

DUNMIRE LLC

Security Operations Performance Self-Assessment

A practical diagnostic for guard force and security service operations

Designed to help leaders evaluate:

- Staffing, scheduling, overtime, and workforce controls
- Frontline supervision, training, and workforce discipline
- Reporting, operational intelligence, technology, and client engagement
- Performance measurement and management systems

FILLABLE PDF | VERSION 1.4

Management diagnostic only. Not a formal security risk assessment or compliance audit.

How to Use This Assessment

Rate each statement based on the current condition of the operation. Do not rate the operation based on what policies require or what management believes should be happening. Rate what is consistently happening in practice.

ASSESSMENT INFORMATION

ORGANIZATION

OPERATION / SITE / BRANCH

COMPLETED BY

DATE

Rating Scale

1

Major Weakness

The practice is absent, ineffective, or creating significant risk.

2

Inconsistent

The practice exists in some areas but is unreliable or dependent on individual effort.

3

Acceptable

The basic practice is in place and generally works, but improvement is needed.

4

Strong

The practice is consistently applied, measured, and supported by management.

5

Leading Practice

The practice is mature, proactive, data-informed, and continuously improved.

N/A

Not Applicable or Unknown

Use only when the statement truly does not apply or sufficient information is unavailable.

SCORING METHOD

Each category contains five questions. Add the numeric ratings for a raw total of 5 to 25, then divide by the number of numeric questions answered to calculate the 1.0 to 5.0 average used for interpretation. Exclude N/A responses from both the total possible score and the average. Review low category scores even when the overall average is strong.

1. Staffing and Schedule Stability

Select a rating and record the evidence that supports it.

1.1	Staffing requirements are clearly defined by site, shift, position, and qualification.	RATING 2	
EVIDENCE / COMMENTS 			
1.2	The operation uses a stable baseline schedule with reasonably consistent workdays and hours. Requested time off, planned absences, and other known schedule changes are managed early enough that updated schedules are communicated at least two weeks in advance whenever practical.	RATING 2	
EVIDENCE / COMMENTS 			
1.3	Full-time staffing is used where workload supports it, with employees generally scheduled for 32 or more hours per week and five-day workweeks when practical.	RATING 2	
EVIDENCE / COMMENTS 			
1.4	Schedules provide consecutive days off when operationally feasible and are structured to support predictable rest, attendance, and employee availability.	RATING 2	
EVIDENCE / COMMENTS 			
1.5	The operation maintains enough qualified relief and workforce flexibility to cover call-offs, planned absences, emergencies, and unusual client needs without routinely rebuilding the schedule at the last minute.	RATING 2	
EVIDENCE / COMMENTS 			

CATEGORY SCORING

Raw total: add numeric ratings (maximum 25). Average: divide the total by questions answered.

RAW / 25

AVG / 5

2. Overtime and Labor Utilization

Select a rating and record the evidence that supports it.

2.1	Overtime is reviewed weekly by site, employee, manager, and cause.	RATING 4	
EVIDENCE / COMMENTS 			
2.2	The operation regularly reviews whether the number and mix of full-time, part-time, and relief employees appropriately supports the account's normal weekly hours and coverage needs.	RATING Select	
EVIDENCE / COMMENTS 			
2.3	Recurring overtime is analyzed to determine whether it results from vacancies, absenteeism, poor scheduling, insufficient relief coverage, special client requirements, or other identifiable causes.	RATING Select	
EVIDENCE / COMMENTS 			
2.4	Overtime controls are balanced against workforce stability and operational resilience; management does not suppress overtime by creating excessive part-time staffing, fragmented schedules, or insufficient emergency coverage capacity.	RATING Select	
EVIDENCE / COMMENTS 			
2.5	Management has defined labor-utilization targets and evaluates whether corrective actions actually reduce avoidable overtime without creating dark hours, excessive turnover, staffing instability, or service-quality problems.	RATING Select	
EVIDENCE / COMMENTS 			

CATEGORY SCORING

Raw total: add numeric ratings (maximum 25). Average: divide the total by questions answered.

RAW / 25

AVG / 5

3. Frontline Supervision and Management Accountability

Select a rating and record the evidence that supports it.

3.1	Frontline supervisors clearly understand their responsibilities and performance expectations.	RATING Select	
EVIDENCE / COMMENTS 			
3.2	Frontline supervisors have sufficient authority to address routine staffing, attendance, performance, and service issues.	RATING Select	
EVIDENCE / COMMENTS 			
3.3	Performance standards are applied fairly and consistently.	RATING Select	
EVIDENCE / COMMENTS 			
3.4	Frontline supervisors follow a consistent communication schedule with assigned employees and respond promptly to employee requests and concerns.	RATING Select	
EVIDENCE / COMMENTS 			
3.5	Supervisors routinely monitor attendance, appearance, reports, tours, and post compliance rather than waiting for client complaints.	RATING Select	
EVIDENCE / COMMENTS 			

CATEGORY SCORING

Raw total: add numeric ratings (maximum 25). Average: divide the total by questions answered.

RAW / 25

AVG / 5

4. Training, Post Orders, and Employee Readiness

Select a rating and record the evidence that supports it.

4.1	Post orders are current, site-specific, accessible, and understood by assigned personnel.	RATING Select	
EVIDENCE / COMMENTS			
4.2	Employees receive documented site-specific training before working independently.	RATING Select	
EVIDENCE / COMMENTS			
4.3	Training includes practical demonstrations, testing, and tabletop exercises to confirm employees can apply required procedures.	RATING Select	
EVIDENCE / COMMENTS			
4.4	Supervisors reinforce critical procedures through coaching, briefings, and refresher training.	RATING Select	
EVIDENCE / COMMENTS			
4.5	Critical and frequently performed post duties are supported by concise, visual instructions available at the point of use, rather than relying solely on lengthy post-order manuals.	RATING Select	
EVIDENCE / COMMENTS			

CATEGORY SCORING

Raw total: add numeric ratings (maximum 25). Average: divide the total by questions answered.

RAW / 25

AVG / 5

5. Timekeeping, Attendance, and Workforce Discipline

Select a rating and record the evidence that supports it.

5.1	Employees consistently clock in and out using the required system and location.	RATING Select	
EVIDENCE / COMMENTS 			
5.2	Late arrivals, missed punches, early departures, and attendance exceptions are reviewed promptly.	RATING Select	
EVIDENCE / COMMENTS 			
5.3	Call-offs are recorded and analyzed for recurring patterns.	RATING Select	
EVIDENCE / COMMENTS 			
5.4	Attendance and timekeeping standards are applied consistently across employees and sites.	RATING Select	
EVIDENCE / COMMENTS 			
5.5	Attendance and timekeeping trends are used to identify staffing risks and improve scheduling, relief coverage, and workforce planning.	RATING Select	
EVIDENCE / COMMENTS 			

CATEGORY SCORING

Raw total: add numeric ratings (maximum 25). Average: divide the total by questions answered.

RAW / 25

AVG / 5

6. Reporting, Tours, Quality Assurance, and Operational Intelligence

Select a rating and record the evidence that supports it.

6.1	Required incident reports, daily activity reports, and logs are completed on time.	RATING Select	v
EVIDENCE / COMMENTS 			
6.2	Reports are reviewed for completeness, accuracy, clarity, and professionalism.	RATING Select	v
EVIDENCE / COMMENTS 			
6.3	Missed tours, incomplete reports, and recurring quality issues are identified before the client raises them.	RATING Select	v
EVIDENCE / COMMENTS 			
6.4	Quality problems result in coaching, retraining, corrective action, or process improvement.	RATING Select	v
EVIDENCE / COMMENTS 			
6.5	Operational records are maintained in a centralized digital system that supports incident categorization, site and shift comparisons, recurring-issue detection, police/EMS and de-escalation analysis, and tracking management interventions and outcomes.	RATING Select	v
EVIDENCE / COMMENTS 			

CATEGORY SCORING

Raw total: add numeric ratings (maximum 25). Average: divide the total by questions answered.

RAW / 25

AVG / 5

7. Client Engagement and Value-in-Use

Select a rating and record the evidence that supports it.

7.1

The client and provider share a clear understanding of the scope of work, desired outcomes, and performance expectations.

RATING

Select



EVIDENCE / COMMENTS

7.2

Client interactions occur on a defined schedule and follow a structured agenda supported by operational data, performance trends, risks, and changes in client needs.

RATING

Select



EVIDENCE / COMMENTS

7.3

Client discussions examine how security services support the client's operations and risk objectives, rather than focusing only on staffing, incidents, and contract compliance.

RATING

Select



EVIDENCE / COMMENTS

7.4

Decisions, concerns, and improvement actions are documented with clear owners, due dates, and follow-up requirements.

RATING

Select



EVIDENCE / COMMENTS

7.5

The provider follows up to determine whether agreed actions produced the intended outcome and uses client feedback to adjust the service.

RATING

Select



EVIDENCE / COMMENTS

CATEGORY SCORING

RAW / 25

AVG / 5

Raw total: add numeric ratings (maximum 25). Average: divide the total by questions answered.

8. Performance Measurement and Management Systems

Select a rating and record the evidence that supports it.

8.1	Operational metrics are clearly defined, based on reliable data, timely enough to support action, and aligned with client or organizational objectives.	RATING Select	
EVIDENCE / COMMENTS 			
8.2	Performance results are reviewed on a consistent weekly or monthly schedule.	RATING Select	
EVIDENCE / COMMENTS 			
8.3	Reports identify exceptions, trends, and areas requiring management action.	RATING Select	
EVIDENCE / COMMENTS 			
8.4	Each major performance issue has a clearly assigned owner and due date.	RATING Select	
EVIDENCE / COMMENTS 			
8.5	Management follows up to determine what changed, why it changed, whether corrective actions produced measurable improvement, and whether the result was sustained.	RATING Select	
EVIDENCE / COMMENTS 			

CATEGORY SCORING

Raw total: add numeric ratings (maximum 25). Average: divide the total by questions answered.

RAW / 25

AVG / 5

9. Technology Enablement and Systems Integration

Select a rating and record the evidence that supports it.

9.1

Technology appropriately supports key operational processes, including scheduling, timekeeping, incident reporting, guard tours, training, communication, performance reporting, and any physical security systems used by assigned personnel.

RATING

Select



EVIDENCE / COMMENTS

9.2

Operational systems exchange data or are integrated sufficiently to avoid duplicate entry, conflicting records, and disconnected reporting.

RATING

Select



EVIDENCE / COMMENTS

9.3

Managers and frontline employees are trained to use required technology, and actual usage and compliance are monitored.

RATING

Select



EVIDENCE / COMMENTS

9.4

Technology-generated alerts, exceptions, and performance data are reviewed and acted upon rather than simply collected.

RATING

Select



EVIDENCE / COMMENTS

9.5

Technology effectiveness is periodically evaluated to determine whether it improves service quality, workforce efficiency, management visibility, or client value.

RATING

Select



EVIDENCE / COMMENTS

CATEGORY SCORING

RAW / 25

AVG / 5

Raw total: add numeric ratings (maximum 25). Average: divide the total by questions answered.

Assessment Summary

Enter each raw category total and average, then identify the weakest operating areas.

	RAW / 25	AVG / 5
1. Staffing and Schedule Stability		
2. Overtime and Labor Utilization		
3. Frontline Supervision and Management Accountability		
4. Training, Post Orders, and Employee Readiness		
5. Timekeeping, Attendance, and Workforce Discipline		
6. Reporting, Tours, Quality Assurance, and Operational Intelligence		
7. Client Engagement and Value-in-Use		
8. Performance Measurement and Management Systems		
9. Technology Enablement and Systems Integration		

OVERALL SCORE

RAW / 225

AVG / 5

Score Interpretation

4.25 - 5.00 Raw: 22 - 25*	High-Performing Operation Strong systems, accountability, and consistent execution.
3.50 - 4.24 Raw: 18 - 21*	Generally Strong Good performance with some inconsistency or dependence on individual managers.
2.75 - 3.49 Raw: 14 - 17*	Significant Improvement Needed Basic systems exist, but the operation is often reacting rather than preventing.
2.00 - 2.74 Raw: 10 - 13*	High Operational Risk Weak systems or inconsistent supervision are affecting results.
Below 2.00 Raw: 5 - 9*	Critical Serious workforce, service, financial, or client-retention risk.

*Raw category ranges assume all five questions are answered. Use the average when any item is marked N/A.

Identify the Three Highest Priorities

Use evidence from the assessment to define the issue, likely cause, owner, and measurable next action.

PRIORITY 1

CATEGORY

RESPONSIBLE OWNER

ISSUE IDENTIFIED AND EVIDENCE

CORRECTIVE ACTION

TARGET DATE

KPI / EVIDENCE OF IMPROVEMENT

PRIORITY 2

CATEGORY

RESPONSIBLE OWNER

ISSUE IDENTIFIED AND EVIDENCE

CORRECTIVE ACTION

TARGET DATE

KPI / EVIDENCE OF IMPROVEMENT

Priority Three and 90-Day Follow-Up

Complete the third priority and schedule a review of the operating changes.

PRIORITY 3

CATEGORY

RESPONSIBLE OWNER

ISSUE IDENTIFIED AND EVIDENCE

CORRECTIVE ACTION

TARGET DATE

KPI / EVIDENCE OF IMPROVEMENT

90-DAY FOLLOW-UP

REVIEW DATE

REVIEW OWNER

OVERALL AVERAGE AT REVIEW

WHAT IMPROVED?

WHAT REMAINS UNRESOLVED?

Final Review Questions

Use these questions to convert the assessment into management discussion and action.

1

Which category received the lowest score, and what evidence supports that rating?

2

Which weakness creates the greatest risk to service delivery?

3

Which weakness creates the greatest financial impact?

4

Which problem can management address within the next 30 days?

5

Which problem requires a larger structural, contractual, or technology change?

6

Are current results dependent on one strong manager or supervisor compensating for weak systems?

7

What information is currently missing that management needs to make better decisions?

8

What should be measured again in 90 days?

IMPORTANT NOTE

The score is a starting point, not the final answer. The value comes from the evidence supporting each rating, the discussion it creates, and the actions management takes afterward.