



Security and Emergency Services Community of Interest

0080 – Security Administration Series AT
Career Road Map & Training Strategy

Overview of the 0080 – Antiterrorism (AT) Road Map and Training Strategy

The United States Marine Corps (USMC) Security and Emergency Services (S/ES) Community of Interest (COI) developed this career roadmap to support 0080 Security Administration – Antiterrorism (AT) professional development of technical competencies and training. This Career Roadmap is organized by a group of competencies which together define successful performance in the 0080 AT occupational series. Career Roadmaps are essential resources for career development and useful for identifying the knowledge and skill sets you, an employee of the USMC, need to excel and advance in your professional role.

This competency-based career road map was developed based on guidance from the Office of Personnel Management (OPM) Position Classification Standard, OPM Grade Evaluation Guide and via working groups using 0080 AT leaders across the USMC. Additional reference sources include the 0080 DoD Defense Civilian Personnel Advisory Service. Previously developed USMC 0080 AT models were incorporated as a baseline.

Career road maps are comprised of several components, described in Table 1 below:

Table 1. Components of a Career Road Map and Training Strategy

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|--|---|
| Competency Titles and Definitions | Describe the capabilities required for success within a particular position or job role. |
| Proficiency Targets | Define different levels of required performance (Entry, Journeyman, Supervisor and Expert/Senior Management) within a competency area. |
| Behavioral Indicators (BIs) | Examples of activities performed by an individual that illustrate how a competency is demonstrated at varying levels of proficiency: Entry, Journeyman, and Expert. |
| Career Progression | <ul style="list-style-type: none"> • Career Paths and Progression: Provides employee with examples of the various career paths and progression from entry level employee to management level. |
| Training | <ul style="list-style-type: none"> • Core: Initial training that all personnel should have in related position from entry to senior levels. • Core-Plus/Leadership: Advanced and leadership training that is necessary for career progression that is recommended for mid-senior personnel in addition to core training. • Career Enhancing/Sustainment: Training intended to maintain credentials or a good training course to have, but not necessary for career advancement. |

Antiterrorism Series Defined

This series includes positions where the primary duties of which are the performance of antiterrorism work in the preservation of the personnel, facilities and equipment, as well as the protection of mission essential functions; To deter, detect, delay, deny and defend Marine Corps personnel, equipment and facilities from terrorist actions. The purpose of antiterrorism work is to protect the Service's personnel, equipment and facilities from terrorist actions and other asymmetric threats while assuring compliance with DoD and Marine Corps rules and regulations pertaining to antiterrorism.

Competency Areas

Five competencies have been identified for the successful performance in the 0080-AT series:

1. AT Risk Management
2. AT Planning
3. AT Training & Exercises
4. AT Resource Management
5. AT Program Review

Proficiency and Skill Band Definitions

The Proficiency Rating Scale (Table 2) below details the rating given for each level of proficiency and its corresponding definition. Proficiency levels describe the degree of competency required to perform a specific job successfully; these levels relate to the work required for a specific job. Different jobs require different levels of proficiency for successful performance. The proficiency levels provided in this learning map indicate the minimum proficiency target for successful performance.

Table 2. Proficiency Rating Scale

| | | | |
|----------|---------------------|-----------------------|---|
| 1 | Basic | No Proficiency | Conceptual Knowledge Only/No Experience |
| 2 | Applied | Low Proficiency | Able to Apply with Help |
| 3 | Intermediate | Moderate Proficiency | Able to Apply Autonomously |
| 4 | Advanced | High Proficiency | Proficient/Able to Help Others |
| 5 | Expert | Very High Proficiency | Expert Knowledge |

The USMC COI has outlined a career progression structure that more accurately reflects the change in your abilities and responsibilities over time. That structure is called the Skill Level Structure (Table 3). It is associated with each occupational series and follows you from the time you are an entry-level employee until you attain the level of a management employee. Career progress in the USMC has traditionally been based on the federal government pay schedule system. The ratings within the pay schedule system are associated with Job Skill Levels within the 0080-AT series indicated as follows:

Table 3. Skill Level Structure

| Job Skill Level | Definition | Job Titles Within Skill Levels | Pay Plan | Beginning Grade | Target Grade |
|-----------------|------------|--|----------|-----------------|--------------|
| 1 | Entry | ATO (Unit/Camp Level/Organization/Assistant) | GS | 9 | 9 |
| 2 | Journeyman | ATO (Installation/MEB/MEF) | GS | 11 | 12 |
| 3 | Supervisor | ATO (MARFOR/Installation Region) | GS | 13 | 13 |
| 4 | Management | AT Program Manager / Protection Director | GS | 14 | 14 |

Advancing Levels of Expertise within the 0080 - AT Series

| Level 1 | Level 2 | Level 3 | Level 4 |
|---|--|---|---|
| Entry Level (GS - 9) | Journeyman (GS – 11/12) | Supervisory (GS - 13) | Senior Management (GS - 14) |
| At the entry level, incumbent is responsible for performing minimum Antiterrorism duties under supervision, supports and learns from HHQ ATOs, build understanding of relevant AT processes and policies. | At the journeyman level, the incumbent is responsible for applying knowledge and understanding of relevant laws and regulations; performing duties and responsibilities without supervision. | At the expert level, the incumbent is responsible for managing the work and actives of junior ATOs and other security specialists and possess advanced knowledge and understanding of relevant laws and regulations; directs project and/or program activities. | At the management level, the incumbent is responsible for managing the work and activities of ATOs and other security specialists; possess expert knowledge and understating of relevant laws and regulations; directs project and/or program activities. |
| Desired Academic Credentials High School Graduate | Desired Academic Credentials Any BA/BS Degree | Desired Academic Credentials Any BA/BS Degree | Desired Academic Credentials Any MA/MS degree |
| Experience 1 year of specialized experience equivalent to the GS - 7 level where work is in or directly related to the line of work of the position. | Experience 1 year of specialized experience equivalent to the GS - 9 level where work is in or directly related to the line of work of the position. | Experience 1 year of specialized experience equivalent to the GS - 11 level where work is in or directly related to the line of work of the position. | Experience 1 year of specialized experience equivalent to the GS - 13 level where work is in or directly related to the line of work of the position. |

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|--|---|--|--|
| Training: CORE USMC AT Level II MC-CAMS User Training FEMA ICS 100 FEMA ICS 200 DoD Security Fundamentals Professional Certification (SFPC) | Training: Core USMC AT Level II USMC AT Advanced Course MC-CAMS User Training FEMA ICS 100 FEMA ICS 200 FEMA ICS 400 FEMA ICS 700 FEMA ICS 800 DoD Security Fundamentals Professional Certification (SFPC) Core Plus/Leadership *refer to table 6 | Training: Core USMC AT Level II USMC AT Advanced Course USMC AT Level III MC-CAMS Manager Training FEMA ICS 100 FEMA ICS 200 FEMA ICS 400 FEMA ICS 700 FEMA ICS 800 NAVFAC or USACE Security Engineering DoD Security Fundamentals Professional Certification (SFPC) DoD Security Program Integration Professional Certification (SPIPC) Core Plus/Leadership *refer to table 6 | Training: Core USMC AT Level II USMC AT Advanced Course USMC AT Level III CJCS AT Level IV MC-CAMS Manager Training FEMA ICS 100 FEMA ICS 200 FEMA ICS 400 FEMA ICS 700 FEMA ICS 800 NAVFAC or USACE Security Engineering DoD Security Fundamentals Professional Certification (SFPC) DoD Security Program Integration Professional Certification (SPIPC) Core Plus/Leadership *refer to table 6 |
|--|---|--|--|

Career Progression

The 0080 - AT Series has various career paths and progression for the entry level patrolman to consider as they move through the job skill levels: entry, journeyman, supervisory and management. Table 4 provides examples of career paths and progression available to them. Patrolman should work with their supervisor for guidance. The following table provides ***examples of*** career path and progression in the 0080 - AT Series:

Table 4. Career Path Progression Examples

| ENTRY | JOURNEYMEN | SUPERVISORY | MANAGEMENT |
|---|----------------------------|----------------------------------|---|
| 09 | 11 | 13 | 14 |
| ATO (Unit/Camp Level/Organization/Assistant) | ATO (Installation/MEB/MEF) | ATO (MARFOR/Installation Region) | AT Program Manager / Protection Director |

Behavioral Indicators (BIs)

It is important to define how competencies are manifested at different skill levels. Behavioral Indicators are on-the-job examples of behaviors and activities that illustrate how a competency is demonstrated at varying skill levels and provide an objective description of the behavior that can be observed in an individual as evidence that they either have or do not have the skills at the required level needed for the competency. These are examples of what the competency could look like at varying skill levels and are not inclusive of all behaviors demonstrating the competency for each skill level. This information is provided as a tool to help guide evaluations of employee proficiency; however, it should not be used as a checklist for employees' behaviors.

Training

Tables 5-8 define the Core, Core-Plus/Leadership, Position Specific Training and Advanced/Career Enhancement training courses within the 0080 - AT series. Training is aligned to job roles and grade levels. Training titles and vendors are subject to change as the courses evolve. The Headquarters Marine Corps AT Program Office conducts various courses and takes requests for Mobile Training Team (MTT) training. Additionally, there are several external resources (DoD, non-profit and commercial) that provide a variety of training opportunities available to all USMC civilian personnel for professional knowledge and skill development. Individuals are to work with their supervisor for approved training courses available to them. These training lists are to be used as a guide for professional development purposes and are only provided as a recommendation and may not encompass all training available to the 0080 - AT series. Individuals are to work with supervisors to determine the best training courses suited for each position and for career progression.

Table 5. Core Training by Job Role

| Core Training | ATO (Unit/Camp Level/Organization/Assistant) (GS 09) | ATO (Installation/MEB/MEF) (GS 11) | ATO (MARFOR/Installation Region) (GS 13) | AT Program Manager / Protection Director (GS 14) |
|---|---|---|---|---|
| USMC AT Level II | • | • | • | • |
| USMC AT Advanced Course | | • | • | • |
| USMC AT Level III | | | • | • |
| CJCS AT Level IV | | | | • |
| FEMA ICS 100 | • | • | • | • |
| FEMA ICS 200 | • | • | • | • |
| FEMA ICS 400 | | • | • | • |
| FEMA ICS 700 | | • | • | • |
| FEMA ICS 800 | | • | • | • |
| NAVFAC or USACE Security Engineering | | • | • | • |
| DoD Security Fundamentals Professional Certification (SFPC) | • | • | • | • |
| DoD Security Program Integration Professional Certification (SPIPC) | | | • | • |

**Initial training that all personnel should have in related position from entry to senior levels.*

Table 6. Core Plus/Leadership Training by Job Role

| Core Plus / Leadership Training | Notes | ATO (Unit/Camp Level/Organization/Assistant) (GS 09) | ATO (Installation/MEB/MEF) (GS 11) | ATO (MARFOR/Installation Region) (GS 13) | AT Program Manager / Protection Director (GS 14) |
|---|--------------|---|---|---|---|
| Emerging Leader Foundations | Commercial | • | • | • | • |
| Leadership in Crisis Training Program | Commercial | • | • | • | • |
| Leadership Through Understanding Human Behavior | Commercial | • | • | • | • |
| Leadership: Practical Skills | Commercial | • | • | • | • |
| Civilian Career and Leadership Development (CCLS) | DoD | | • | • | • |
| Marine Corps Civilian Leadership Development Program (MCCLDP) | DoD | | • | • | • |
| New Manager Foundations | Commercial | | | • | • |
| Transitioning from Manager to Leader | Commercial | | | • | • |
| Executive Leaders Program | DoD | | | | • |

Table 7. Advanced Training (Career Enhancing)

| Advanced Training (Career Enhancing) | Vendor | ATO (Unit/Camp Level/Organization/Assistant) (GS 09) | ATO (Installation/MEB/MEF) (GS 11) | ATO (MARFOR/Installation Region) (GS 13) | AT Program Manager / Protection Director (GS 14) |
|---|---------------|---|---|---|---|
| DSS STEPP Security Specialist Curriculum | CDSE STEPP | • | • | • | • |
| Developing a Security Education & Training Program GS104.06 | CDSE STEPP | • | • | • | • |
| Special Access Programs (SAP) Overview SA001.06 | CDSE STEPP | • | • | • | • |
| OPSEC Awareness GS130.16 | CDSE STEPP | • | • | • | • |
| Introduction to Risk Management Course GS150.06 | CDSE STEPP | • | • | • | • |
| Introduction to Risk Management Framework (RMF) CS124.06 | CDSE STEPP | • | • | • | • |
| Introduction to Industrial Security IS011.06 | CDSE STEPP | • | • | • | • |
| Introduction to Personnel Security PS113.06 | CDSE STEPP | • | • | • | • |
| Introduction to Information Security IF011.06 | CDSE STEPP | • | • | • | • |
| Original Classification IF102.06 | CDSE STEPP | • | • | • | • |
| Derivative Classification IF103.06 | CDSE STEPP | • | • | • | • |
| Marking Classified Information IF105.06 | CDSE STEPP | • | • | • | • |
| Transmission and Transportation for DoD IF107.06 | CDSE STEPP | • | • | • | • |
| Introduction to Physical Security PY011.06 | CDSE STEPP | • | • | • | • |
| Storage Containers and Facilities PY105.06 | CDSE STEPP | • | • | • | • |
| Physical Security Planning and Implementation PY106.06 | CDSE STEPP | • | • | • | • |
| Physical Security Measures PY103.06 | CDSE STEPP | • | • | • | • |
| Lock and Key Systems PY104.06 | CDSE STEPP | • | • | • | • |
| IS-235 Emergency Planning | FEMA ISP | • | • | • | • |
| IS-546 COOP Awareness Course | FEMA ISP | • | • | • | • |
| IS-547 Intro to COOP | FEMA ISP | • | • | • | • |
| IS-548 COOP Program Manager | FEMA ISP | | • | • | • |

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|---|---------------------|---|---|---|---|
| IS-907 Active Shooter: What you can do | FEMA ISP | • | • | • | • |
| IS-908 Emergency Management for Senior Officials | FEMA ISP | | | • | • |
| IS-860 National Infrastructure Protection Plan (NIPP) | FEMA ISP | | • | • | • |
| IS-836 Nuclear/Radiological Incident Annex | FEMA ISP | • | • | • | • |
| IS-913 Critical Infrastructure Security and Resilience | FEMA ISP | • | • | • | • |
| IS-914 Surveillance Awareness | FEMA ISP | • | • | • | • |
| IS-915 Protecting Critical Infrastructure Against Insider Threats | FEMA ISP | • | • | • | • |
| IS-454 Fundamentals of Risk Management | FEMA ISP | • | • | • | • |
| IS-240 Leadership and Influence | FEMA ISP | | • | • | • |
| IS-892 Physical Security Criteria for Federal Facilities | FEMA ISP | • | • | • | • |
| Physical Security Specialist | MarineNet | • | • | • | • |
| Physical Security Chief | MarineNet | • | • | • | • |
| DoN, Critical Infrastructure Protection (CIP) Program Curriculum | MarineNet | • | • | • | • |
| Critical Asset Identification Process (CAIP) | MarineNet | • | • | • | • |
| Marine Corps Mission Assurance Risk Management | MarineNet | • | • | • | • |
| Critical Infrastructure Program (CIP) Basics | MarineNet | • | • | • | • |
| Terrorism Awareness (MarineNet) | MarineNet | • | • | • | • |
| Stability and Support Operations (MarineNet) | MarineNet | • | • | • | • |
| Foreign Intelligence Threat (MarineNet) | MarineNet | • | • | • | • |
| Force Protection (MarineNet) | MarineNet | • | • | • | • |
| Bomb Threat (MarineNet) | MarineNet | • | • | • | • |
| Critical Infrastructure Protection (MarineNet) | MarineNet | • | • | • | • |
| Threat Levels and FPCON (MarineNet) | MarineNet | • | • | • | • |
| DTRA AT Program Manager Course | DTRA MTT | • | • | • | • |
| DoD Security Engineering | USACE or NAVFAC MTT | | • | • | • |
| Intelligence Analyst Training Program (IATP) | IALEA.ORG | | • | • | • |
| USACE Access Control Point Design (SDDCTEA) | USACE MTT | | • | • | • |
| USACE Electronic Security System Design | USACE MTT | | • | • | • |
| Dynamics of International Terrorism | USAFSOS MTT | • | • | • | • |

Competency Model

| COMPETENCY | DEFINITION | | | |
|-----------------------------------|--|-------------------------------------|-------------------------------------|--|
| 1. AT Risk Management | Knowledge of identifying, assessing, and mitigating risks, and making decisions that balance risk cost with mission benefits. Ability to correctly define and assign ratings for the process’s three key elements (i.e., threat, criticality, and vulnerability) used to produce risk assessments that determine which assets require the most protection and resources to minimize risk of attack or lessen the negative impact of an attack. Ability to identify, evaluate, recommend, and implement Courses of Action (COAs) to manage risk to acceptable levels given program constraints, objectives, and resources. Ability to report, record, and maintain various risk management activities within the Service designated Risk Management system of record. (*This competency serves as the cornerstone of the AT program that integrates all AT efforts.) | | | |
| MINIMUM PROFICIENCY TARGET LEVELS | | | | |
| Job Skill Level 1: Entry GS 09 | Job Skill Level 2: Journeyman GS 11 | Job Skill Level 3: Supervisor GS 13 | Job Skill Level 4: Management GS 14 | |
| 2 | 3 | 4 | 5 | |
| BEHAVIORAL INDICATORS | | | | |
| Entry | <ul style="list-style-type: none">Comprehends risk management processes, principles, concepts, and applications (e.g., mission analysis, asset identification and prioritization, threat assessment, criticality assessment, vulnerability assessment, risk and cost benefit analysis)Assists in the development of COAs to mitigate risksAssists in the analysis, evaluation, development, coordination, and dissemination of risk management methods and toolsAssists with entries into the Marine Corps Critical Asset Management System Next Generation (MC-CAMS NG) | | | |
| Journeyman | <ul style="list-style-type: none">Possesses expert understanding of risk management processes, principles, concepts, and applications (e.g., mission analysis, asset identification and prioritization, threat assessment, criticality assessment, vulnerability assessment, risk and cost benefit analysis)Defines and analyzes risk management, assessment, and mitigation procedures in accordance with organizational goalsCoordinates the development of COAs to mitigate risksInputs appropriate entries into the MC-CAMS NG | | | |
| Supervisor | <ul style="list-style-type: none">Prioritizes resources based on consolidated risk management data. Develops funding requests as appropriateDevelops and recommends risk management COAs to senior leadership. Presents the risk mitigation/reduction plans to decision makerDevelops specific risk management policies and procedures; considers risk as a basis for every policy decision that is made | | | |
| Management | <ul style="list-style-type: none">Prioritizes resources based on consolidated risk management data across multiple protection programs. Develops funding requests as appropriateDevelops and recommends risk management COAs to senior leadership. Presents the risk mitigation/reduction plans to decision makerDevelops specific risk management policies and procedures; considers risk as a basis for every policy decision that is madeSupervises and assists subordinate RM processes | | | |

| COMPETENCY | DEFINITION | | |
|-----------------------------------|---|-------------------------------------|-------------------------------------|
| 2. AT Planning | AT planning is the process of developing specific guidance, measures, and instructions to deter, mitigate, and prepare for a terrorist incident. Planning plays a crucial role in ensuring that the risks associated with terrorism have been addressed and that mitigation strategies have been implemented to protect personnel. AT plans should be tailored to the level of command, prepare for the most likely threats, and maximize the use of existing plans and standard operating procedures (SOPs). The goal of planning is to have a useable document that provides reference to needed information. | | |
| MINIMUM PROFICIENCY TARGET LEVELS | | | |
| Job Skill Level 1: Entry GS 09 | Job Skill Level 2: Journeyman GS 11 | Job Skill Level 3: Supervisor GS 13 | Job Skill Level 4: Management GS 14 |
| 2 | 3 | 4 | 5 |
| BEHAVIORAL INDICATORS | | | |
| Entry | <ul style="list-style-type: none">• Can develop and execute AT planning processes• Ability to create and execute Special Event AT plans | | |
| Journeyman | <ul style="list-style-type: none">• Performs AT planning and assists tenants/subordinates• Develops comprehensive AT plans for large special events• Integrates AT planning into overall protection plans | | |
| Supervisor | <ul style="list-style-type: none">• Performs AT planning and directs tenants/subordinates AT planning efforts• Develops comprehensive AT plans for large special events• Integrates AT planning into overall protection plans at a regional or theater level | | |
| Management | <ul style="list-style-type: none">• Develops AT planning policy and directs service AT efforts• Develops AT planning tools• Integrates AT planning into overall protection plans at a service level | | |

| COMPETENCY | DEFINITION | | |
|-----------------------------------|---|-------------------------------------|-------------------------------------|
| 3. AT Training & Exercises | Develops, executes, and evaluates educational programs, training, and exercises to ensure awareness of risks associated with terrorism and to provide mitigation strategies. | | |
| MINIMUM PROFICIENCY TARGET LEVELS | | | |
| Job Skill Level 1: Entry GS 09 | Job Skill Level 2: Journeyman GS 11 | Job Skill Level 3: Supervisor GS 13 | Job Skill Level 4: Management GS 14 |
| 2 | 3 | 4 | 5 |
| BEHAVIORAL INDICATORS | | | |
| Entry | <ul style="list-style-type: none">Understands and can implement AT security training requirements, programs, and policiesUnderstands and can implement DoD AT standards and MA benchmarksUnderstands security concepts and intended purposes for security requirements (e.g., accountability and control standards, threat conditions)Communicates security requirements with minimal guidanceUnderstands and can integrate organizational mission requirements and the relationship with securityPrepares training materials and conducts basic AT training (e.g., Level 1)Participates in the development of AT exercises | | |

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| Journeyman | <ul style="list-style-type: none"> • Develops and executes AT Training Education and Exercise Plan (TEEP) • Identifies deficiencies in AT awareness, education, and training exercises (e.g., violation evaluation, surveys, trend analysis) • Designs training awareness and education materials (e.g., presentations, guides) in alignment with performance and learning objectives • Identifies and uses innovative technologies to facilitate the development and delivery of AT training, education, and awareness programs • Develops lessons learned & entry into Marine Corps Lessons Learned System & incorporation into subsequent T&E exercise plans • Coordinates AT exercises with Federal, State, and local agencies • Coordinates AT awareness and education with Federal, State, and local agencies |
| Supervisor | <ul style="list-style-type: none"> • Performs program reviews of installations AT security awareness, training, and education programs • Develops and coordinates execution of regional AT TEEP • Coordinates civil to military exercises • Develops initiatives that address gaps in current AT training, education, and awareness programs • Educates leadership on the value added of security training, education, and awareness programs • Advocates senior leadership buy-in to security awareness, education, and training programs • Mentors and educates less experienced staff on compliance inspection criteria, protocols, and procedures |
| Management | <ul style="list-style-type: none"> • Performs program reviews of service AT security awareness, training, and education programs • Develops and coordinates execution of service AT training requirements • Develops initiatives that address gaps in current AT training, education, and awareness programs • Educates leadership on the value added of security training, education, and awareness programs • Develops AT training material |

| COMPETENCY | DEFINITION | | | |
|-----------------------------------|--|-------------------------------------|-------------------------------------|--|
| 4. AT Resource Management | Understands the different types of AT funding sources, and can articulate requirements within this context; compiles justification packages and submits requests via the appropriate command process; applies contracting rules and procedures to plan and execute procurement requirements, and initiate procurement requests; provides subject matter expertise to commanders and installations to define the scope and technical requirements for contracts and procurements; provides technical support for contractor activities as related to UFC requirements. | | | |
| MINIMUM PROFICIENCY TARGET LEVELS | | | | |
| Job Skill Level 1: Entry GS 09 | Job Skill Level 2: Journeyman GS 11 | Job Skill Level 3: Supervisor GS 13 | Job Skill Level 4: Management GS 14 | |
| 2 | 3 | 4 | 5 | |
| BEHAVIORAL INDICATORS | | | | |
| Entry | <ul style="list-style-type: none">• Understands sources of funding and their associated processes (e.g., Military Construction (MILCON), FSRM, Program Budget Activity Committee (PBAC), and how they are aligned with project type• Understands basic contracting rules (e.g., obligation of government funds)• Understands the plans and projects data entry in MC-CAMS NG• Possesses awareness of Space and Naval Warfare Systems Command (SPAWAR), Naval Facility (NAVFAC), and Marine Corps Systems Command’s (MCSC) authority and role in the AT resource process• Provides input into resource justification packages | | | |
| Journeyman | <ul style="list-style-type: none">• Possesses knowledge of AT funding resources | | | |

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|-------------------|--|
| | <ul style="list-style-type: none"> • Coordinates resource justifications with appropriate funding source. • Demonstrates ability to develop Risk Decision Packages and present them to the command decision maker for resolution. • Understands security restrictions and prohibitions as they relate to acquisitions, contracts, and the performance of work • Incorporates AT measures into the Logistics and contracting process (e.g., requirements, development, vendor selection, award and execution and evaluation) • Prioritizes resource requirements with other appropriate Mission Assurance related programs • Develops technical requirements for Statements of Work (SOWs) in collaboration with contracting and procurement personnel • Evaluates and provides feedback on physical security-related outputs of contracts as part of a larger program |
| Supervisor | <ul style="list-style-type: none"> • Prioritizes subordinates' commands' resource submissions • Advocates for resources to include individual installation requirements and enterprise solutions. Tracks funding status for approved projects. • Participates in AT related Source Selection Boards • Understands the duties of the Contracting Officer's Technical Representative (COTR) |
| Management | <ul style="list-style-type: none"> • Prioritizes subordinates' commands' resource submissions • Advocates for resources to include individual installation requirements and enterprise solutions. Tracks funding status for approved projects. • Participates in AT related Source Selection Boards • Performs duties as the Contracting Officer's Technical Representative (COTR) for service level AT support contracts |

| COMPETENCY | DEFINITION | | |
|-----------------------------------|--|-------------------------------------|-------------------------------------|
| 5. AT Program Review | Researches programs to determine their potential for meeting organizational standards. Uses performance data to analyze the effectiveness of organizations, programs, and/or activities in achieving desired results. | | |
| MINIMUM PROFICIENCY TARGET LEVELS | | | |
| Job Skill Level 1: Entry GS 09 | Job Skill Level 2: Journeyman GS 11 | Job Skill Level 3: Supervisor GS 13 | Job Skill Level 4: Management GS 14 |
| 2 | 3 | 4 | 5 |
| BEHAVIORAL INDICATORS | | | |
| Entry | <ul style="list-style-type: none">• Comprehends AT program standards and MA benchmarks requirements• Assists with basic internal AT program review• Assists with Tenant Command AT program reviews• Assists with corrective COAs identified in AT program review• Assists with spot checks on random antiterrorism measures | | |
| Journeyman | <ul style="list-style-type: none">• Possesses expert knowledge of AT program standards and MA benchmarks requirements• Performs internal AT program reviews• Performs Tenant Command AT program reviews• Conducts spot checks on random antiterrorism measures• Coordinates the development of corrective COAs identified in AT program review and POA&M for correction actions.• Coordinates with internal stakeholders for Higher Headquarters AT program reviews | | |
| Supervisor | <ul style="list-style-type: none">• Possesses expert knowledge of AT program standards and benchmarks requirements• Performs internal AT program reviews• Performs subordinate Command AT program reviews | | |

| | |
|-------------------|---|
| | <ul style="list-style-type: none"> • Develops trend analysis to identify common shortfalls and potential enterprise solutions within subordinate AT programs • Coordinates external AT program review |
| Management | <ul style="list-style-type: none"> • Develops service AT program standards and benchmarks requirements • Performs internal AT program reviews • Performs subordinate Command AT program reviews • Develops trend analysis to identify common shortfalls and potential enterprise solutions within subordinate AT programs • Coordinates external AT program review |

Appendix B. Acronyms Defined

| Acronym | Definition |
|------------|--|
| AT | Antiterrorism |
| ATO | Antiterrorism Officer |
| BI | Behavioral Indicator |
| CBRNE | Chemical, Biological Radiological Nuclear High-Yield Explosive |
| CBT-RIF | Combating Terrorism Readiness Initiative Fund |
| CCIF | Combatant Commander Initiative Fund |
| COA | Course of Action |
| COI | Community of Interest |
| COTR | Contracting Officer's Technical Representative |
| DoD | Department of Defense |
| GS | General Schedule |
| MC-CAMS NG | Marine Corps Critical Asset Management System Next Generation |
| MCSC | Marine Corps Systems Command |
| MILCON | Military Construction |
| NAVFAC | Naval Facility |
| OCO | Overseas Contingency Operations |
| PBAC | Program Budget Activity Committee |
| S/ES | Security and Emergency Services |
| SOW | Statement of Work |
| SPAWAR | Space and Naval Warfare Systems Command |
| TEEP | Training Education and Exercise Plan |
| UFC | Unified Facilities Criteria |
| USMC | United States Marine Corps |
| AKO | Army Knowledge Online |
| DTRA | Defense Threat Reduction Agency |

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| ESRI | Environmental Systems Research Institute |
| FEMA | Federal Emergency Management Agency |
| FLETC | Federal Law Enforcement Training Center |
| FPTD | Force Protection Training Division, under the direction of the United States Army Military Police School |
| NAVAC ESC | Naval Facilities Engineering Command Engineering Service Center |
| NFA | U.S. Fire Administration |
| SDDCTEA | Engineering Agency Surface Deployment and Distribution Command Transportation |
| USACEPDC | United States Army Corps of Engineers Protective Design Center |
| USAFSOS | United States Air Force Special Operations School |
| USAICS | United States Army Intelligence Center and School |
| USAJFKSWC | United States Army John F. Kennedy Special Warfare Center |
| USAMP FPTD | United States Army Military Police School, Force Protection Training Division |