Federal Protective Service Strategic Human Capital Plan

Homeland Security

Executive Summary

Human Capital Alignment to Understanding Threat and Managing Risk

FPS, a component of NPPD, has developed a human capital strategy that 1) identifies required activities that drive operational costs through risk management strategies related to threat, and then 2) translates those cost drivers into countermeasures or risk mitigation factors (i.e., personnel, training, and technologies), which are then articulated to its stakeholders. The underlying premise of the FPS Strategic Human Capital Plan (SHCP) is an understanding of threat, which drives risk management processes and corresponding risk mitigation, such as personnel levels within FPS and the types of required positions, professional development, and training.

Deployment of staff is ultimately determined by weighing the increased or decreased threats, the acceptable level of risk in the system, fiscal availability, anticipated efficiencies through changes in process, policy, or the introduction of new technologies. The introduction and adoption of technologies, such as the Modified Infrastructure Assessment Tool (MIST) and Post Tracking System (PTS), can automate or provide staffing efficiencies to execute and meet mission requirements with fewer personnel than projected in the FY 2013 staffing model. The FY 2013 staffing model serves as a baseline upon which FPS will update as appropriate, such as when new technologies are deployed, threat conditions change, and any other circumstances that require changes to the staffing levels.

Human Capital Mission

FPS is charged with protecting Federal facilities and those who occupy them by conducting law enforcement and protective security services and leveraging access to the intelligence and information resources of its network of Federal, state, local, tribal, territorial, and private sector partners. FPS's Human Capital mission is to focus on FPS's most valuable asset—its people— and to ensure a fair, equitable, and merit-based environment through sound human capital strategies, management, and services that support the FPS mission. To sustain success in carrying out these correlative missions and managing risk through an understanding of the threat environment, the updated SHCP will institutionalize strategic initiatives that appropriately prepare FPS to:

- Recruit, train, develop, inspire, and retain quality talent ready to perform demanding and evolving responsibilities;
- Implement workforce planning strategies to optimize organizational effectiveness;
- Support a work environment that values employees as important assets; and
- Meet future workforce requirements through flexible and innovative solutions.

Human Capital Management

FPS's Human Capital team, engaging as a strategic partner with NPPD's Office of the Under Secretary and FPS senior leaders, managers, and supervisors throughout FPS as one team, will review the FPS strategy for achieving the FPS mission and will identify, support, and implement priorities that will ensure strategic human capital management accountability. This SHCP will guide FPS Human Capital and its partners in conducting processes to identify the capabilities required to carry out FPS's mission and to allocate resources on the basis of risk management principles.

Current Organizational View

The FPS workforce is distributed across 11 regions on the basis of the locations of FPS's protected facilities and the levels of risk to those facilities. The levels of risk and protection requirements affect the skill sets and resources needed to accomplish mission priorities and, accordingly, influence FPS's options for delivering and managing its human capital programs. FPS considers factors such as facility location/geography, Facility Security Committee (FSC) engagement and acceptance of FPS recommended countermeasures, and the sophistication of threats in determining workforce requirements and distribution.

Workforce Planning

To succeed in human capital planning, FPS must first have a thorough understanding of the composition of the existing workforce – current baseline and near-term posture – as well as emerging trends that could potentially affect the workforce. FPS maintains data on its current staffing and desired staffing end states. FPS data shows workforce strength in veterans' preference, organizational diversity (e.g., gender and ethnicity), and low law enforcement attrition rates.

Human Capital Implementation

On an ongoing basis, FPS will plan, implement, and evaluate human capital initiatives as they are aligned to FPS human capital goals and objectives. FPS is employing a tool to review human capital processes from beginning to end, and to define the suppliers (individuals who will provide inputs into human capital planning and execution), the inputs (artifacts and resources needed to execute human capital processes and deliver the outputs), the processes (defined sequence of activities to map, measure, and improve human capital planning and execution), the outputs (human capital products, services, and/or information valuable to customers), and the customers (those whom the human capital processes will affect and benefit).

Human Capital Services and Solutions

FPS will evaluate its workforce and make human capital decisions in coordination with NPPD Human Capital and senior leadership, including whether to develop, continue, or end particular human capital services and solutions.

Aligned to FPS's overall strategic vision, this SHCP is FPS's strategy for achieving its human capital vision, goals, and objectives. The following FPS human capital goals align to and build upon those in the FPS Strategic Plan.

Goal 1: Align the organization and human resources to complement FPS operational needs and strategic direction.

FPS must build an infrastructure that supports the growing demands and challenges for quality service and expand its capabilities to provide creative, customer-driven advice and solutions. To accomplish these objectives, FPS will ensure that appropriate resources, training, and development opportunities are available to sustain a high-performing organization.

Goal 2: Develop and communicate an integrated FPS-wide talent acquisition and placement strategy to shape a workforce with diverse skills and competencies.

FPS will implement recruitment and retention programs to increase FPS's competitiveness, establish FPS as an employer of choice, and sustain a mission-ready workforce. To attract the best quality talent, FPS will establish creative and flexible strategies and implement streamlined hiring processes. Further, FPS will facilitate integrated workforce planning and human capital efforts to ensure that future workforce needs are appropriately anticipated and addressed.

Goal 3: Provide FPS with the tools, mechanisms, and processes to improve workforce effectiveness, agility, and retention.

FPS will focus on developing competencies within the workforce to provide enhanced services that align to the FPS mission. FPS will also collect customer feedback through surveys and other tools and modify processes to help guarantee that FPS continuously meets customers' expectations. FPS will also track and implement best practices, where appropriate.

Goal 4: Distinguish and recognize varying levels of performance.

FPS will provide an environment that fosters the pursuit of excellence and high performance by refining performance management processes, procedures, and tools to evaluate individual performance and to ensure FPS mission effectiveness.

Goal 5: Posture Human Capital services to be FPS's strategic partner for all talent management issues.

FPS will maintain a human capital program that provides comprehensive and exceptional customer service by reviewing and implementing uniform human resources management policies and procedures across FPS Headquarters and the Regions.

Delivering on FPS Mission to Customers

Ultimately, by employing a standard methodology to systematically plan, implement, and evaluate human capital requirements, FPS will be able to deliver services to its customers,

maintain a human capital posture of 1,371 FPS employees, provide oversight to approximately 13,000 contract protective security officers (PSO) who provide security at protected facilities.

Key Success Factors

Success depends on multiple factors that must be continuously monitored to track progress, ensure employee engagement, and identify applicable course corrections. These include leadership and employee support of the plan, as well as effective implementation, planning, communication, and resource allocation. Through the proper oversight and execution of these key success factors, FPS will be well positioned to realize the vision and goals of its SHCP, including acquiring and retaining the right people in the right positions, at the right time, with the right skills.

Federal Protective Service
Strategic Human Capital Plan
Fiscal Year 2015

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I. Legislative Language

This document had been compiled in response to language in *Consolidated Appropriations Act, 2014* (P.L. 113-76) and is now updated.

P.L. 113-76 states:

> … *Provided further,* That the Director of the Federal Protective Service shall submit at the time the President's budget proposal for fiscal year 2015 is submitted pursuant to section 1105(a) of title 31, United States Code, a strategic human capital plan that aligns fee collections to personnel requirements based on a current threat assessment.

II. Strategic Human Capital Plan (SHCP)

Human Capital Alignment to Understanding Threat and Managing Risk

FPS, a component of NPPD, presents in this SHCP a human capital strategy that effectively identifies cost drivers determined through risk management strategies related to threat and then translates those cost drivers into countermeasures or risk mitigation factors, such as personnel, technologies, and training, which will be articulated to its stakeholders. The underlying premise of this SHCP is to address FPS staffing requirements on the basis of a current threat assessment aligned to fee collection.

FPS and Human Capital Mission

FPS is charged with protecting Federal facilities and those who occupy them by conducting superior protective security and law enforcement security services and leveraging access to the intelligence and information resources of its network of Federal, state, local, tribal, territorial, and private sector partners. FPS's Human Capital mission is to focus on FPS's most valuable asset—its people— and to ensure a fair, equitable, and merit-based environment through sound human capital strategies, management, and services that support the FPS mission. To sustain success in carrying out these correlative missions, the SHCP will institutionalize strategic initiatives that appropriately prepare FPS to:

- Recruit, train, develop, inspire, and retain quality talent ready to perform demanding and evolving responsibilities;
- Implement workforce planning strategies to optimize organizational effectiveness;
- Support a work environment that values its employees as important assets; and
- Meet future workforce requirements through flexible and innovative solutions.

Human Capital Management

FPS will excel as a protection provider to Federal agencies by engaging as a strategic partner with NPPD and FPS senior leaders, managers, and supervisors to develop initiatives that attract and retain individuals with leadership, protective security, and law enforcement skills. This partnership will ensure strategic human capital management accountability and will help to identify the capabilities required to carry out FPS's mission and to allocate resources on the basis of risk management principles. Through a variety of human capital initiatives, FPS can ensure that the appropriate human capital infrastructure—professional human resources competencies and performance and resource management tools—is in place to support FPS objectives. The SHCP provides a comprehensive road map for building and sustaining a model human capital plan that will aid FPS in delivering its mission. Specific activities that FPS will conduct to manage human capital include:
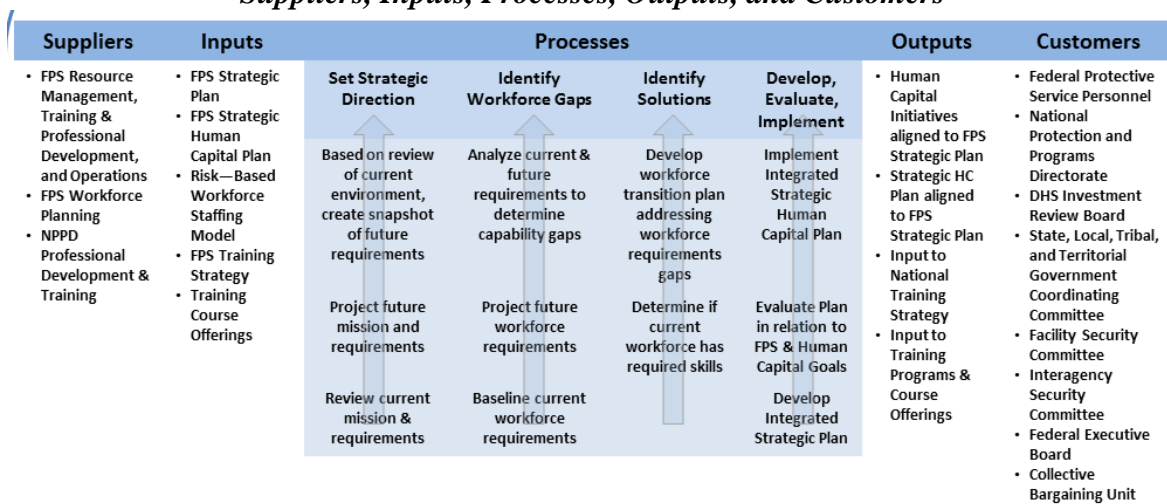
- Sharing responsibility and accountability for strategic human capital management with FPS senior leaders, managers, and supervisors throughout FPS;

- Instituting a process to maintain a current understanding of the human capital environment to recruit, train, develop, inspire, and retain individuals with leadership, protective services, and law enforcement skills;
- Integrating managers' insights on capabilities for law enforcement, protective services, and mission support that identify required skill sets and the optimal number of staff to carry out FPS's mission and to allocate resources on the basis of risk management principles;
- Maintaining active involvement with law enforcement and security professionals to learn about new technology, operations and tactics, technical training and preparation, and incentives that attract and retain top talent; and
- Engaging the commitment of the current workforce through the results of employee surveys, such as employee viewpoint surveys.

Strategic Human Capital Implementation

Implementing the SHCP is a key step in FPS's progress to building a highly effective, performance-based organization. FPS will utilize a standard method (below) to systematically plan, implement, and evaluate human capital requirements by defining the suppliers (individuals who will provide inputs into human capital planning and execution), the inputs (artifacts and resources needed to execute human capital processes and deliver the outputs), the processes (defined sequence of activities to map, measure, and improve human capital planning and execution), the outputs (human capital products, services, and/or information valuable to customers), and the customers (those whom the human capital processes will affect and benefit).

Suppliers, Inputs, Processes, Outputs, and Customers

Suppliers	Inputs	Processes				Outputs	Customers
• FPS Resource Management, Training & Professional Development, and Operations • FPS Workforce Planning • NPPD Professional Development & Training	• FPS Strategic Plan • FPS Strategic Human Capital Plan • Risk—Based Workforce Staffing Model • FPS Training Strategy • Training Course Offerings	**Set Strategic Direction** Based on review of current environment, create snapshot of future requirements Project future mission and requirements Review current mission & requirements	**Identify Workforce Gaps** Analyze current & future requirements to determine capability gaps Project future workforce requirements Baseline current workforce requirements	**Identify Solutions** Develop workforce transition plan addressing workforce requirements gaps Determine if current workforce has required skills	**Develop, Evaluate, Implement** Implement Integrated Strategic Human Capital Plan Evaluate Plan in relation to FPS & Human Capital Goals Develop Integrated Strategic Plan	• Human Capital Initiatives aligned to FPS Strategic Plan • Strategic HC Plan aligned to FPS Strategic Plan • Input to National Training Strategy • Input to Training Programs & Course Offerings	• Federal Protective Service Personnel • National Protection and Programs Directorate • DHS Investment Review Board • State, Local, Tribal, and Territorial Government Coordinating Committee • Facility Security Committee • Interagency Security Committee • Federal Executive Board • Collective Bargaining Unit

Planning and Goal Setting,
Implementation, Evaluation

A key input to the framework is the FY 2013 Workforce Staffing Model that, when fully executed in conjunction with the Activities-Based Costing effort, enables FPS to baseline current workforce requirements, project future workforce requirements, and determine staffing gaps. The model will assist managers in making staffing and allocation decisions based on available mission data and activity-based work standards, and to prioritize the delivery of services to risk and document performance relative to risk. In addition, FPS's National Training Strategy

(Appendix A) with its Training and Professional Development Course Offerings (Appendix B) and other key strategy documents will enable FPS to build its workforce relative to its mission, determine if the current workforce has required skills, and develop a workforce transition strategy to address gaps.

The implementation process will guide and enable FPS to assess its workforce and conduct human capital services and solutions that meet the strategic human capital vision, mission, and goals, and to make human capital decisions, including whether to develop, continue, or end particular human capital services and solutions. Specifically, it will enable FPS to:

- Identify resource requirements and align them to the appropriate programs, projects, and activities;
- Prioritize the delivery of services and document performance relative to risk (e.g., the number of staff needed to mitigate a certain level of risk);
- Align the FY 2013 Workforce Staffing Model to the SHCP;
- Through an activity-based costing analysis, develop a management tool to align costs and fees to the services delivered; and
- Align the SHCP and the staffing to FPS's fee structure.

Over the long-term, the implementation will enable FPS to continually improve its human capital planning services and solutions.

Current Organizational View

Organizational Distribution

The FPS workforce is decentralized and distributed across 11 regions, as shown below. The regions, supported by a headquarters staff, are the operational component of FPS and are responsible for performing the operational mission of the organization. There is a shared responsibility between the regional offices and headquarters for mission support, as well as management and oversight of operational programs. Effective human capital planning can help to mitigate risk and identify threat by determining appropriate staffing levels and training resources efficiently.

Figure 1. Organization of the Federal Protective Service

Currently, FPS is authorized 1,371 FTE. The workforce distribution for the staffing floor established by Congress is shown for headquarters and each region.

Human Capital Posture (FTE)

	Law Enforcement	Non-Law Enforcement	Total
HQ*	67	191	**258**
Region 1	52	12	**64**
Region 2	87	14	**101**
Region 3	80	17	**97**
Region 4	107	20	**127**
Region 5	91	15	**106**
Region 6	60	6	**66**
Region 7	86	20	**106**
Region 8	56	10	**66**
Region 9	110	15	**125**
Region 10	55	12	**67**
Region 11	156	32	**188**
Total	**1,007**	**364**	**1,371**

(Note: Data as of January 26, 2015)
*Includes NPPD oversight personnel, Consolidated Contracting Group, DHS
Office of General Counsel, and DHS Office of Procurement.

The level of facility risk impacts the skill sets and resources needed to accomplish shifting mission priorities and requirements, and, accordingly, FPS must consider the following risk factors in delivering and managing its human capital programs:

- *Facility location/geography* – The location of FPS-serviced buildings may vary widely, affecting travel time to facilities.
- *Criminal activity* – Changes in crime trends may encompass the use of new methods, tactics, devices, tools, or a greater frequency in criminal behavior within a defined geographical area and time period.
- *Facility composite* –Within and across regions, the composite of facilities and their facility security levels can vary substantially and, as such, varying levels of post inspections are required of FPS personnel (the higher the risk level, the more post inspections are needed to address specific performance issues or to monitor a contractor's corrective action).
- *Federal Security Committee (FSC) role* – FSC engagement and acceptance of FPS recommended countermeasures.
- *Threat picture* – Sophistication of threats to Federal facilities and their occupants, including the lone-wolf scenario, in which someone commits or prepares for violent acts in support of some group, movement, or ideology, but who does so alone, outside of any command structure and without material assistance from any group.

Environmental risk factors and the evolving nature of threats complicate the development of nationwide standardized and streamlined strategy and planning in both operations and human capital. Effective human capital planning can help to mitigate risk by identifying appropriate staffing levels and training resources.

Workload Distribution

The FPS workforce is distributed across regions on the basis of the locations of and requirements to protect FPS's facilities and the levels of risk to those facilities. The distribution of facilities and security posts is shown by region and facility security level.

Facilities by Region and Facility Security Level (FSL)

Region	FSL-0	FSL-1	FSL-2	FSL-3	FSL-4	FSL-5	Total
1	65	99	224	53	27	-	468
2	131	94	255	59	54	-	593
3	31	165	434	74	104	-	808
4	127	378	794	141	129	-	1,569
5	93	268	597	82	73	-	1,113
6	24	126	204	37	41	-	432
7	70	400	466	284	86	-	1,306
8	66	229	253	89	33	-	670
9	101	250	619	118	76	-	1,164
10	27	244	235	38	26	-	570
11	88	178	233	139	115	9	762

Total	**823**	**2,431**	**4,314**	**1,114**	**764**	**9**	**9,455**

Notes: FSL-5 is highest facility security level; data as of September 2013. This data is used as the baseline for determining Facility Security Assessments required under the FY 2013 baseline staffing model.

Posts by Region and Facility Security Level (FSL)

Region	FSL-0	FSL-1	FSL-2	FSL-3	FSL-4	FSL-5	Total
1	-	9	57	43	93	-	202
2	-	18	195	71	345	-	629
3	-	10	205	112	228	-	555
4	-	40	322	138	268	-	768
5	-	37	243	69	257	-	606
6	-	26	96	71	126	-	319
7	-	74	290	322	339	-	1,025
8	-	23	62	71	53	-	209
9	-	24	230	91	228	-	573
10	-	14	104	85	161	-	364
11	-	17	99	317	766	3	1,202
Total	**-**	**292**	**1,903**	**1,390**	**2,864**	**3**	**6,452**

Notes: FSL-5 is highest facility security level; data as of September 2013. This data is used as the baseline for determining Facility Security Assessments required under the FY 2013 baseline staffing model.

Workforce Planning

To succeed in human capital planning, FPS must first have a thorough understanding of the composition of the existing workforce as well as emerging trends that could potentially affect the workforce. A comprehensive review of fundamental business, management, training, and operational processes resulted in the FY 2013 Baseline Workforce Staffing Model. The model analysis (Appendix C) forms the basis for workforce planning for FPS's 1,371 authorized FTE, including 1,007 law enforcement FTE and 364 non-law enforcement FTE. It allows FPS to analyze required skills and to project the number of employees required for law enforcement and non-law enforcement positions. This model will be updated as appropriate, such as when new technology is fielded, significant changes take place in the threat or operating environment, and any other scenarios that DHS/NPPD/FPS leadership determines that will have a significant impact on the staffing levels.

A necessary first step to determine future workforce supply and demand is to establish the current baseline and near-term posture.   FPS maintains data including current staffing, estimated attrition, estimated hires for the upcoming year, number and percent of current workforce eligible to retire, age, experience, gender, veteran's preference, and education. Understanding this staffing baseline enables FPS to appropriate resources efficiently.

FPS is focused on recruiting a workforce eager to learn new and technical skills. As such, FPS has focused on recruiting General Schedule 5/7/9 levels and training them according to FPS

mission-specific requirements. This investment is part of a strategy that will strengthen FPS's mission success over the long-term.

FPS FY 2014 Workforce Demographics						
Workforce Characteristics						
	Inspector	**Police Officer**	**Criminal Investigator**	**Other Law Enforcement**	**Support**	**FPS-wide**
Percent of Workforce	56.3%	2.3%	9.9%	5.5%	26.0%	100.0%
Median Grade	12	9	13	14	13	12
Average Experience (Gov't) (years)	13.4	22.8	17.0	17.8	18.0	15.2
Average Age	45.5	54.5	45.1	50.7	48.2	46.5

Note: Data as of October 3, 2014

One of FPS's most prized attributes is its veteran-rich staffing profile. FPS is proud to recognize the sacrifice of individuals for our country. FPS acknowledges the obligation owed to disabled veterans and to provide fair and open competition to these highly skilled individuals. Testament to this is that more than half of FPS personnel are veterans.

Veterans' Preference						
	Inspector	**Police Officer**	**Criminal Investigator**	**Other Law Enforcement**	**Support**	**Total FPS-wide**
Status	**Percent**	**Percent**	**Percent**	**Percent**	**Percent**	**Percent**
5 Points	54%	33%	32%	33%	14%	40%
10 Points - Other	1%	0%	0%	0%	1%	1%
10 Point - Disability	21%	7%	16%	29%	15%	19%
None	24%	60%	52%	38%	70%	40%
Total	100%	100%	100%	100%	100%	100%

Note: Data as of October 3, 2014

FPS is a diverse organization composed of more than 40-percent minority and female staff. Achieving high rates of organizational diversity is important because it enables FPS to reflect the diversity of its customer base as well as the increasingly diverse composition of the population.

Gender						
	Inspector	**Police Officer**	**Criminal Investigator**	**Other Law Enforcement**	**Support**	**Total FPS-wide**
Gender	**Percent**	**Percent**	**Percent**	**Percent**	**Percent**	**Percent**
Female	7.1%	0.0%	11.4%	9.6%	54.6%	19.9%
Male	92.9%	100.0%	88.6%	90.4%	45.4%	80.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Data as of October 3, 2014

			Ethnicity			
	Inspector	**Police Officer**	**Criminal Investigator**	**Other Law Enforcement**	**Support**	**Total FPS-wide**
Ethnicity	**Percent**	**Percent**	**Percent**	**Percent**	**Percent**	**Percent**
Hispanic	10.2%	20.0%	10.6%	5.5%	4.3%	8.7%
African American	23.7%	36.7%	13.6%	16.4%	36.4%	25.9%
Caucasian	61.3%	43.3%	72.0%	76.7%	54.3%	61.0%
Other	4.8%	0.0%	3.8%	1.4%	4.9%	4.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: Data as of October 3, 2014

FPS has developed sound recruiting and plans to keep on par with its attrition rates.

FPS FTE by Classification						
	Inspectors	**Police Officers**	**Criminal Investigators**	**Law Enforcement Specialists**	**Support***	**Total FPS-wide**
FY 2014 End of Year	753	30	129	72	359	1,343
Estimated Attrition for FY 2015	(40)	(4)	(5)	(2)	(30)	(81)
Estimated Hires for FY 2015	60	0**	12	2	35	109
FY 2015 Projected End of Year	773	26	136	72	364	1,371
Average Attrition FY 2009-2015*	5.3%	10.4%	4.0%	2.3%	8.0%	6.0%
Number and Percent of Current Workforce Eligible to Retire	62	11	23	7	53	156
	8.2%	36.7%	17.8%	9.7%	14.8%	11.6%

Note: Data as of October 3, 2014

*Includes Regional and Headquarters support

**Since FPS no longer hires Police Officers, these positions will be replaced with Inspectors.

***The average attrition is a weighted average based on separations over the year and filled positons between the years annotated.

On the basis of its current workforce composition, FPS has developed specific training programs tailored to address the full employee life cycle, from entry-level training through future intermediate and advanced training courses, and for FPS's unique law enforcement and security mission, which requires specialized skills in law enforcement, physical security, investigations, and other skill sets. FPS is developing a career path for the law enforcement workforce (see Appendices A and B), and a mission support life cycle will be available in the future.

Human Capital Services and Solutions

FPS will evaluate its workforce composition and to make human capital decisions, including whether to develop, continue, or end particular human capital services and solutions. The variety of services and solutions that result support the diversified needs of FPS's employees, managers,

and leaders. These services and solutions, developed and implemented by FPS, in coordination with NPPD's Human Capital Office, and aligned to the OPM's Human Capital Assessment & Accountability Framework (HCAAF), are organized into five broad categories:

1. Strategic Alignment
2. Leadership and Knowledge Management
3. Talent Management
4. Results-Oriented Performance Culture
5. Accountability

Carrying out activities in support of these services and solutions will enable FPS to obtain consistently high levels of risk-informed protection for Federal facilities and their occupants and ultimately deliver superior law enforcement and protective services.

1. Strategic Alignment

The SHCP will ensure human resources requirements are aligned appropriately with FPS's Strategic Plan and its overall mission, vision, and goals. The goals, strategies, objectives, and initiatives expressed in the SHCP provide the direction and focus needed to capitalize on opportunities to improve performance and results that will lead to stronger strategic partnerships, a skilled FPS workforce with enhanced competencies, redesigned processes and systems, and creative and flexible solutions for addressing future workforce needs.

To support strategic alignment, FPS will:

- Align Human Capital Strategy with FPS's mission, goals, and objectives, and integrate it into strategic plans, performance plans, and budgets
- Develop and regularly update the SHCP to support business goals and strategies

The strategic alignment between FPS Strategic Goals and FPS Human Capital Goals is shown as follows.

DHS Mission
We will lead efforts to achieve a safe, secure, and resilient homeland. We will counter terrorism and enhance isecurity; secure and administer the borders; enforce and administer the immigration laws; protect cyber networks and critical infrastructure; ensure resilience from disasters; and provide essential support to national and economic security. We will accomplish these missions while maturing and strengthening DHS and the homeland security enterprise.

DHS Vision
A homeland that is safe, secure, and resilient against terrorism and other hazards

NPPD Mission
We lead the national effort to protect and enhance the resilience of the Nation's physical and cyber infrastructure.

NPPD Vision
A safe, secure, and resilient infrastructure so that the American way of life can thrive

FPS Mission
The Federal Protective Service protects Federal facilities and those who occupy them by conducting law enforcement and protective security services and leveraging access to the intelligence and information resources of its network of Federal, state, local, tribal, territorial, and private-sector partners. From its frontline law enforcement and security personnel to those who support the operations of the Service, we approach its mission as one team. Every day we protect the homeland by managing risk and ensuring continuity for one of the most crucial elements of its national critical infrastructure – the Nation's Federal facilities.

FPS Vision
FPS is the model law enforcement and critical infrastructure protection organization for the Nation's homeland security enterprise, protecting people and Federal facilities, sharing intelligence and threat information, ensuring that Federal facility security investments are based upon risk, and measuring and reporting on outcomes.

FPS Strategic Human Capital Plan

Human Capital Mission
Focus on FPS's most valuable asset—its people— and ensure a fair, equitable, and merit-based environment through sound human capital strategies, management, and services that support FPS's mission.

Human Capital Vision
Build exceptional law enforcement, security, and support workforce for protecting Federal facilities and their occupants.

Human Capital Goal 1	Human Capital Goal 2	Human Capital Goal 3	Human Capital Goal 4	Human Capital Goal 5
Align the organization and human resources to complement FPS operational needs and strategic direction.	Develop and communicate an integrated agency-wide talent acquisition and placement strategy to shape a workforce with diverse skills and competencies.	Provide FPS with the tools, mechanisms, and processes to improve workforce effectiveness, agility, and retention.	Distinguish and recognize varying levels of performance.	Posture Human Resource services to be FPS's strategic partner for all talent management issues.
Integrates human capital planning with FPS strategic direction to appropriately align human resources with organizational strategic goals and objectives	*Expands recruitment efforts to attract highly qualified and diverse applicants for all occupations*	*Assures that all employees have the knowledge, skills, and abilities required to efficiently and effectively perform their assigned responsibilities*	*Provides an environment that fosters employee engagement, pursuit of excellence, and high performance*	*Maintains a human capital program that provides comprehensive and exceptional customer service*
Strategies, *Objectives*, *and Initiatives* to achieve this goal include: **Strategy:** Annually review and update allocation of resources on the basis of the risk-based allocation model, threat, and strategic priorities.	*Strategies*, *Objectives*, and *Initiatives* to achieve this goal include: **Strategy:** Develop and execute a strategic workforce planning capability that addresses FPS total force requirements. **Objective 2.1:** Create total force strategic workforce planning tools to	*Strategies*, *Objectives*, and *Initiatives* to achieve this goal include: **Strategy:** Create career development plans for major occupational groups that illustrate required competencies by grade and associated training and professional development.	*Strategies*, *Objectives*, *and Initiatives* **to achieve this goal include:** **Strategy:** Refine performance management processes, procedures, and tools to evaluate individual performance and ensure FPS	*Strategies*, *Objectives*, and *Initiatives* to achieve this goal include: **Strategy:** Review and implement uniform human resources management policies and procedures across FPS headquarters and the regions. **Objective 5.1:** Update and maintain

Objective 1.1: Fully implement the transition from police officer positions to Law Enforcement Security Officer (LESO) positions as vacancies occur.
Objective 1.2: Reduce use of Headquarters contractor personnel.
Objective 1.3: Continually assess FPS to identify organizational changes that will improve operational efficiency and effectiveness and allow FPS to focus on its core mission activities.
Objective 1.4: Implement a uniform organizational structure across headquarters and the regions.

identify and fulfill current and future mission requirements.
Objective 2.2: Assess current hiring management processes.
    Initiative 2.2.1: Build mechanisms and processes to effectively and efficiently select and place personnel, to include FPS Law Enforcement, Headquarters, Regions, MegaCenters, and Training Facilities personnel.
Objective 2.3: Establish a branding initiative to build on the strong, positive regard the public holds for the important mission FPS performs.
    Initiative 2.3.1: Market and brand FPS to external candidates ensuring that messaging accurately portrays employee roles and responsibilities, workplace flexibilities, and benefits to help attract diverse, highly skilled applicants.
Objective 2.4: Expand and improve internal placement programs within FPS to better align employee skills and potential mission requirements.
    Initiative 2.4.1: Establish and systematically track measures and results of all programs to help define successful internal placements.

Objective 3.1: Support NPPD's Office of Human Capital (OHC) and the Office of Professional Development & Training (PD&T) to inform employee and supervisor agreement for the Individual Development Plan.
    Initiative 3.1.1: Collaborate with FPS Headquarters, Regions, MegaCenters, NPPD OHC and PD&T, and Training Facilities to create and codify occupational competencies.
    Initiative 3.1.2: Collaborate with FPS headquarters, regions, MegaCenters, NPPD OHC and PD&T, and Training Facilities to create occupational specific career guides.
    Initiative 3.1.3: Collaborate with FPS headquarters, regions, MegaCenters, NPPD OHC and PD&T, and training facilities to develop and execute an integrated training model that leverages competencies and career guides to ensure proper employee development.
Objective 3.2: In alignment with the DHS and NPPD's leader development program, communicate course opportunities and support curriculum review to ensure the program elements meet current and future FPS mission requirements.
Objective 3.3: Implement a uniform field-training program across all regions for all law enforcement personnel to employ immediately following Federal Law Enforcement Training Center (FLETC) graduation.
Objective 3.4: Implement a checklist of recommended developmental assignments associated with each grade through the full-performance journeyman level for use during the annual and mid-year performance reviews.
Objective 3.5: Assess current leadership development practices to

mission effectiveness.
Objective 4.1: Foster a performance-based culture by providing managers with tools and methods to recognize employees and reinforce desired behavior.
    Initiative 4.1.1: Continue to incorporate core and technical competencies into performance appraisals and evaluation criteria for promotion to supervisor and management positions.
Objective 4.2: Conduct a review of FPS's performance and recognition award program to ensure that it supports the FPS goals.
    Initiative 4.2.1: Implement the FPS performance and recognition award program.
    Initiative 4.2.2: Create and implement a non-monetary reward process.
    Initiative 4.2.3: Create and implement a monetary reward process.
Objective 4.3: Collaborate with NPPD and the DHS CHCO to develop action plans to address employee satisfaction and other issues of concern identified through annual DHS and OPM employee surveys.
Objective 4.4: Implement a program to foster the development of institutional knowledge and knowledge transfer, and to create a bench of candidates for internal promotion.
Objective 4.5: Establish and communicate mechanisms, processes, and procedures that address performance deficits and undesirable or counterproductive behavior.
    Initiative 4.5.1: Create and provide training to supervisors and managers to better arm

the FPS Table of Organization.
Objective 5.2: Update position descriptions, rating criteria, and interview questions for major occupational groups to supplement new recruitment and hiring process guidance provided by DHS and to ensure inclusion of required competencies and consistent application across regions.
Objective 5.3: Review and update performance appraisal standards to assure consistent application across regions.
Objective 5.4: Require that all training is tracked in DHScovery or the applicable learning management system as part of a skills inventory and is reviewed annually as part of the performance appraisal process.
Objective 5.5: Monitor all training requests to assure that approved training is in compliance with career development plans.
Objective 5.6: Continue to use the Employee and Labor Relations Program.
    Initiative 5.6.1: Establish an Ombudsman program to encourage informal dispute resolution.
Objective 5.7: Cultivate an environment that enables and values strategic thinking.
Objective 5.8: Assess, refine, or develop and communicate human resources policy, processes, procedures, and tools to enable measurable improvements in human resource customer service.

		enable measurable improvements in skills and abilities.
		
		Objective 3.6: Leverage the benefits of DHScovery, the current learning management system, and encourage more online training that focuses on competency development.
		
		    Initiative 3.6.1: Collaborate with DHS CIO, OCHCO, and NPPD to identify and implement a learning management component to capture training management elements critical to a law enforcement workforce.
		
		Objective 3.7: Encourage continuous learning by exploring tuition assistance opportunities for career-related college training.
		
		    Initiative 3.7.1: Identify, establish, and communicate mechanisms that allow the workforce to engage in career broadening (rotational assignments, stretch opportunities, etc.).
		
		Objective 3.8: Create and refine mechanisms to leverage institutional knowledge that builds skills and abilities.
		
		    Initiative 3.8.1: Implement an automated skills inventory tracking capability.
			them for difficult conversations with their subordinates.	

2. Leadership and Knowledge Management

FPS depends on leaders and employees who possess the requisite knowledge, skills, abilities, and attributes to perform its mission. FPS is particularly committed to developing leadership capacity to ensure continuity at all levels and to sustain a learning environment that drives continuous improvements in performance and provides a means to share critical knowledge across the organization. Knowledge management, in this context, includes the formulation and implementation of strategies to enable the workforce at all levels to develop, acquire, and apply information necessary to perform at a high level, as well as the monitoring and evaluation of knowledge assets and processes for effective management.

To support leadership and knowledge management initiatives, FPS will:

- In coordination with NPPD's Office of Professional Development and Training, produce a career development plan for all employees (grade and skill) to facilitate effective leadership development and succession management (including the training and experiences expected at and before each promotion), and the training and skills to prepare an employee to move into supervisory and management positions.
- Focus on learning opportunities to build core, technical, and leadership competencies identified and validated by FPS as required to accomplish the mission.
- Enhance recognition by FPS stakeholders and partners as security and protection subject matter experts.
- Collaborate with DHS Office of the Chief Information Officer (CIO), Office of the Chief Human Capital Officer (OCHCO), and NPPD to identify and implement a learning management component to capture training management elements critical for law enforcement skills training, course development, certifications, protective security officers (PSOs), and professional development.
- Continue to develop specific training programs tailored to the full employee life cycle, from entry-level training through future intermediate and advanced training courses and including training for FPS's unique law enforcement and security mission, which requires specialized skills in law enforcement, physical security, investigations, and other skill sets (see Appendices A and B).
- Continue to promote professional development opportunities for all employees who show promise for a management track.
- Facilitate supervisors' attendance at courses/programs required by DHS's and NPPD's leader development program (e.g., Fundamentals of Leadership, Human Resources Essentials, Leading in a Performance Culture).

3. Talent Management

The skills, talents, and dedication of FPS employees and leaders are central to the successful performance of the FPS mission. As an organization focused on protecting Federal facilities and their occupants, FPS is committed to building a workforce that values innovation, emphasizes agility, and recognizes achievement. Mission success depends on the ability to recruit and retain well-qualified candidates prepared to address the emerging needs of internal and external stakeholders. Recruiting efforts will move beyond traditional venues to seek new ways to attract

talent. As a law enforcement and security organization, FPS will train and equip its personnel to achieve the mission, regardless of the challenges that emerge. Retention efforts will include the development of clear career progression and opportunities for professional growth and development that ensure both sustainability and continuity. To support talent management initiatives, FPS will do the following.

Recruit

As recruitment is a recurring process throughout the year, FPS will recruit its workforce by conducting recruitment planning (including an annual risk-assessment to update resource requirements), continuously communicating with and attracting suitable applicants, assessing their qualifications, making selections, and bringing them on board in a timely and effective manner.

- *Communicate and Attract:* When resource requirements are determined (new positions, departures, annual attrition rates), FPS will communicate its job opportunities and attract suitable candidates. FPS will also improve the recruitment strategy by leveraging internal and external partnerships to apply cost-effective and integrated approaches to attracting quality talent and continue its current efforts to conduct several recruitment fairs annually, utilizing FPS's new recruitment and hiring campaign.

- *Assess and Select:* To maintain a pipeline of viable candidates, FPS will establish a viable and effective assessment and selection process; for example, the assessment and selection process for law enforcement hires will result in their successful graduation from required law enforcement training courses. FPS will continue its current efforts to increase the number and use of open continuous announcements to allow hiring managers to receive certificates of eligibility faster for multiple grades and locations.

- *Acquire:* To meet its overall staffing requirements, FPS will ensure that employees develop the right skills and obtain the certifications required for their positions. FPS also will revitalize a Newcomer Orientation program that prepares all new employees for a successful transition into FPS and continue its current efforts to revise position descriptions and eligibility requirements. This program will complement the NPPD on-boarding program.

Train

FPS will train its workforce, both individually and collectively, in law enforcement and mission support to nurture a knowledgeable and well-trained work force that will achieve performance excellence and mission success.

- *Train Individually:* Individual training includes formal training (e.g., in academic settings, courses), on-the-job training (e.g., Field Training Evaluation Program), and developmental assignments/projects (e.g., contracting officer representative and law enforcement security program manager). FPS will continue efforts to develop a broad range of law enforcement and threat and risk assessment training; develop and implement a virtual training program to ensure, when viable, that all applicable FPS inspectors are trained rapidly and effectively in the most cost- efficient manner possible; and establish a training management review program to provide management with the status of key training programs.

- *Train Collectively:* Collective training, exercises, and simulations focus on developing team-oriented, interdependent skill sets to achieve a common objective. FPS will develop a collective training program (tabletop exercises, field exercises) to enhance mission readiness and capabilities across the FPS enterprise.

Develop

FPS will develop its workforce by encouraging career/professional development of general and FPS-specific knowledge, and the skills and attributes of all employees, including managers, leaders, sub-organizations, and individual performers.

- *Develop Career Plans:* Developing career plans for all employees helps focus training resources on needed capabilities. FPS will develop a career path to include a template of training that FPS employees should pursue and achieve at various grades and various skills.
- *Develop Subject Matter Experts, Managers, and Leaders:* Developing managers and leaders is necessary for FPS to maintain its strategic focus and to carry out its mission effectively. FPS will leverage DHS and NPPD supervisory and leadership opportunities and train its workforce to become protection and security experts.

Inspire

FPS will inspire its workforce by motivating employees to perform at their peak levels, and challenging them to achieve stretch goals.

- *Motivate:* Motivating leaders, managers, and employees to perform at high levels requires recognition, constructive feedback, and rewards. FPS has implemented a detailed approach to enhance the workplace environment, and plans to benchmark best practices in organizational effectiveness to leverage and apply at FPS.
- *Challenge:* Challenging employees to achieve a higher level of performance improves productivity and results in a higher quality of service and retention rates.

Retain

FPS will retain its employees by promoting recognition and effective succession planning.

- *Recognition:* Recognition for outstanding work is one way an organization can seek to retain its high-performing employees. Such recognition may be in conjunction with monetary or non-monetary awards.
- *Succession Planning:* Planning for the careers of employees ensures that the organization can continue to function as key employees leave or retire. FPS will continue to develop subject matter experts, managers, and leaders to maintain FPS's strategic focus and to carry out its mission effectively and will review NPPD processes for managing a dynamic staffing plan that will provide projected staffing targets and attrition for monitoring throughout the year.

4. Results-Oriented Performance Culture

Regular assessment of organizational and individual performance and the continuous measurement of outcomes are necessary for FPS to adapt processes to conform to evolving threats and the changing needs of its stakeholders. To create an organization that is results-oriented and performs to its maximum capabilities, FPS will develop a performance culture by:

- Developing a performance management process in concert with NPPD to strengthen business functions, enhance administrative support, promote efficiency and effectiveness, and report on organizational outcomes;
- Implementing a robust employee performance appraisal system that links results to organizational goals and clearly differentiates between levels of performance; the system will be structured to recognize and reward performance and hold individuals and their supervisors accountable for achieving outcome-focused results which that contribute to the mission;
- Utilizing performance measures to gauge and evaluate success towards meeting FPS Human Capital activities, which map to FPS Human Capital goals, strategies, objectives, and initiatives; and
- Continuing to conduct regular inspections and program reviews to ensure accountability for outcomes that will inform and improve planning, programming, budgeting, and execution.

FPS is committed to sustaining a productive and diverse workforce. The performance management system will not only be instrumental in achieving the goals of the organization by recognizing and valuing individual performance but will serve as a vehicle to encourage employees at all levels to proactively contribute to mission success. Further, the institutionalization of a results-oriented culture will be the basis for workforce management decisions and employee perceptions of FPS as an employer of choice. The performance management system will not only be used to support staffing decisions, but to inform developmental planning efforts at the individual employee level for mission critical occupational training.

5. Accountability

FPS, focused on the protection of Federal facilities and occupants, is an organization that is driven by results and plans for and allocates resources in a manner that reduces risk in the most efficient and effective manner possible. To create an organization that is a model for accountability-focused management and a responsible steward of the public trust, FPS will provide effective oversight and continuous reviews to guide decisions while managing for performance by:

- Establishing regular resource allocation reviews, specifically including its most valued asset, its workforce, to identify resource requirements to address time-limited, event-driven, or threat-specific needs;
- Defining performance metrics to account for results and ensure accountability of all aspects of human capital management policies and activities in full compliance with merit system principles;

- Assessing current information technology systems and capabilities to leverage or obtain a learning management system FPS needs to best support training and professional development programs;
- Reviewing processes and programs to identify efficiencies and cost-cutting initiatives, such as the use of video-conferencing and virtual learning to train and inform the work force;
- Reviewing the instructor-based training structure to identify a more operationally-effective and cost-effective way to conduct recurring and mandatory training across FPS;
- Utilizing the FY 2013 Workforce Staffing Model to identify available workload metrics and identify productive labor hours; and
- Working with the FPS Training Advisory Council to ensure that mechanisms are in place to assist senior leadership and FPS Training and Professional Development to communicate information, advise on strategy and policy, and to help ensure that training provides relevant training and forecasts future training requirements for the entire workforce.

Delivering on FPS Mission to Customers

Ultimately, the effective implementation of this SHCP will enable FPS to effectively deliver on mission delivery to its customers. Specifically, FPS will be able to:

- Use a hybrid business model to blend resources from the FPS permanent Federal workforce and its contracted PSO workforce to:
    - Maximize management flexibility
    - Maintain a human capital posture of 1,371 FPS employees, primarily Law Enforcement Officers who provide proactive patrol and emergency response
    - Review facilities risk management
    - Conduct facility security assessments
    - Conduct stakeholder engagement in areas such as tenant training (e.g., Occupant Emergency Plan, Active Shooter), crime prevention, security improvements, and emergency response training
    - Conduct protective investigations
    - Contract PSO and technical countermeasures performance implementation and oversight
- Deliver protection through procurement and oversight of approximately 13,000 contract PSOs who provide security at protected facilities (on the basis of risk) including onsite patrol and response, screening, and access control; and
- Define and charge fees in a transparent manner to fund FPS activities such as law enforcement, protective investigations, threat and risk management, information sharing, security assessments, crime prevention and awareness training, program administration of countermeasure programs, MegaCenter alarm monitoring and dispatch operations and for capital investments for training, operations, business management tools, and mission support and oversight activities.

Performance Measures

Performance measures are used to gauge and evaluate success towards meeting FPS Human Capital activities, which map to the FPS Human Capital goals, strategies, objectives, and initiatives. Performance Measures (see figure below) have been developed for Talent Management.

Performance Measures

Focus Area	Function	Activities	Performance Measures
Recruit	Communicate and Attract	• Create Risk-based Workforce Staffing Model • Improve workforce diversity • Ensure proper position classification • Create staffing models • Identify internal talent • Revise recruiting branding & marketing materials • Create candidate sourcing strategy • Improve vacancy announcement process	• Quality of hire • Fill rate • Time to fill • Hiring forecasts • Total force management • Demographics
	Assess and Select	• Create talent pools • Improve hiring & selection processes • Create candidate assessment program • Conduct labor pool analysis • Improve applicant tracking • Assess orientation process and program	• New employee productivity • New employee job satisfaction
	Acquire	• Ensure staff have current certifications	
Train	Train Individually	• Assess workforce training & development programs	• Employee career planning • Skill and competency development • Quality ad effectiveness of training
	Train Collectively	• Assess workforce training & development programs	
Inspire & Retain	Develop Career Plans	• Create competency management plan • Identify core & mission critical competencies • Conduct competency assessment & gap analysis	• Cultural awareness • Diversity buy-in • Continuity of operations • Quality of leaders
	Develop SMEs, Managers, and Leaders	• Require annual goal setting • Implement 360 degree assessments • Create career paths and implement formal & informal counseling programs • Conduct workload analysis	
	Challenge	• Improve performance management program • Conduct performance management training • Ensure supervisors provide ongoing performance feedback	• Strategic work alignment • Employee performance expectations • Employee performance accountability
	Motivate	• Rotate assignments or combine tasks • Help employees set enrichment goals and promote creativity • Increase employee engagement by involving them in decision-making processes	• Top performer recognition & rewards • Employee engagement and employee productivity • Manager awareness • Employee value proposition
	Recognize & Reward	• Implement positive work environment program • Improve alumni program and promote work/life balance • Create reward strategy and implement compensation planning • Implement pay-for-performance and create pay pools • Improve grievance processes • Implement Long-Term Incentives and improve benefits • Create retention strategy	• Overall attrition • New hire attrition • High performer attrition • High potential attrition • Leadership attrition • Leadership needs identification • Leadership distribution
	Plan Career Succession	• Create succession strategy (SES & GS 15-14) and set up peer advisor program • Improve leadership development program • Deploy retirement counseling and manage employee separation process • Conduct workforce reshaping	

Key Success Factors

The purpose of the SHCP is to have a coherent framework of human capital policies, programs, and practices to achieve a shared vision that FPS and human capital partners can carry out to meet stakeholders' and customers' needs. To achieve this objective, collaboration among senior leaders, managers, and human resource professionals must contribute to a common vision and integration with FPS's broader strategic planning process methodology.

FPS will maintain a human capital program that provides comprehensive and exceptional customer service by reviewing and implementing uniform human resources management policies and procedures across FPS headquarters and the regions. Success in achieving human capital

goals and objectives depends on key factors that must be continuously monitored to track progress, ensure employee engagement, and identify applicable course corrections:

- *Plan Ownership:* FPS and its strategic human capital partners will guide and champion the SHCP throughout its lifecycle and apply best practices in managing systemic and process changes to maximize effectiveness.
- *Implementation Planning:* FPS and its strategic human capital partners will develop operational plans to address the execution of the elements described in the SHCP on the basis of timeframes, complexity levels, costs, and business drivers.
- *Communication*: FPS and its strategic human capital partners will apply a comprehensive communication strategy to introduce and execute the plan and actively engage employees in its implementation (see Appendix D).
- *Resource Allocation:* FPS and its strategic human capital partners will manage resources to assure the successful execution, monitoring, and evaluation of the SHCP, and will maintain a Human Capital infrastructure that will acquire and retain the right people for the right position, at the right time, with the right skills.

Through the proper oversight and execution of these key success factors, FPS will be well - positioned to realize the vision and goals of its SHCP. Implementation will result in a stronger FPS, able to deliver on its strategic vision of serving the Nation by providing the highly skilled and agile law enforcement and mission support workforce for protecting Federal facilities and their occupants.

Conclusion

FPS's protective mission requires an agile and professional workforce that can respond and be resilient within a dynamic operating environment, where unplanned or unexpected incidents arise. FPS has the ability to analyze threats, understand situational needs, tailor protective solutions, share information, and identify lessons learned and/or areas for improvement to create and maintain an agile workforce.

Recurring activity analysis is a benchmark for staffing model execution. Staffing requirements are not static and will vary depending on the threat and required capabilities. FPS's strength in providing agile response enables a cross utilization of resources across the services provided to ensure that threats are mitigated and Federal facilities and the people in them are protected. FPS's baseline staffing model will continue to be refined and improved for use in determining functional gaps, prioritizing those gaps, and making strategic human capital decisions to close those gaps.

Emphasizing the need for data quality and integrity, and continually improving its data collection processes and systems, FPS will continue to apply a risk-based approach to managing operations, more efficiently deploy resources, better report on performance, and communicate how delivery of services impacts mission achievement as well as how it impacts FPS's customers.

III. Appendices

Appendix A. FPS National Training Strategy

The training, professional development, and sustainment of a valued, highly skilled, and agile law enforcement, security, and mission support workforce is a key enabler to accomplishing the broader FPS mission to protect Federal facilities and those who work and visit those facilities. Through 12 functions that will guide the organization through competency and skill development for each career path, FPS's Training and Professional Development team will train and equip all personnel to support FPS objectives to assess, mitigate, and respond to current and emerging threats to Federal facilities. The functions and the *FPS Training Course Schedule* comprise a *FPS National Training Strategy*, the highlights of which are listed as follows.

- **Entry-level Training:** At orientation, all newly hired Law Enforcement Officers (LEOs) receive entry level law enforcement training and then quickly transition into Law Enforcement Security Officer (LESO) training, which introduces employees to FPS's mission, vision, values, and code of conduct; basic law enforcement knowledge, skills, and abilities that a new Federal officer must understand and/or be able to perform on the job; specialized law enforcement training in FPS-specific policies and procedures; physical security systems and procedures; and general instruction on how to transition the new LEOs from basic or initial entry training to their daily operational mission performance.
- **Special Skills & Equipment Training:** FPS LEOs then receive special skills and equipment training to identify threats and emerging threats through special and technical skills development and use of specialized and technologically advanced equipment.
- **Training Production, Standards, & Certifications:** Employees are required to maintain their training proficiency and certifications through resident, virtual, and blended training courses accredited and taught by certified instructors. Learning opportunities will focus on the core, technical, and leadership competencies identified and validated by FPS as FPS-specific requirements to accomplish the mission.
- **Career & Professional Development:** Career development and training opportunities are designed for all skill sets, including law enforcement and mission support, to progressively build employee competencies necessary for mission success and career advancement, to include leader development and supervisory training; career plans may include on-the-job training, classroom training, online training, and details/developmental assignments.
- **Advanced & Refresher Training:** FPS-specific intermediate and advanced-level training programs for the law enforcement-related career fields will be incorporated into the career professional development path for these specialties.
- **Contract PSO Training:** FPS engages with industry partners to take a holistic review of how PSOs are trained and to explore better ways to deliver training and ensure its level of quality. FPS anticipates developing and implementing a national PSO training curriculum with certification standards for PSOs; a train-the-trainer program to train the PSOs; and an effective quality assurance program to ensure that the training conducted and training

support equipment and facilities are available to meet the training requirements and desired effectiveness end-state.

- **Mission Support Training (General and FPS Specific):** The FPS vision for training includes training mission support personnel in basic skills and supplementing that training with specific training in support of the FPS mission. Mission Support Training includes Acquisition, Financial Management, Human Capital, Information Technology, Program Management, and Communications.
- **FPS Officer Safety:** FPS is establishing an Officer Safety Program to manage risk, avoid accidents, and decrease employee injury.
- **Training Exercises:** FPS's training and exercises program in development focuses on incident response, risk assessments, risk mitigation, and the appropriate use of authorities that are relevant to the latest operational environments to enhance operational effectiveness.
- **FPS Lessons Learned:** FPS captures lessons learned from operations and FPS training events that employees can use to enhance their future mission success and training, and professional development efforts can be shaped to meet the needs of employees.
- **Training Management:** Collaborate with DHS CIO, OCHCO, and NPPD to identify and implement a learning management component to capture training management elements critical to a law enforcement agency (e.g., skills training, course development, certifications, PSOs, and professional development).
- **Training Resources & Facilities Management:** FPS maintains training resources (new equipment, replacement lifecycle of computers, training weapons, defense tactics equipment and information technology systems) and manages training (maintenance, security, operational, periodic testing, and inspections) at the FPS National Training Academy (FLETC, Glynco, GA), Consolidated Training Facility (Alexandria, Virginia) and field training sites (including ranges and classrooms) to ensure that the most current and innovative training is available to meet current needs and address skills to meet emerging threats and technologies.

On the basis of its current workforce composition, FPS has developed specific training programs tailored to address the full employee lifecycle, from entry-level training through future intermediate and advanced training courses, and for FPS's unique law enforcement and security mission, which requires specialized skills in law enforcement, physical security, criminal investigations, and other skill sets (e.g., defense tactics, contracting officer representative, and electronic control devices). FPS is developing a career path for the law enforcement workforce and a mission support lifecycle will be available in the future.

Training and Professional Development Programs for Law Enforcement

Job Series	TRAINING												Professional Development		
	Entry-level Training						Special Skills		Advanced & Refresher		Other Training		Professional Development		
	Pre-Basic (Orientation Training Program)	Uniformed Police Training Program	Criminal Investigator Training Program	Advanced Individualized Training Program	Physical Security Training Program	Field Training and Evaluation Program	National Weapons Detection Training Program	K-9 Training	Advanced Law Enforcement Refresher Training*	Instructor Training (Multiple)	Protective Investigative Program	Threat Assessment Training Program	Supervisory Training	Commanders Course	Other Professional Development Opportunities and Training Requirements
0080 Inspector	X	X		X	X	X	X		X	X			X		X
0080 K-9	X	X		X	X	X	X	X	X				X		X
0080 Area Commander	X	X		X	X		X		X	X			X	X	X
0080 District Commander	X	X		X	X	X	X		X	X			X	X	X
0083 Police Officer	X	X		X		X	X		X	X			X		X
1801 Law Enforcement Security Officer	X	X		X		X	X		X	X			X		X
1811 Criminal Investigator	X		X	X	X	X	X		X	X	X	X	X		X

*Every 5 years
See Appendix B for course descriptions

Appendix B. FPS Training and Professional Development Course Offering

Training & Professional Development Course Offerings	Training and Professional Development Course Offerings Description
Active Shooter Instructor Training Program	This program is designed to qualify the student officer by providing him or her with high-quality training and instilling the analytical knowledge, skills, and aptitudes needed in this specialized field. The course takes training on active shooter tactics training to the next level by emphasizing leadership, teach backs, and adult learning as well as the traditional technical skills needed by LEOs. This course is an intensive training program that covers a variety of tactical subject matters to include individual and team movement and operational formation. In addition, this program focuses on the role of the field trainer and emphasizes evaluation skills and documentation requirements. Students are also instructed in the development and safe conduct of Interactive Scenario-Based Training using nonlethal training weapons and ammunition.
Active Shooter Tenant Awareness	This class is designed to give employees and supervisors guidelines to follow in case of an active shooter incident in their building or location. It covers past incidents, guidelines to follow, what to expect of responding law enforcement, suggestions for joint drills, and exercises in their facilities.
Advanced Forensic Techniques in Crime Scene Investigations	Program is designed for qualified LEOs, criminal investigators, crime scene technicians, and civilians who have a background in crime scene processing and investigations.
Advance Individualized Training Program (AITP)	FPS AITP is a 2-week training program designed to give students specialized training in FPS-specific policies and procedures by providing training in the areas of FPS Operations, FPS-Specific Data Systems, Use of Force, Immigration and Customs Enforcement Handgun Training Course, Active Shooter, High Center of Gravity Vehicle (HCGV) Operations, and Authority and Jurisdiction.
Advanced Interviewing for Law Enforcement Investigators Training Program	Program teaches students how to obtain information effectively through various interview and interrogation methods, techniques, and theory.
Advanced Law Enforcement Refresher Training Program	Designed to enhance or refresh basic law enforcement skills and concepts, this course provides FPS LEOs critically important skills to safely and effectively perform their law enforcement duties and responsibilities in a manner that meets both professional standards and legal requirements.
Advanced Physical Security Training Program	Design will provide senior inspectors with the intermediate and more advanced physical security and vulnerability analysis abilities necessary to develop and manage protection solutions for the Federal facilities and those who work in and visit them.
Alarm Certification Technician Course	This class is designed to provide the inspector with the basic technical abilities to assess alarms and alarms systems used in protecting Federal facilities and those who work in and visit them.
Area Commander/District Commander Course/Training Program	This class is designed to prepare and enhance Area Commanders'/District Commanders' ability to manage and lead a dispersed and multi-faceted work force to accomplish the FPS-specific mission.
Basic Canine Handler Course	This course pairs an LEO with an explosive detector dog and provides the foundation knowledge and skills needed to administer and maintain the Explosive Detector Dog Team.
Canine Handler Refresher Course	This course pairs an LEO with a replacement explosive detector dog and provides advance training of the canine handler to problem solve other canines and other Explosive Detector Dog Teams.
Canine Management Course	This course provides a working knowledge of establishing and maintaining a canine program from the selection and procurement of the canine, training requirements of the canine and of the handler, certification standards, records management, legal issues and case histories, logistical resources, kenneling, equipment, food, veterinarian care, and explosive procurement and transportation requirements.

Training & Professional Development Course Offerings	Training and Professional Development Course Offerings Description
Canine Recertification Course	This course evaluates the explosive detection proficiency of an Explosive Detector Dog Team.
Certified Alarm Technician Instructor	This class is designed to ensure that FPS inspectors can teach basic technical knowledge of alarms and alarm systems used to protect Federal facilities and those who work in and visit within them.
C-IED Training for Non-Bomb Technicians	This interactive training is designed to introduce non-bomb tech/Explosive Ordnance Disposal (EOD)/K9 officers and tactical operators to the unique requirements and technical skills required for detecting, confronting, and handling various incidents involving improvised explosive devices (IEDs). Such incidents may include various suicide-bombing scenarios such as body and/or vehicle-borne IEDs, large-scale attacks or threats to critical infrastructure and large venues, and threats of booby traps and pre-placed IEDs at a wide range of locations and targets. The course will introduce officers to the methodical process of scanning various environments for IEDs, and teach safety procedures and related tactics intended to mitigate the risk to the public, other officers, and themselves. These critical skills are intended for use during IED incidents in which immediate action is necessary while bomb tech/EOD professionals are not present and/or may be delayed. This hands-on course is designed specifically for tactical operators who require IED, homemade explosives, and booby trap detection, recognition, and mitigations skills while involved in various tactical operations.
Covert Electronic Surveillance Program	Program provides extensive training in officer safety, legal issues, chain of custody of digital evidence, radiofrequency transmission, and operational site preparation and selection.
Covert Electronic Tracking Program	Program is a hands-on, electronic tracking course designed to give agents/officers the necessary skills to operate, install, and analyze information using the latest Global Positioning System technology and field applications.
Covert Testing Program	The Covert Testing Program is designed to test the effectiveness of current countermeasures used to protect property under the jurisdiction of FPS. The program enables the investigator to utilize risk-based and intelligence-driven covert security testing of countermeasures to assess testing's effectiveness, identify policy and training deficiencies, ensure immediate corrective action, and document, analyze, and achieve results.
Criminal Investigator Training Program (CITP)	CITP provides basic and fundamental training in the techniques, concepts, and methodologies of conducting criminal investigations. Lectures, laboratories, practical exercises, and tests are used to ensure that each trainee acquires all of the critical knowledge, skills, and abilities required of new criminal investigators. Throughout the program, each trainee must participate as a member of a small task force team in a continuing case investigation. Interviewing of witnesses along with surveillance and undercover operations enable the students to develop a case, write and execute search and arrest warrants, write a criminal complaint, obtain an indictment, and testify in a courtroom hearing.
Criminal Investigator Training Program – POST (FPS-Specific) Training	FPS AITP is a 2-week training program designed to give students specialized training in FPS-specific policies and procedures by providing training in the areas of: FPS Operations, FPS-Specific Data Systems, ICE Use of Force, CE Handgun Training Course, Active Shooter, and HCGV Operations.
Crisis Response Team Operator Training Program	This program is designed to qualify the student officers by providing them with high-quality training and instilling the analytical knowledge, skills, and aptitudes needed in this specialized field.
Defensive Tactics Instructor Development Program	This program is designed to enhance the current Defensive Tactics instructor with advanced arrest and control skills. It is a skill-building course that gives instructors a foundation in dynamic close-quarters control techniques and creating Advanced Defensive Tactics Interactive Training Exercises. It also will provide the instructors the opportunity to enhance their martial skills. This is a physically demanding and intensive training program. Students who attend this program should be physically fit and able to withstand the rigors of an instructor-level program. Students will be evaluated on their ability to teach and perform all the defensive tactics techniques at the instructor level by written and practical examination.
Defensive Tactics Instructor Training Program (DTITP)	This program is designed to provide instruction on techniques used in controlling compliant and noncompliant suspects, weapon recovery, and intermediate weapons. At the conclusion of this program, the student will be able to develop and instruct a program for FPS that includes basic

Training & Professional Development Course Offerings	Training and Professional Development Course Offerings Description
	defensive tactic skills, arrest techniques, intermediate weapons, and other advanced techniques. This is a physically demanding and intensive training program. Students who attend this program should be physically fit and able to withstand the rigors of an instructor-level program. Students will be evaluated on their ability to teach and perform all the defensive tactics techniques at the instructor level by written and practical examination.
Defensive Tactics Instructor Refresher Training Program	This program is designed to refresh and update instructors who have completed the Defensive Tactics Instructor Training Program (DTITP) on techniques used in controlling compliant and noncompliant suspects, weapon recovery, and intermediate weapons. At the conclusion of this program, the student will be able to incorporate updates into existing programs as well as continue development and instruction of basic defensive tactic skills, arrest techniques, intermediate weapons, and other advanced techniques. This is a physically demanding and intensive training program. Students who attend this program should be physically fit and able to withstand the rigors of an instructor-level program. Students will be evaluated on their ability to teach and perform all the defensive tactics techniques at the instructor level by written and practical examination.
Digital Photography for Law Enforcement	This is an introductory program for law enforcement first responders and criminal investigators who are charged with photographing crime scenes or evidence.
Electronic Access Control	This class is designed to train the inspector to a technical level of electronic access control measures used to protect Federal buildings and offices and screen personnel entering them.
Electronic Control Device (ECD) Instructor Training Program	This program will cover the certification of instructors in the training and use of the TASER X26 ECD. This is a physically demanding and intensive training program. Students who attend this program should be physically fit and able to withstand the rigors of an instructor-level program. Students will be evaluated on their ability to teach and perform all tactics and techniques at the instructor level by written and practical examination. All instructor candidates must be exposed to ECD current to successfully complete the course.
ECD Operator	This class will cover the certification of LEOs in the use of the TASER X26 ECD. This is a physically demanding and intensive training program. It is highly recommended that officers volunteer to be exposed to ECD current.
Emergency Medical Technician Basic Training Program	The 248-hour program covers anatomy and physiology, initial patient survey and triage, airway management, oxygen therapy, and treatment of bleeding, shock, cardiac arrest, fractures, spinal injuries, and other medical emergencies. Additional areas of study include automated external defibrillation, multi-lumen airways, and general pharmacology.
Field Maintenance Armorers Training	This course will prepare a field firearms instructor to conduct a preventive maintenance and detailed parts inspection and make certain minor repairs. Upon completion of this course, the student will be able to identify each part, its proper function, and its relationship to other parts in the firearm. They will be able to diagnose and identify malfunctions using the established inspection procedures, nomenclature, and troubleshooting abbreviations and assist the academy armorers by providing the proper malfunction diagnosis.
Field Training Instructor (FTI)	FTI is designed to certify officers and agents as field training officers/agents. The course covers procedures, techniques, legal concerns, and general problems associated with field training instruction. The program focuses on the role of the field training instructor, training techniques, and assessment.
Firearms Instructor Professional Development Training Program	This program is designed to enhance the current firearms instructor with advanced firearms skills. It is a skill-building course that gives firearms instructors a foundation in dynamic weapons handling and creating advanced firearms training exercises (AFTEs) for three of the weapons platforms in the FPS inventory (pistol, shotgun, and carbine). It also will provide the instructors the opportunity to enhance their shooter analysis skills.

Training & Professional Development Course Offerings	Training and Professional Development Course Offerings Description
Firearms Instructor Refresher Training Program	This program is designed to update field firearms instructors with contemporary firearms issues, trends, tactics, and training techniques. Topics that become current and timely are integrated into the program, and subjects that are no longer pertinent are discontinued. The program objectives are achieved through classroom discussions and practical hands-on exercises. All students are required to safely complete several dynamic "live fire" AFTEs demonstrating individual firearms proficiency as a "shooter" and instructor skills as a coach. They also will actively participate as a team member tasked with the development of AFTEs using both live ammunition and non-lethal training ammunition (NLTA).
Firearms Instructor Training Program (FITP)	This program is designed to provide newly assigned firearms instructors with a familiarization of a variety of small arms, to include their care and maintenance. The program also introduces the new instructors to teaching techniques on how to safely conduct range operations and develop AFTEs as well as identify and resolve shooter problems/errors. Students also are instructed in the safe conduct of NLTW/NLTA.
FN 303 Instructor/Armorer Training Program	This program is designed to give the instructor the skill necessary to instruct and evaluate LEOs in the application of force using less lethal technology. It also provides advanced training in maintenance and field level repair of the FN 303 Less Lethal Launcher.
FN 303 Operator Course	This class is designed to give LEOs the skill necessary use the FN 303 Less Lethal Launcher. It also provides training in maintenance and cleaning of the FN 303 Less Lethal Launcher.
Hazardous Materials Technician (HMT) Certification Training Program	This course is designed to provide the student with the basic skill set to satisfy the minimum requirements of FPS policy for weapons of mass destruction (WMD) coordinators. An HMT is defined as an individual who performs emergency response to an occurrence that results in, or is likely to result in, an uncontrolled release of a hazardous substance where there is a potential safety of health hazard (i.e., fire, explosion, or chemical exposure). An HMT responds to such occurrences and is expected to perform work to handle and control (stop, confine, or extinguish) actual or potential leaks or spills. The HMT assumes a more aggressive role than a first responder at the operations level in that the HMT will approach the point of release. The HMT is expected to use specialized chemical protective clothing and specialized control equipment.
HMT Refresher Training Program	This program subjects participants to training required to maintain their HMT certification.
Incident Command Systems (ICS) 300	This course is intended to serve as a vehicle to share proven incident management strategies and practices as well as to enhance teamwork and coordination among FPS's mid-level managers and command staff directly responsible for emergency response to incidents of all types, and "all hazards" in which ICS will be employed. The course utilizes scenarios and application exercises to highlight key issues and facilitate discussion. The concluding tabletop exercise is intended to allow participants to apply the information provided during the course in a controlled environment
ICS 400	This course is intended to serve as a vehicle to share proven incident management strategies and practices as well as to enhance teamwork and coordination among all response agencies' officers directly responsible for emergency response to a WMD/terrorism incident or other "Incident of National Significance." The course is intended specifically for those emergency response personnel who have duties that require that they be directly involved in incident management or command at either a field Incident command post or in a city, county, or regional emergency operations center.
Internal Affairs Training Program	This program is designed to acquaint investigators and LEOs with relevant topical areas specifically associated with Internal Affairs Investigations.
Law Enforcement Advance Driver Instructor Training Program	This program is designed to provide instructors advanced driving techniques with emphasis on HGCVs and Pursuit Intervention Techniques.
Law Enforcement Control Tactics Instructor Training Program	This program provides instruction in the areas of Arrest Techniques, Control Tactics, Edged Weapons, and Intermediate Weapons.

Training & Professional Development Course Offerings	Training and Professional Development Course Offerings Description
Law Enforcement Driver Instructor Training Program	Program teaches new driving instructors vehicle dynamics, instructor presentation, and how to conduct student evaluations.
Law Enforcement Fitness Coordinator Training Program	Program is designed to present the student with information concerning health, physical fitness assessment, physical conditioning, and functional fitness.
Law Enforcement Instructor Training Program	Program exposes participants to the concepts of student-centered learning and focuses on a variety of methodologies conducive to higher degrees of learning. It requires a presentation from students on law enforcement on job-related topics.
Law Enforcement Manager Training Program	Program is designed to provide law enforcement second-line supervisors and seasoned managers with the skills and competencies needed to be successful.
Law Enforcement Supervisor Leadership Training Program	Program focuses on the new law enforcement leader's skill base in the three key enablers of human capital leadership: people, process, and technology.
Leadership in FPS Training Program	Participants in this program will gain an understanding of how to apply leadership knowledge, skills, and abilities to obtain the highest level of performance and accountability. This training program will introduce FPS employees to the major events involved in the Battle of Gettysburg and then to relate the leadership and strategic thinking lessons learned from those events to the challenges that we must deal with in today's FPS environment. Employees complete training with FPS leader-led FPS problem-solving exercises.
Leadership Through Understanding Human Behavior	Program develops a better understanding of interpersonal dynamics and how an individual's strengths, weaknesses, and roles within work groups and teams affect mission outcomes.
Legal Outreach Training Program	Sponsored by Office of General Counsel attorneys assigned to FPS, provides FPS headquarters and regions annual legal training in FPS functional areas, to include law enforcement authority, jurisdiction, and liability; legal frameworks for government facility security; constitutional law; and employment law.
M4 Instructor Training Course	This class is designed to provide the firearms instructor the knowledge to safely and effectively instruct LEOs in the utilization, safeguarding, accountability, and maintenance of an M4 rifle for use in support of enforcement activities. Structured to train the instructor in optically aided and unaided rifle/carbine skills and techniques that may be required to operate the M-4 in various law enforcement situations and pass that knowledge on to their students.
M4 Operators Training Course	This class is designed to provide the LEO the knowledge to safely and effectively utilize, safeguard, account for, and maintain an M4 rifle for use in support of enforcement activities. Structured to train the student in optically aided and unaided rifle/carbine skills and techniques that may be required to employ their M-4 in various law enforcement situations .
National Weapons Detection Program Instructor Course	At completion of this program, graduates will be able to instruct field personnel on the procedures for operating a screening station, including the proper response to the discovery of weapons, explosives, and prohibited items during the screening process.
National Weapons Detection Program Operators Course	At completion of this program, graduates will be able to instruct operate a screening station, including the proper response to the discovery of weapons, explosives, and prohibited items during the screening process.
Naval Post- Graduate School coursework	Coursework offers an array of graduate education programs centered on the evolving academic discipline of homeland security.
Operational Planning Course for Command Officers	This class is designed to training FPS Command Officers to respond to critical incidents, special events, and FEMA operations.

Training & Professional Development Course Offerings	Training and Professional Development Course Offerings Description
Orientation Training Program	The FPS Orientation Training Program (OTP) has been designed to orient each student to the FPS and the FLETC training environment. OTP will prepare students for participation in the FLETC Uniformed Police Training Program (UPTP) through instruction on: requirements for completion of FLETC UPTP; history, organization, and structure of the FPS; integrity training; FPS authority and jurisdiction; Sig P229 familiarization; FPS Grooming and Uniform Standards; and physical conditioning/Physical Efficiency Battery Standards.
Person-Borne Improvised Explosive Device (PBIED) Subject Interdiction Course	This course is in two phases. Phase 1, instructs LEOs in the utilization of Stress Reflex Indicators and Behavioral Pattern Indicators and to locate, identify, and isolate suspicious persons (criminal and/or terrorist) in various environments. Understanding and using the techniques and methods taught in the class provides officers with defined tools they can rely on when initiating investigative stops or detainment as opposed to relying on questionable profiling tactics. Phase 2 is designed to provide officers of all ranks and assignments with the required training and experience crucial for the successful handling of any suicide bomber incident. It teaches first responders and specialized units the physical skills and proper tactics to be implemented against this threat. The training combines classroom sessions with practical applications and field exercises to equip officers with the necessary training and experience for successful implementation.
PBIED Canine Course	This is advanced training of a standard explosive detector dog with additional abilities and training to detect carried or body-worn explosives. The PBIED canine samples the plume of air coming off a person and/or what the person is carrying as the person passes through a choke point or within a crowd. The canine also can detect an explosive's vapor wake, after a person has transited an area, and follow the wake to the explosive source.
Physical Security Training Program (PSTP)	The PSTP student learns about FPS Inspector duties and the FPS security mission as well as the FPS relationship and responsibilities to its stakeholders. Lessons on memorandum of understanding, legal issues, and Title 41 highlight the inspector's responsibility on both a professional and legal front. Students also learn about the various countermeasure systems that FPS is responsible for as well as how to integrate individual systems with other systems and elements. These systems include intrusion detection, surveillance, and screening. In conjunction with natural and man-made protective systems, the inspector learns critical thinking skills necessary to make comprehensive examinations of and recommendations for protective measures within a layering approach to physical security outside of any assessment tool. The inspector looks at each area of protection to determine vulnerabilities and security concerns associated with those areas. The inspector also learns how to conduct measures of effectiveness testing on the seven countermeasure systems to include the inspection of PSO posts. The inspector also is trained to conduct screening of personnel using the walk-through magnetometer, X-ray, and the handheld metal detector. Students also receive training on contracting officer technical representative responsibilities and countermeasure funding and implementation.
Protective Investigative Program	This program is designed as a standardized national program for the investigation of threats and inappropriate communications directed at government employees, and visitors to government-owned and -leased facilities. The program focuses directly on the reductions of crimes and potential threats to Federal facilities throughout the Nation. This course shows the investigator how to manage all available information to determine a subject's true intent, motive, and ability to pose a threat.
Recovery of Video Evidence from CCTV Recordings	This program is designed to provide the responding officer and/or the investigator with the best practices for recognizing, collecting, and properly transporting sensitive digital video evidence from crime scenes in such a manner that preserves the evidentiary integrity of the video.
Regional Law Enforcement Annual In-service Program and Quarterly Firearms Qualifications	This program provides required annual training for FPS law enforcement personnel.
Seized Computer Evidence Recovery Specialist (SCERS)	FPS investigators learn the technical aspects of computers as evidence and how to safeguard and recover information.

Training & Professional Development Course Offerings	Training and Professional Development Course Offerings Description
Situational Leadership II (SL II) Training Program	Program provides a unique opportunity for law enforcement professionals to refine their supervisory and leadership skills, but more importantly, to use SL® II to develop their people.
Special Agent Threat Assessment Training Program	This program provides the FPS Special Agent the knowledge and skills necessary to respond to requests for assistance in determining threats to Federal facilities. This training is essential to the FPS core mission of providing defensible general or specific threat assessments. FPS Special Agents cannot participate in the Facility Security Assessment (FSA) process unless they successfully complete this training program.
Threat Assessment Training Program	Once the students demonstrate they can think critically about physical security on their own as demonstrated in labs and other assignments, students then are taught the FSA process. The goal of the program is for students to incorporate their recently acquired knowledge of countermeasures and critical thinking skills (referencing threat actor information and facility construction and design) and the ISC Facility Security Criteria for Federal Facilities and the Design Basis Threat into a comprehensive FSA. The program concludes with a presentation of students' assessment findings and recommendations in a mock FSC.
Treasury Enforcement Communications Systems Training Program (TECS)	The 3-day TECS training program provides the student with classroom and hands-on computer instruction with the basic functions of recording criminal investigative activity within the case management module of the TECS. These functions include subject/address/VISA queries, case record queries, opening cases, recording reports of investigations (ROIs), entering subjects, adding case hours, and closing a case. The instruction also includes an introduction into specialty features, i.e., arrest reports, case statistics, and collateral ROIs.
Uniformed Police Training Program	This program provides training in the basic law enforcement knowledge, skills, and abilities that a new Federal officer must understand and/or be able to perform in the first 2 years on the job. Officers receive instruction in a number of areas, including: Officer Safety and Survival, Communications and Interviewing, Constitutional and Federal Criminal Law, Arrest Techniques, Defensive Tactics, Drugs of Abuse, Terrorism, VIP Protection, Physical Security, Firearms, Tactics for Flying Armed, and Driver Training.
Use of Force Instructor Training Program	Program instructs students in the proper use of force based on the constitutional standard. Students also receive the methodologies to instruct students in this subject matter.
Video System Technology	This class is designed to provide FPS inspectors with the basic technical knowledge necessary to work with video system technology as used in Federal facilities to help protect the facilities and those who work in and visit them.
Women in Law Enforcement Leadership Training Program	Program is intended to be a career development tool that provides an opportunity to view leadership principles from the female law enforcement professional's perspective.
Other Professional Development Opportunities and Training Requirements	To assist employees in meeting DHS and other required training and to manage DHS- and OPM-level professional development opportunities, a myriad of cornerstone programs is available, which includes Leading in a Performance Culture, DHS Fundamentals of Leadership, and Human Resources Essentials. Candidate Development Programs are OPM-approved training programs designed to develop the executive qualifications of employees with strong executive potential to qualify them for and authorize their initial career appointment to the Senior Executive Service.

Appendix C. FPS FY 2013 Staffing Analysis

The nation's Federal facilities house critical missions, public services, and leadership, and symbolize a strong network of government. Because of this, they can be potential targets for a wide range of threats, and a facility's location and accepted countermeasures subject these facilities to a wide range of risk.

A capable workforce that can sustain a robust security and protection posture is required to mitigate threat and reduce risk at Federal facilities. FPS aligns resources across the country in 11 regions and headquarters to accomplish its protective mission based on threat assessment, risk management, and operational policies and processes as well as standards set by external organizations such as the Interagency Security Committee. Factors impacting resource assignment include:

- Day-to-Day operations outlined in policies and directives (both national and regional). These activities vary as a function of a facility's Facility Security Level (FSL). FSL determinations serve as a basis for a broad range of FPS mission activities including: facility design basis threat (DBT) assessments; level of protection determinations (LOP); countermeasure design; countermeasure implementation and monitoring; and FSAs.
- The FSL and the Facility Security Committee's (FSC) acceptance of the recommended countermeasures drive workforce requirements for recurring activities such as FSAs and PSO and Technical Countermeasure Oversight. In addition, Interagency Security Committee (ISC) standards for cycle times to conduct FSAs on facilities (currently, each FSL 3/4 and FSL 1/2 require FSAs every three years and five years, respectively) impact activities for conducting FSAs.
- Planned security events identified in operations plans for National Special Security Events (NSSE) (e.g. political party nominating conventions) determine activity changes for Critical Incident and Special Security Operations.
- Response capacity required for calls for police response, and changes in operational conditions that determine activity changes (e.g. presence of active shooter) and drive workforce requirements for Law Enforcement Response.
- Threat information identifies real-time threats through law enforcement policing, and Joint Terrorism Task Force (JTTF) and local law enforcement (LE) intelligence for which FPS must quickly respond.
- Strategic intelligence information captured in FPS's Federal Facility Threat Picture (FFTP) informs operational personnel and decision makers on a range of threat-driven and criminal activity impacting Federal facilities. The analysis derived from these reports indicates that, in general, trends in criminal activity cluster in more urban areas; FPS accordingly concentrates resources in more urban areas.

Activity Analysis

To reduce risk and mitigate threat, FPS conducts a wide range of activities to meet its mission. FPS developed an activity-based costing (ABC) model, to improve the quality and transparency of associated costs and fees for the services and supporting activities that FPS provides.

The activity analysis provides a snapshot of the activities and staffing levels that mobilized to meet the workload requirements derived through policies set for FY 2013. It should be noted that risk and threats change, which necessitate adjustments in policies to account for the dynamic environment and, therefore, staffing requirements and distributions shifts accordingly. In addition, as FPS refreshes and analyzes the data, results reveal important relationships and dynamics between activities, FSL, workload, and FTP (full time personnel)/FTE that FPS considers when re-allocating resources. Examples of some of these findings are discussed below each illustration.

FPS's activity analysis began with identifying 40 activity groupings and categorizing these into five activity categories:

- *Primary Activities* that are essential to the performance of the FPS mission of protecting Federal facilities, their occupants, and visitors. Primary activities tend to have clear, identifiable outputs and are generally visible to customers.
- *Secondary Activities* that are performed as a direct result of primary activities. The primary activity creates a need to perform the secondary activity. Secondary activities can be directly linked to the primary activities that they inform or enhance.
- *Enabling Activities* that help to sustain operations by providing a foundation of required capabilities. Enabling activities generally support a relatively broad set of primary and secondary activities.
- *Support Activities* that include Headquarters or field office operational management and oversight functions.
- *Supplementary Activities* that represent FPS services that extend beyond FPS core mission objectives.

FPS assigned the workforce to the activities by administering a comprehensive labor survey. Table 1 reflects the results of the labor survey.

Table 1: FY 2013 FTE and Headcount by Activity Grouping[1]

Activities	Head Count	Regular FTE	Overtime FTE	Total FTE	Percent of Regular FTE
1. Primary	**1,103**	**659**	**43**	**702**	**52%**
Law Enforcement Response	820	93	11	104	8%
Protective Investigations (PIP)	310	19	0	19	1%
Facility Security Assessment (FSA)	768	195	8	203	15%
Protective Security Officer Services	791	137	8	145	11%
Criminal Investigations	369	38	0	38	3%
Technical Countermeasure Services	363	27	1	28	2%
Law Enforcement Policing and Patrol	713	75	6	81	6%
Critical Incidents and Special Security Operations	696	39	9	48	4%
Facility Tenant Support	598	29	0	29	2%
National Infrastructure Protection Plan (NIPP) Government Facilities Sector (GFS) Support	67	2	0	2	0%
Delegation Management	74	5	0	5	0%
2. Secondary	**918**	**161**	**6**	**167**	**13%**
MegaCenter Operations	372	25	1	26	2%
K-9 Operations	105	41	4	45	3%
Criminal Intelligence and Information Sharing	308	22	1	23	2%
PSO Suitability	98	14	0	14	1%
Covert Security Testing	213	7	0	7	1%
Operation Shield	657	23	0	23	2%
Federal, State, and Local Coordination	562	24	0	24	2%
Contingency Operations	202	5	0	5	0%
3. Enabling	**1,082**	**177**	**7**	**184**	**15%**
Field Entry Level Training	252	45	2	47	4%
Field Standards and Certifications Training	616	32	2	34	3%
Field Advanced and Refresher Training	705	35	1	36	3%
Training Development and Delivery	198	11	1	12	1%
Administrative Training	459	16	0	16	1%
Stakeholder Engagement and Liaison	687	38	1	39	3%
4. Support	**636**	**252**	**4**	**256**	**19%**
Acquisition and Procurement	314	65	1	66	5%
Budget, Finance, Revenue, and Performance Management	257	52	1	53	4%
General Counsel	39	1	0	1	0%
Human Capital Management	164	31	1	32	2%
Information Technology	102	18	0	18	1%
Logistics, Facilities, Fleet, and Property Accountability and Management	228	37	0	37	3%
National Field Operations Oversight (Headquarters Operations)	69	22	1	23	2%
Personnel Security Management	42	11	0	11	1%
Policy and Contingency Planning	128	12	0	12	1%
Public Affairs	58	3	0	3	0%
5. Supplementary FPS Provided Services	**269**	**22**	**0**	**22**	**1%**
Daycare Worker Suitability	43	2	0	2	0%
GSA Contractor Suitability	46	16	0	16	1%
Fire Alarms	64	1	0	1	0%
Elevator Calls	8	0	0	0	0%
"See Something, Say Something" Campaign Support	169	3	0	3	0%
Total	**1,380**	**1,272**	**59**	**1,331**	**100%**

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[1] **Note:** Individual positions within FPS are often required to support multiple activities; as such, each individual may be counted in multiple activities. The numbers do not distinguish the percentage of time an individual spends on each activity. This is not the sum of the headcount outlined in the activity groupings, rather it is the number of positions employed by FPS.

Analysis: In FY 2013, staff directed more than 65 percent of all employee time to directly delivering primary and secondary services that are essential to or enhance the performance of the FPS mission and include FSAs, PSO oversight, and law enforcement response.

With FTE assigned to activities, FPS then aligned the level of effort associated with performing these activities to the facilities based on their Facility Security Level (FSLs). Aligning the level of effort to the facilities was established using workload collected at the facility level. Arraying the data by FSL allows FPS to understand the level of effort it is deploying across its activities, including the primary activities of FSAs, PSO oversight, and law enforcement response. In addition to understanding the FSL and its connection to activity and service levels, FPS identified the workload output with each (Table 2). For example, the workload associated with FPS incident response was assigned to facilities based on the number of incidents that occurred at a given facility. Similarly, the workload associated with FSAs was assigned to facilities based on the number of FSAs or Pre-MIST worksheets performed at a given facility.

Table 2: FY2013 Level of Effort Associated with Each FSL

FSL	FTE (w/ Overtime)	Facilities	Posts	FSAs Worked On	Incidents	Protective Investigations	Criminal Investigations	Post Inspections
0	48	823	0	5	304	13	31	209
1	145	2,431	292	185	2,124	82	84	1,171
2	383	4,314	1,903	397	10,113	680	566	9,735
3	263	1,114	1,390	506	6,354	131	241	12,088
4	459	764	2,864	446	24,927	304	794	28,151
5	4	9	3	5	106	1	1	20
Supplementary	29							
Total	**1,331**	**9,455**	**6,452**	**1,544**	**43,928**	**1,211**	**1,717**	**51,374**

Analysis: In general, facilities with higher FSLs might reasonably experience a higher workload (e.g., number of post inspections, incident responses). Analyzing the data by FSL highlighted that buildings identified as FSL 2 or 4 were responsible for the largest FPS workload and FTE in FY 2013. Though the number of FSL 2 and 4 facilities consisted of only 54 percent of the FPS facilities, they consumed 63 percent of the FTE (Table 3). The increased workload associated with these levels is due to 80 percent of the incidents, 79 percent of the investigations, and 74 percent of the post inspections being at these facilities. In FY 2013, 63 percent of FPS FTE delivered services to Level 4 facilities and Level 2 facilities with posts. FPS further concentrated resources to deliver post inspections, investigations, and law enforcement response. By distributing its workforce toward facilities requiring more FSAs, incident response, and protective and criminal investigations, FPS aligns its workforce to reduce risk and mitigate threat.

Table 3: FY 2013 Analysis of the Workload Associated with Each FSL

FSL	FTE (w/ Overtime)	Percent of FTE	Facilities	Percent of Facilities	Incidents	Percent of Incidents	Investigations	Percent of Investigations	Post Inspections	Percent of Post Inspections
0	48	4%	823	9%	304	1%	44	2%	209	0%
1	145	11%	2,431	25%	2,124	5%	166	6%	1,171	2%
2	383	29%	4,314	46%	10,113	23%	1,246	42%	9,735	19%
3	263	20%	1,114	12%	6,354	14%	372	13%	12,088	24%
4	459	34%	764	8%	24,927	57%	1,098	37%	28,151	55%
5	4	0%	9	0%	106	0%	2	0%	20	0%
Supplementary	29	2%								
Total	**1,331**	**100%**	**9,455**	**100%**	**43,928**	**100%**	**2,928**	**100%**	**51,374**	**100%**
Subtotal - FSL 2 and 4		**63%**		**54%**		**80%**		**79%**		**74%**

Next, FPS further striated the data to view FTE by the facility profile (Table 4) to cull out key insights into the deployment of resources.

Table 4: FTE Analysis by Facility Profile

No Posts / No TCM		TCM Only		Posts Only		Posts & TCM		Total	
Primary FTE (w/ Overtime)	No. of Bldgs	Primary FTE (w/ Overtime)	No. of Bldgs	Primary FTE (w/ Overtime)	No. of Bldgs	Primary FTE (w/ Overtime)	No. of Bldgs	Primary FTE (w/ Overtime)	No. of Bldgs
221	5,949	19	144	261	2,894	201	468	702	9,455

Analysis: Almost 65% percent of the FPS FTE assigned to primary activities are supporting 36% percent of FPS- protected facilities (those identified as "Posts Only" and "Posts & TCM" in the table above).

The activity analysis is a snapshot of the distribution of the FPS workforce and staffing levels that mobilized to meet the workload requirements. However, as threats and risks as well as policies can change from year to year, the workforce distribution will shift as well.

Staffing Alignment to Fees

FPS is a full-cost recovery operation, which means that all expenses incurred must be funded by offsetting collections. For FPS, the revenues to fund its operations come from a basic security charge and an oversight fee associated with providing building-specific and reimbursable agency-specific security services. Revenues collected from the basic security charge and the oversight fees fund the salaries and expenses for the workforce (1,371 FTE) and operating costs of FPS.

The following is a brief description of the five revenue sources that fund all expenses associated with law protection and support activities incurred by FPS and its customers for whom security services are provided:

- *Basic Security Charge:* A 74-cent-per-rentable-square-foot charge is assessed by FPS for all GSA-controlled space. The total rentable square footage in GSA inventory varies from month to month - due primarily to changes in building and tenant occupancy - but averages 372.7 million rentable square feet.

- *Building-Specific Security Revenue:* Building-specific security revenue is used to implement and maintain security countermeasure requirements specifically fashioned for a facility in accordance with ISC standards.
- *Reimbursable Agency-Specific Security Revenue:* Reimbursable agency-specific security revenue is funding via a Security Work Authorization (SWA) or reimbursable agreement, between FPS and another Federal agency for the occupants of federally owned or leased facilities requiring the same services provided as part of building-specific security but provided to an individual customer.
- *Building-Specific Oversight Fee:* A six-percent oversight fee is applied to the costs for building-specific security to fund FPS for direct and indirect costs associated with providing building-specific security.
- *Reimbursable Agency-Specific Oversight Fee:* A six-percent oversight fee is applied to the cost for reimbursable agency-specific security to fund FPS for direct and indirect costs associated with delivering single customer requested protective services to include PSO and technical countermeasure (TCM) services.

Through the FY 2013 Activity Based Cost Model development, FPS can also identify the activities associated with the delivery of the fees (Table 5). The table below indicates how the 9 primary services align to the Basic Security Charge, the Building-Specific Oversight Fee, and the Reimbursable Agency-Specific Oversight Fee which are the categories of charges and fees that include FPS staffing requirements:

Table 5. Activity Alignment to Fees

Basic Security	Building Specific Oversight	Reimbursable Agency-Specific Oversight
Law Enforcement Response	PSO Guard Services	PSO Guard Services
Facility Security Assessments	Technical Countermeasures	Technical Countermeasures
Protective Investigations (PIP)		
Criminal Investigations		
Law Enforcement Policing and Patrol		
Facility Tenant and Stakeholder Support		
Critical Incidents and Special Security Operations		

The FY 2013 ABC model provides FPS with the decision making ability to effectively identify staffing requirements determined through risk management strategies and policy implementation related to threat and then aligns staffing requirements to fees (Table 6).

Table 6. Staffing Alignment to Fees

FPS FEES	Authorized	
	FTE	FTP
Basic Security	982	1,051
Building-Specific Oversight	210	225
Reimbursable-Agency Specific Oversight	179	190
Grand Total	1,371	1,466

Analysis: The model is based on FTE analysis and the FTP is provided as an approximation for the number of personnel required to achieve the identified level of FTE. However, most all of FPS' personnel support activities in all 3 of the above fees and are not attributable to a single fee.

FPS has created this baseline staffing model developed by the DHS Federally Funded Research and Development Center SEDI (Systems Engineering and Development Institute) and baselined FY 2013 workforce requirements. The model will require trending and refinement over time in order to more effectively incorporate efficiencies gained through the introduction of new technologies, such as the Modified Infrastructure Assessment Tool (MIST) and Post Tracking System (PTS) as well as increased threats to federal facilities. Deployment of staff is ultimately determined by weighing the increased or decreased threats, the acceptable level of risk in the system, fiscal availability, anticipated efficiencies through changes in process, policy or the introduction of new technologies. FPS will use the staffing model analysis as one tool to inform future year budget requests.

Appendix D. Human Capital Communications Plan

FPS and its strategic human capital partners will apply a comprehensive communication strategy and messaging process to introduce and execute the SHCP by educating employees on the full range of human resources services and products and actively engaging employees in its implementation. The FPS communications strategy will communicate key aspects of human capital programs and, through targeted communications initiatives, convey these to the FPS workforce via multiple targeted, effective forums and methods designed to accommodate generational differences in communication styles.

Initiatives to convey Human Capital programs may include:
- Developing a managers' toolkit with tips and guidance for recognizing superior candidates;
- Developing readily available human resources advisory services (such as DHScovery, an online learning management tool with e-training and courses));
- Developing an FPS-specific employee development program atmosphere that begins during onboarding and capitalizes on already existing programs such as the NPPD Supervisory Onboarding Welcome Kit;
- Establishing human resources learning opportunities to educate employees on policy updates, new programs, services, and products; and
- Educating employees on how to leverage the FPS Intranet and automated human resources tools to locate readily available information.

Forums and methods in which to facilitate knowledge sharing and communication of these Human Capital initiatives may include:
- Briefings with senior leadership and program offices;
- Town halls with FPS employees;
- FPS memoranda, such as the use of regular electronic administrative messaging to all employees;
- Features on the DHS Web site and Intranet; and
- E-mail box to address concerns and feedback.