

Security Operations Performance Toolkit

Start Here Guide

Assess the operation. Measure the right things. Turn findings into action.

What Is Included

1. Security Operations Performance Self-Assessment	A nine-category diagnostic covering staffing, labor utilization, frontline supervision, training, attendance, operational intelligence, client engagement, performance measurement, and technology.
2. Weekly Security Operations Scorecard	A practical Excel workbook for monitoring coverage, labor, workforce stability, tours, DAR/report completion, report quality, complaints, incidents, and corrective actions.
3. Operational Intelligence & Incident Analytics Tracker	A structured incident and intervention tracker that classifies security activity, measures police/EMS use and de-escalation, identifies recurring problems, and links management changes to outcomes.
4. Frontline Supervisor and Service Climate Survey	A ready-to-use employee pulse survey covering communication, fairness, accountability, service expectations, working conditions, and workforce stability.
5. 90-Day Performance Improvement Plan	A structured Excel action plan that converts findings into priorities, owners, milestones, measures, and 30-, 60-, and 90-day reviews - including evidence of whether the intervention worked.

Recommended Sequence

Step 1: Assess Complete the self-assessment using evidence from reports, schedules, client records, training documentation, and management interviews. Score what is happening in practice, not what policy says should happen.

Step 2: Prioritize Identify the lowest-scoring or highest-risk issues. Separate immediate management actions from larger structural, contractual, client, or technology changes.

Step 3: Measure Enter weekly site-level data in the scorecard. Focus on measures that reveal coverage, labor efficiency, workforce stability, execution, and service quality.

Step 4: Analyze Use the Operational Intelligence tracker to classify incidents and activity, identify recurring patterns, and connect interventions to measurable outcomes.

Step 5: Listen Administer the supervisor and service climate survey. Compare employee experience with the management assessment, scorecard, and operating data.

Step 6: Improve Use the 90-day plan to assign owners, milestones, due dates, baseline measures, targets, and evidence. Document what changed and whether it worked.

Step 7: Reassess Repeat the self-assessment and compare results. Keep improvements that worked, address unresolved root causes, and set the next priorities.

Suggested Management Cadence

Weekly	Scorecard + incident review	Review exceptions, report/incident trends, assign corrective actions, and confirm
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		prior actions were completed.
Monthly	Management / client review	Review trends, recurring causes, client concerns, interventions, outcomes, staffing risks, and process or technology gaps.
Every 60-90 days	Employee pulse survey	Use when the team is large enough to protect anonymity and when management can visibly respond.
Every 90 days	Improvement-plan review	Confirm outcomes, close completed actions, document what worked, and reset priorities.

How the Tools Work Together



Reassess after the improvement cycle and begin again with evidence.

Good Measurement Practices

- Define each metric consistently, use reliable data, and investigate missing or incomplete records.
- Do not confuse activity with outcomes: a completed tour or report is an output; the value is what the service changed or prevented.
- For report quality, use a sampled audit score for completeness, accuracy, clarity/professionalism, timeliness, and action/outcome documentation. Track rework separately.
- Use incident data to identify patterns, then document interventions, owners, due dates, and evidence showing whether corrective actions worked.

Important Boundaries

Management diagnostic, not a compliance certification

The toolkit does not replace a formal security risk assessment, legal review, regulatory audit, contract review, human-resources investigation, or professional standards certification. Adapt the tools to the organization, client, jurisdiction, contract, and operating environment.

Recommended File Order

- 01_Start_Here_Guide.pdf
- 02_Security_Operations_Performance_Self_Assessment.pdf
- 03_Weekly_Security_Operations_Scorecard.xlsx
- 04_Frontline_Supervisor_and_Service_Climate_Survey.docx
- 05_90_Day_Performance_Improvement_Plan.xlsx
- 05A_Completed_90_Day_Performance_Improvement_Plan_Example.xlsx
- 06_Operational_Intelligence_and_Incident_Analytics_Tracker.xlsx

About Dunmire LLC

Dunmire LLC advises security organizations on operations, workforce performance, analytics, artificial intelligence, and strategy - turning operating information into practical management action.

dunmirellc.com | radicalized.blog | Richard@dunmirellc.com