protection points and classified containers.
4.02	Inspect facilities for hazards, mechanical problems, and unsafe conditions and report problems to appropriate authorities.
4.03	Close and secure open windows, doors, gates, or other access points.
4.04	Manually open and close heavy gates and doors.
4.05	Conduct patrols in accordance with routes and schedules contained in post orders.
4.06	Inform dispatcher of present status and changes in conditions.
4.07	Patrol locations in areas which are potentially hazardous to the public (e.g., construction sites).
4.08	Inspect the perimeter, property, and buildings for hazards, intruders, and suspicious activities.
4.09	Observe the environment for suspicious vehicles or persons on or around Federal property.
4.10	Review maps, floor plans, diagrams, or other information to become familiar with facility and property boundaries.
4.11	Evacuate individuals from dangerous and/or life threatening situations.
4.12	Guide and assist first responders (e.g., with scene management or security).
4.13	Assess the condition of injured individuals.
4.14	Perform basic first aid in response to emergencies.
4.15	Administer CPR.
4.16	Administer/deploy AED.
4.17	Use fire extinguisher to put out a minor fire.
4.18	Request emergency assistance in response to traffic accidents.
4.19	Assist in conducting accident/incident scene searches/investigations (e.g., check visitor logs, video) in search of relevant evidence and information to determine the facts of the situation.
4.20	Follow directions to and respond to emergency and routine calls for service until the situation is resolved or until relieved by a higher authority.
4.21	Investigate the source of suspicious odors and sounds.
4.22	Pursue fleeing individual.
4.23	Escort money, valuables, or people to provide security.
4.24	Escort facility tenants and visitors to and/or from their vehicles after hours.

5.0 Control Center Operations	
5.01	Check radio equipment for proper operation.
5.02	Monitor security and fire alarms and closed-circuit television to detect security risks, threats, or prohibited items carried by visitors.
5.03	Dispatch ASOs in response to calls for service, alarms, or emergencies.
6.0 Common Tasks	
6.01	Report potentially threatening situations and violations of law and security procedures.
6.02	Observe unique characteristics of an individual for identification purposes.
6.03	Collect information about stolen or missing property or suspicious activities to aid investigations.
6.04	Take detailed field notes so reports can be completed.
6.05	Write and/or speak situation reports regarding security-related information (e.g., accidents, bomb threats, unlawful acts, characteristics of individuals).
6.06	Communicate with individuals to establish rapport.
6.07	Adjust communication to ensure understanding.
6.08	Provide direction or information to tenants or visitors.
6.09	Advise persons relative to problems, situations, etc.
6.10	Encourage people to approach by using effective non-verbal communication (e.g., making eye contact, smiling, greeting a person cordially, and nodding).
6.11	Communicate with rude or abusive people.
6.12	Use body language to project control and influence.
6.13	Use voice commands to project control and direct actions.
6.14	Explain rules, regulations, and procedures to individuals.
6.15	Interact with a subject who does not speak English.
6.16	Interact with a subject who has communication impairment (e.g., is deaf, has a speech impediment).
6.17	Interact with a subject who has mobility impairment (e.g., is blind, is wheelchair bound).
6.18	Interact with public, including children.
6.19	Interview witnesses to obtain description of possible suspects or description of what happened.
6.20	Advise appropriate personnel of potentially hazardous conditions (e.g., slippery floors).
6.21	Communicate with first responders.
6.22	Testify in court regarding criminal activity or other incidents.
6.23	Report misconduct of other Security Officers.
6.24	Ensure all security equipment is activated and operating properly; if not, report to proper authority.

6.0 Common Tasks (cont)

6.25	Inventory physical objects (e.g., keys, keycards, vehicles, visitor badges) and log accordingly.
6.26	Locate and review documents and information (e.g., logs, lists).
6.27	Read memos and other written material to acquire and maintain knowledge.
6.28	Participate in search for missing child.
6.29	Activate alarm systems.
6.30	Provide backup assistance to LEOs and other ASOs.
6.31	Maintain situational awareness regarding individuals' body language, projected attitudes, and intentions.
6.32	Care for and maintain firearms.
6.33	Participate in firearms training.
6.34	Participate in training in the use of intermediate force weapons to be used in emergency situations.
6.35	Use intermediate force weapon to temporarily incapacitate a violent individual.
6.36	Operate firearm to protect self and others.
6.37	Maintain positive control and retention of firearms and intermediate weapons at all times.
6.38	Use defensive tactics to prevent or control movements of individuals.
6.39	Defend against violent combative person(s) to prevent injury to self or others.
6.40	Physically control individuals displaying disruptive or violent behavior, to include applying handcuffs.

Appendix B: Recommended Minimum Medical and Physical Standards for an Armed Security Officer

B.1 Vision

- 20/30 vision while using both eyes (may use corrective lenses or surgical correction);
- Capable, in at least one eye, of reading a minimum of Jaeger Number 2 or equivalent type and size letter at a distance of no less than 12 inches on a standard Jaeger chart;
- Normal color vision; and
- No peripheral vision deficits, night blindness, or visual conditions that may prevent successful task performance.

B.2 Hearing

- Average hearing across 500, 1000, 2000, and 3000 Hertz (Hz) is less than or equal to 25 decibel (db) (may use a hearing aid);
- Hearing at 4000 and 5000 Hz levels is less than or equal to 45db; and
- No inner, middle, or outer ear disorders affecting equilibrium.

B.3 Cardiovascular System

- Possesses adequate aerobic capacity: Minimum 9 METs or 31.5 milliliter/kilogram/minutes VO₂ Max), during standardized aerobic capacity test (step box, treadmill, or stepmill for 6 minutes); and
- Resting blood pressure Maximum: 180systolic, 90 diastolic (read 120 over 80 millimeters of mercury)

B.4 Musculoskeletal System

- Exhibits full range of motion,
- Able to easily get down to and up from a kneeling position,
- Able to lift 40 pounds minimum from floor to waist,
- Able to bench press at least 40 percent of his or her body weight, and
- Able to perform sit-ups and push-ups continuously for at least 30 seconds.

B.5 General Health

- No loss of sense of smell, aphonia, or other abnormalities of nose, throat, or ears that may prevent successful task performance;
- No evidence of chronic bronchitis, emphysema (moderate or severe), infectious pulmonary tuberculosis, or other respiratory abnormalities that may prevent successful task performance;
- No evidence of eczema, psoriasis, dermatitis, or other dermatological condition that may prevent successful task performance; and
- No evidence of a gastrointestinal issue that may prevent successful task performance or prevent the candidate from being able to stand or walk continuously for eight hours without regular access to a restroom.

Appendix C: Factors to Consider in Estimating Armed Security Officer Staffing

This guideline provides factors to estimate the number of ASOs needed to perform specific security functions for a given facility. It consists of a series of talking points that will or must be discussed with the facility tenants. This guideline was developed based on the results of an extensive job analysis and the ISC working group's identification of the critical 84 tasks all ASOs are expected to perform regardless of facility.

The major task analysis findings influencing the design of this guideline are summarized below by type of post.

It should be noted the primary posts affecting ASO staffing levels appear to be screening, visitor processing, and access control posts. Patrol and response posts and control center operations also affect staffing levels, but are directly related to facility size and can largely be accounted for by the results of the facility security assessment.

C.1 Findings Related to Screening Posts

- Tenant tolerance for wait time is the primary factor in determining the need for additional staffing at all security stations. Tenants who desire to limit the amount of time people must wait to be processed should consider adding additional ASOs beyond those estimated by this tool.
- When additional staffing is required for personnel and package security stations, the most common approach is to add additional screening posts. In most cases, a security station consists of three screening posts that should be performed independently – metal detector, x-ray, and wand – therefore requiring three ASOs per security station. Additional duties at entrances (e.g., visitor processing) can be performed across multiple security stations but should not typically be performed by ASOs in one of the screening posts.
- Completing the basic personnel and package screening processes (i.e., the individual successfully passes metal detector examination and his or her belongings successfully pass x-ray examination) typically requires 45 to 60 seconds per person.
- Wanding/secondary screening of individuals adds an additional 90 seconds per person on average.
- In most cases, 40 persons per hour can be expected to pass through a Security Station without a line of people forming. This estimate includes time for up to 25 percent of persons to require secondary screening (wanding).
- Vehicle security stations typically require two ASOs – one in the vehicle screening post and one in the vehicle access control post. In locations with a small amount of vehicular traffic (e.g., fewer than 10 per hour), it may be possible for one ASO to perform both functions.

C.2 Findings Related to Visitor Processing Posts

- Time spent on visitor processing (e.g., sign-in, issuing a visitor badge, and monitoring until an escort arrives) varies significantly by facility due to differences in equipment, procedures, and policies and is not accounted for in this tool. At facilities where the tenants require visitors to be escorted by ASOs instead of the visitors' points of contact, the tenants should consider adding additional patrol and response posts at the entrance beyond those estimated by this tool.
- In locations that do not screen employees and with a small number of visitors (e.g., fewer than 10 per hour), it may be possible to reduce the number of ASOs at an entrance by having all or some of the functions (e.g., metal detector, x-raying, wand, visitor processing) performed by only 1 or 2 ASOs, if the ASO can do only 1 screening task at a time while maintaining control of the security station.

C.3 Findings Related to Access Control Posts

- At facilities that do not require employees to be screened, employee entrances typically require 2 ASOs – one to check credentials and one to provide situational awareness. It may be possible for one ASO to perform both functions if only a small number of employees (e.g., fewer than 20 per hour) enter the facility.
- At facilities requiring employees to be screened, the tenant may require three or more additional ASOs to be posted at security stations, consistent with the guidance provided under “Findings Related to Screening Posts” outlined in section 3.1.

C.4 Findings Related to Patrol and Response Posts

- A patrol and response post should be added to any entrance to serve as an over-watch/situational awareness position that has more than one screening post.
- A patrol and response post can be expected to patrol at a speed of 1.5 miles per hour (about 130 feet per minute).
- This estimate includes time for the ASO assigned to the patrol and response post to stop at any pre-determined spots and interact with visitors and tenants.

C.5 Findings Related to Control Center Operations

- One ASO can be expected to effectively monitor up to five monitor screens simultaneously.
- Each control center should have a minimum of two ASOs to allow for control center operations and continued communications with ASOs outside the control center, as well as incoming communications from other parties.
- In locations with a small number of visitors (e.g., facilities not normally open to the public), it may be possible to have a single ASO simultaneously perform control center operations, access control, and visitor processing functions.