

Appendix 2

Nuclear Security Profession Role Profiles

Draft 1

Prepared by Richard West
2-3-2025

Contents

List of Security Roles	2
Physical Security Roles	4
Head of Physical Security	4
Physical Security Adviser	5
Physical Security Assurance	6
Physical Security Asset and Service Life Cycle Security Management.....	7
Physical Security Operations Manager	9
Security Officer Supervisor	10
Security Officer	11
Physical Security Applied Research.....	12
Physical Security Designer	13
Personnel Security Roles.....	14
Head of Personnel Security.....	14

List of Security Roles

Listed below are the security roles identified in the Government Security Profession Career Framework, together with those which are unique to nuclear security. Cyber security roles have been excluded.

Discipline	Function	Job Roles
Physical Security	Advisory	Head of Physical Security
		Physical Security Adviser
		Physical Security Assurance
		Asset and Service Life Cycle Security Management
	Operations	Operations Manager
		Security Officer Supervisor
		Security Officer
	Research, development & design	Applied Research
		Designer
Personnel Security	Advisory	Head of Personnel Security
		Personnel Security Adviser
		Personnel Security Assurance
	Operations	Appeals and Litigation
		Investigation
		Screening
	Research, development & design	Behavioural Scientist
Nuclear Technical Security	Advisory	Head of Technical Security
		Technical Security Adviser
		Technical Security Assurance
		Asset and Service Life Cycle Security Management
	Operations	Operations Manager
		Investigator
		Installer
	Research, development & design	Applied Research

Discipline	Function	Job Roles
		Designer
Nuclear Technical Security	Advisory	Nuclear Security Adviser
		Nuclear Security Assurance
		Asset and Service Life Cycle Security Management
	Operations	Nuclear Transport Security Operations Manager
	Research, development & design	Vital Area Identification & Material Categorisation
Corporate Enablers		Chief Security Officer
		Security Adviser
		Policy
		Risk Management
		Capability Development
		Training
		Education and Awareness
		Business Continuity
		Process
		Support

Physical Security Roles

Physical security protects assets, including people, services, infrastructure, systems, places, equipment and networks. Effective security is achieved by multi-layering different measures - commonly referred to as 'defence in depth'. The concept is based on the principle that the security of an asset is not significantly reduced with the loss of any single layer.

Head of Physical Security

The Head of Physical Security is responsible for the physical security specialism, anticipating challenges, providing strategic direction, driving performance and building the capability required to ensure the security of new and existing assets. They will:

- Be the primary point of contact on physical security issues with key stakeholders, including external parties, and actively develop strong working relationships in relation to physical security
- Ensure that the physical security policies and security controls employed remain appropriate and proportionate to the assessed risks, and are responsive and adaptable to the changing threat environment, business requirements and nuclear security regulations
- Champion learning, development and accreditation, cultivate talent and foster an inclusive, diverse and motivated workforce
- Work with the heads of other security specialisms to promote security mindedness
- Influence, change and impact decisions with both internal and external stakeholders
- Promote the nuclear physical security profession and advise on physical security risks
- Work with industry, including security manufacturers and security consultants, to drive best practise
- Drive professional development by working across the Nuclear Security Profession to set and drive continuous learning standards

Entry route:

- Internal – suitable for an individual from the Nuclear Security Profession
- External – suitable for an individual from a senior security management position, ideally with experience managing Critical National Infrastructure of high-hazard industrial sites

Minimum skill expectations:

Skill	Skill Level
Applied Physical Security	Expert
Risk understanding and mitigation	Working
Protective security	Awareness
Threat understanding	Awareness

Physical Security Adviser

The role of a Physical Security Adviser is to provide physical security advice to identify and mitigate security risks in line with business needs. They will:

Lead	Principal
• Provide expert advice on physical security to the Nuclear Security Profession, ONR and government stakeholders • Conduct risk assessments in the local environment extracting insights to provide an informed opinion on physical security risks and the adequacy of controls in place • Align with the relevant regulation, policy and standards to provide proportional practical advice, tailored to the local environment and advise on any residual risk • Monitor the efficiency and effectiveness of the Physical Security process is across the organisation, and make recommendations for continual improvement • Maintain awareness of current and emerging technologies and their impact on existing security practises	• Provide expert advice on physical security to the nuclear security profession, ONR and government stakeholders • Manage and commission risk assessments in the local environment, extracting insights to provide an informed opinion on Physical Security risks and the adequacy of controls in place • Create organisational vision for aligning with regulation, policy and standards to provide proportional, practical advice, tailored to the local environment, and advise on any residual risk • Create and monitor standards regarding the efficiency and effectiveness of the Physical Security process is across the organisation, and make recommendations for continual improvement • Maintain awareness of current and emerging technologies and their impact on existing security practises

Entry route:

- Internal – suitable for an individual from the Nuclear Security Profession
- External – suitable for an individual who has worked as a Physical Security consultant in similar industries

Minimum skill expectations:

Skill	Role level	
	Adviser Lead	Adviser Principal
	Skill Level	
Applied Physical Security	Practitioner	Expert
Risk understanding and mitigation	Practitioner	Expert
Protective security	Working	Practitioner
Threat understanding	Working	Practitioner
Legal and regulatory environment and compliance	Working	Working

Physical Security Assurance

The role of Physical Security assurance is to identify Physical Security risks and highlight non-compliance and vulnerabilities to enable others to manage residual risk. They will:

Lead	Principal
• Provide Physical Security assurance processes, including providing audit information to risk owners • Assess, record, and monitor the introduction, maintenance, through-life performance, and removal of physical infrastructure and systems • Monitor and report on the delivery of Physical Security services against requirements, with the use of key performance indicators • Ensure alignment with government and industry regulator objectives and standards, proactively reviewing and assuring security risk and highlighting non-conformance	• Manage delivery and life cycle of Physical Security assurance processes, including sharing audit information to senior leadership, and setting assurance standards across the civil nuclear sector or dutyholder • Manage the assessment, recording, and monitoring of the introduction, maintenance, through-life performance, and removal of physical infrastructure and systems • Review reporting, including key performance indicators, and act as a key decision maker for the delivery of Physical Security services against requirements • Ensure alignment with government and nuclear industry objectives and standards, and liaise with senior stakeholders on how these objectives and standards can be met

Entry route:

- Internal – suitable for an individual from the Nuclear Security Profession
- External – suitable for an individual who has worked as a Physical Security consultant in similar industries

Minimum skill expectations:

Skill	Role level	
	Adviser Lead	Adviser Principal
	Skill Level	
Applied Physical Security	Practitioner	Expert
Legal and regulatory environment and compliance	Practitioner	Expert
Risk understanding and mitigation	Practitioner	Expert
Protective security	Awareness	Working
Threat understanding	Awareness	Working

Physical Security Asset and Service Life Cycle Security Management

The role of Physical Security Asset and Service Life Cycle Management is to oversee UN provide advice throughout the procurement cycle, minimising the security risks associated with the procurement of assets or services, from concept to disposal. They will:

Associate	Lead	Principal
• Support identification and management of assets developed, processed or shared with suppliers, including with domestic and international partners • Support supplier compliance with all relevant security legislation and regulatory requirements • Support governance structures to manage all security risks from conception to disposal of assets • Support with the implementation of secure logistics of assets in development, transportation and at rest	• Identify and manage the assets developed, processed or shared with suppliers, including with domestic and international partners • Ensure acquisitions/ service programmes and suppliers comply with all relevant security legislation and regulatory requirements • Implement governance structures to manage all security risks from conception to disposal of assets • Act on intelligence indicating any risk to the supply chain, including providing advice and assurance on supplier's security across acquisitions and services, and encourage continuous improvement • Develop and maintain effective stakeholder relationships with both internal and external stakeholders in order to influence and change security decisions and manage the delivery of the required security assets	• Oversee lifecycle standards for assets developed for the organisation, processed or shared with suppliers, including with domestic and international partners • Create and manage standards for acquisitions/ service programmes and ensure suppliers comply with all relevant security legislation and regulatory requirements • Oversee the implementation of governance structures to manage all security risks from conception to disposal of assets • Aggregate and prioritise intelligence indicating any risk to the supply chain, including providing advice and assurance on suppliers security across acquisitions and services, and encourage continuous improvement • Develop and maintain effective stakeholder relationships with both internal and external stakeholders in order to influence and change security decisions and manage the delivery of the required security assets

Entry route:

- Internal – suitable for an individual from the Nuclear Security Profession or other relevant profession, e.g. commercial or procurement
- External – suitable for an individual who has worked in contract management

Minimum skill expectations:

Skill	Role level		
	Associate	Adviser Lead	Adviser Principal
	Skill Level		
Applied Physical Security	Working	Practitioner	Expert
Risk understanding and mitigation	Working	Practitioner	Expert
Secure supply chain management	Working	Practitioner	Expert
Nuclear Legal and Regulatory Environment and Compliance	Awareness	Working	Practitioner
Protective security	Awareness	Working	Working
Threat understanding	Awareness	Working	Working

Physical Security Operations Manager

The role of a Physical Security Operations Manager is to ensure the correct posture of physical and tactical resource is to manage sites and maintain operational preparedness for security incidents

Lead	Principal
- Physical security operations and governance structures to manage risk and deploy physical security effectively to protect assets and people throughout the estate - Plan, test and respond to security / emergency incidents or concerns, including those raised by third parties, to include preparing briefs on security issues for internal and external stakeholders - Comply with relevant regulation and legislation - Manage resources, including people, and expenditure while promoting a positive and inclusive working environment	- Lead physical security operations and set governance structures to appropriately meet the risk appetite, overseeing effective physical security to protect assets and people throughout the estate - Oversee the planning, testing and response to security / emergency incidents or concerns, and provide informed recommendations on physical security issues to internal and external stakeholders - Ensure compliance with relevant regulations and legislation - Oversee the management of resources, including people and expenditure while ensuring a positive and inclusive working environment

Entry route:

- Internal – suitable for an individual from the Nuclear Security Profession
- External – suitable for an individual who has worked in policing or the military or in security operations management in other industries

Minimum skill expectations:

Skill	Role level	
	Adviser Lead	Adviser Principal
	Skill Level	
Applied Physical Security	Working	Practitioner
Risk understanding and mitigation	Working	Practitioner
Secure Operations Management	Working	Practitioner
Protective security	Awareness	Working
Threat understanding	Awareness	Working
Nuclear Legal and Regulatory Environment and Compliance	Awareness	Awareness

Security Officer Supervisor

The role is to supervise security officers in order to protect people, property, information and assets from damage, destruction or unauthorised removal from an organisation.

Lead	Principal
• Manage the protection of premises against unauthorised access or occupation, outbreaks of disorder, damage or perceived threat, and unwanted ingress and egress • Operate security systems in line with standard operating procedures • Align assigned teams of security officers to protect property or information against compromise, destruction or damage, maintaining integrity of performance through effective management, fostering a positive and inclusive working environment and addressing concerns in a timely and sensitive manner • Respond appropriately to security concerns raised, including by third parties, and work with the first responder to incidents or emergencies, escalating and reporting issues as required	• Supervise the protection of large-scale premises against unauthorised access or occupation, outbreaks of disorder, damage or perceived threat, and unwanted ingress and egress • Oversee the operation of security systems in line with standard operating procedures • Ensure assigned teams of security officers are aligned to protect property or information against compromise, destruction, or damage, maintaining integrity of performance through effective management, ensuring a positive and inclusive working environment is maintained, and concerns are appropriately addressed in a timely and sensitive manner • Ensure responses to security concerns raised, including by third parties, are appropriately addressed, reviewing escalations and response reports to drive continuous improvement and best practice

Entry route:

- Internal – suitable for an individual from the Nuclear Security Profession
- External – suitable for an individual who has worked in policing or the military or in security officer supervision in other industries

Minimum skill expectations:

Skill	Role level	
	Adviser Lead	Adviser Principal
	Skill Level	
Applied Physical Security	Practitioner	Practitioner
Secure Operations Management	Practitioner	Practitioner
Risk understanding and mitigation	Working	Practitioner
Protective Security	Working	Practitioner
Threat Understanding	Awareness	Working
Nuclear Legal and Regulatory Environment and Compliance	Awareness	Awareness

Security Officer

The role of a security officer is to protect people, property, information and assets from damage, destruction, or unauthorised removal from an organisation.

Associate	Lead
- Undertake the protection of premises against unauthorised access or occupation, against outbreaks of disorder, and against damage or perceived threat, and against unwanted ingress and egress - Used security systems in line with standard operating procedures, to monitor and review the activities of individuals of interest - Respond to security / emergency incidents in a proactive manner, including those raised by third parties, escalating and reporting issues as necessary	- Undertake and support with the management of the protection of premises against unauthorised access or occupation, against outbreaks of disorder, and against damage or perceived threat, and against unwanted ingress and egress - Oversee the use of security systems in line with standard operating procedures, to monitor and review the activities of individuals of interest - Respond to security slash emergency incidents in a proactive manner, including those raised by third parties, reviewing escalations or reports of concerns or issues as necessary

Entry route:

- Internal – Entry level
- External – suitable for an individual who has worked as a Security Officer in other industries

Minimum skill expectations:

Skill	Role level	
	Associate	Lead
	Skill Level	
Protective security	Working	Practitioner
Applied Physical Security	Awareness	Working
Risk Understanding and Mitigation	Awareness	Working
Secure Operations Management	Awareness	Working
Threat Understanding	Awareness	Working
Nuclear Legal and Regulatory Environment and Compliance	Awareness	Awareness

Physical Security Applied Research

The role of Physical Security Applied Research is to inform the development of products and services to mitigate Physical Security risks.

Associate	Lead	Principal
- Support a team of researchers to inform the development of products and services, utilising science and / or engineering, adhering to research and development best practises and frameworks to mitigate physical security risks - Maintain awareness of current and emerging technologies and their impact on existing security practises	- Conduct research to inform the development of products and services, utilising science and / or engineering, adhering to research and development best practises and frameworks to mitigate physical security risks - Provide technical guidance on emerging or existing issues - Contribute to national and international Physical Security standards - Maintain awareness of current and emerging technologies and their impact on existing security practises	- Commission and lead a team undertaking research to inform the development of products and services, utilising science and / or engineering, adhering to research and development best practises and frameworks to mitigate physical security risks - Provide technical guidance on emerging or existing issues, providing thought leadership and foresight of future evolving threats, and advising on the development and implementation of countermeasures - Initiate, influence and lead the continuous improvement of national and international Physical Security standards

Entry Route:

- Internal – suitable for an individual from the Nuclear Security Profession or other relevant profession, e.g. science and engineering
- External – suitable for an individual from an applied research, engineering or scientific background

Minimum skill expectations:

Skill	Role level		
	Associate	Adviser Lead	Adviser Principal
	Skill Level		
Applied Research	Working	Practitioner	Expert
Nuclear Legal and Regulatory Environment and Compliance	Working	Practitioner	Expert
Applied Physical Security	Working	Practitioner	Practitioner
Risk Understanding and Mitigation	Awareness	Working	Practitioner
Threat Understanding	Awareness	Awareness	Working
Protective Security	Awareness	Awareness	Awareness

Physical Security Designer

The role of Physical Security Designer is to provide advice and expertise on the design and implementation of Physical Security measures.

Lead	Principal
- Issue and produce specifications or requirements for physical security design - Review and quality assure local physical security solutions for an environment - Share best practise advice with the wider research, development and design community - Leverage understanding of local level risks and threat environment to inform relevant advice	- Lead teams issuing and producing specifications or requirements for physical security design across an organisation or across the wider nuclear sector - Oversee, quality assure, and Commission local physical security solutions for multiple environments - Shape best practise advice and share with the wider research, development and design community - Develop and lead organisational understanding of local-level risks and threat environment to inform relevant advice

Entry Route:

- Internal – suitable for an individual from the Nuclear Security Profession or other relevant profession, e.g. science and engineering
- External – suitable for an individual from an applied research, engineering or scientific background

Minimum skill expectations:

Skill	Role level	
	Lead	Principal
	Skill Level	
Design	Practitioner	Expert
Nuclear Legal and Regulatory Environment and Compliance	Practitioner	Expert
Applied Physical Security	Practitioner	Practitioner
Protective Security	Working	Practitioner
Risk Understanding and Mitigation	Working	Practitioner
Secure Operations Management	Working	Practitioner
Threat Understanding	Awareness	Awareness

Personnel Security Roles

Personnel Security is a system of policies and procedures that seek to mitigate the risk of workers (insiders) exploiting their legitimate access to an organisation's assets for unauthorised purposes.

Head of Personnel Security

The Head of Personnel Security is responsible for the Personnel Security specialism, providing strategic direction, anticipating challenges, driving performance and building the capability required to ensure the security of new and existing services. They will:

- Be the primary point of contact on Personnel Security issues with key stakeholders, including external parties, actively develop strong working relationships in relation to Personnel Security
- Ensure that Personnel Security policies and security controls remain appropriate and proportionate to the assessed risks, and are responsive and adaptable to the changing threat environment, business requirements and government policies
- Champion learning, development and accreditation, cultivate talent and foster an inclusive, diverse and motivated workforce
- Promote security mindedness across the organisation
- Promote the Nuclear Security Profession and advise on Personnel Security risks
- Work with industry, including security manufacturers and security consultants, to drive best practice
- Drive professional development by working with the Nuclear Security Profession to set and drive continuous learning standards

Entry route:

- Internal – suitable for an individual from the Nuclear Security Profession
- External – suitable for an individual from a senior management position in the private sector
- **Minimum skill expectations:**

Skill	Skill Level
Applied Personnel Security	Expert
Protective Security	Working
Nuclear Legal and Regulatory Environment and Compliance	Awareness
Threat understanding	Awareness