CSPM®

CERTIFIED SECURITY PROJECT MANAGER (CSPM®)

Study Guide
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SIA
SECURITY INDUSTRY ASSOCIATION

CSPM Study Guide

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Section 1 – How the Certification Examination is Developed

Job Task Analysis

A job task analysis defines the current knowledge, skills and abilities that are required for competent practice in the role of a security project manager. These competencies are defined by experts in the security industry and are validated through surveys and focus groups. A large number of security project managers rate each knowledge element and skill for frequency and importance as they relate to their professional role.

Examination Specifications

The design of the examination is governed by the CSPM Examination Specifications (Section 2). This document defines the content domains (major areas of focus) and sub-domains (job tasks) covered on the examination and the percent of items (questions) covering each of these.

Item Development

The CSPM Certification Committee is responsible for the development of the exam. The committee is comprised of subject matter experts from different sectors of the security industry. Each member formulates a number of questions (items) which are then reviewed by multiple members of the committee for consensus on the suitability of the content, construction of the question, and validation of the correct answer.

Each item is referenced to a published reference. The list of references used to validate exam items is included in Section 3.

Cut Score Study

The CSPM Certification Committee must conduct a standard setting workshop to establish the cut (passing) score for the exam using subject matter experts who are knowledgeable and skilled in the field. Participants are asked to have in mind 100 eligible candidates and determine the number of those they would expect to answer each question correctly. Easier items have higher ratings, and the more difficult items, lower. A majority of easy items would result in a higher cut score. Study participants are asked to read each exam question. Reviewers are then asked, "How many of the 100 candidates would answer this item correctly?" Each of the items on the exam form is rated in this manner. The ratings are tabulated and an average cut score is calculated. Individuals who meet or exceed the cut score pass and those that do not are not granted the credential.

Section 2: CSPM Examination Specifications

1. Security Industry-Specific Knowledge & Initiation	27.5%
1.1. Security Project Fundamental Knowledge	*10%*
1.1.1. Access industry information sources for basic data and trends.	
1.1.2 Demonstrate knowledge of power requirements to the extent of identifying when troubleshooting is required.	
1.1.3 Know the terminology, components of and how security products integrate with IT/IP systems.	
1.1.4 Know the components, products and technologies of an access control system.	
1.1.5 Know the components, products and technologies of biometrics.	
1.1.6 Know the components, products and technologies of video technology.	
1.1.7 Know the components, products and technologies of monitoring services.	
1.1.8 Have core knowledge of monitoring services.	
1.1.9 Know requirements/specifications of products and technologies of electrical components.	
1.1.10 Have knowledge of general construction codes, specifications divisions, and regulations.	
1.1.11 Have general knowledge of electronic surveillance solutions, RFID and similar technologies.	
1.1.12 Know the components, products and technologies of fire detection and protection.	
1.1.13 Know the components, products and technologies of data/cyber security.	
1.1.14 Know the components, products and technologies of physical security structures/devices.	
1.1.15 Have core knowledge of structural devices.	
1.1.16 Know the impact of lighting on the security design.	

	1.1.17 Know the components of voice communications relevant to security design.	
	1.1.18 General awareness of integration of security management and other building and management systems.	
	1.1.19 Know the components, products and technologies of intrusion detection.	
	1.1.20 Have general knowledge of how security accessories fit into security designs.	
	1.1.21 Have general knowledge of components of command and control centers and how they are integrated.	
	1.1.22 Have core knowledge and awareness of mass notification.	
	1.2 Understanding a Security Project's Component Relationships	*10%*
	1.2.1 Identify and explain company product's features and solutions "feature differential" vis-a-vis other potential solutions.	
	1.2.2 Identify and understand interoperability within an access control system and with other systems in a security solution.	
	1.2.3 Define interoperability within biometrics and with other systems in a security solution.	
	1.2.4 Define interoperability within video technology with other systems in a security solution.	
	1.2.5 Define interoperability within monitoring services with other systems in a security solution.	
	1.2.6 Define requirements/specifications and interoperability with electrical components and other systems in a security solution.	
	1.2.7 Define interoperability within a fire detection and protection system with other systems in a security solution.	
	1.2.8 Define interoperability within data/cyber security and with other systems in a security solution.	
	1.2.9 Define interoperability within physical security structures/devices and with other systems in a security solution.	
	1.2.10 Define interoperability within intrusion detection and other systems in a security solution.	

	1.3 *Application of Basic Security Project Management Skills*	*7.5%*
	1.3.1 Coordinate project activities with the IT Department.	
	1.3.2 Understand all codes and standards applicable to security projects.	
	1.3.3 Adhere to basic contract, construction and mechanics (lien) laws.	
	1.3.4 Participate in proposal design.	
	1.3.5 Review bids and proposals prior to submission.	
	1.3.6 Review proposals prior to contract signing.	
	1.3.7 Approve/authorize project and budget.	
	1.3.8 Review customer needs, scope of work, and sales documents.	
	1.3.9 Evaluate project specifications and proposed security solution.	
	1.3.10 Assess project risks and analyze effects.	
	1.3.11 Assess project design, specification, materials, and requirements.	
	1.3.12 Develop mitigation/contingency plan for identified risks.	
	1.3.13 Document the initial requirements to meet the customer's needs and expectations.	
	1.3.14 Identify the resources and support needed for the project.	
	1.3.15 Complete and submit internal pre-project documents, contracts, and agreements.	
	1.3.16 Complete and submit external pre-project documents or legal agreements.	
	1.3.17 Conduct transition meeting between sales team and implementation team.	
	1.3.18 Conduct transition meeting between sales team and customer contact.	
	1.3.19 Conduct on-site customer meeting and project survey.	
	1.3.20 Conduct subcontractors meeting to review project specifications.	
2. Planning		**22.5%**
	2.1 *Team*	*7.5%*
	2.1.1 Create a project management plan, including the Identification of roles, responsibilities, needed skill sets, and reporting relationships for the project team.	
	2.1.2 Assemble the internal and external project team necessary to complete the project.	

	2.1.3	Establish team goals and negotiate and define team member roles.	
	2.1.4	Identify the training needs for the project.	
	2.2	*Processes*	*7.5%*
	2.2.1	Analyze project activity sequences and durations, potential constraints and develop a project schedule.	
	2.2.2	Develop and finalize a budget.	
	2.2.3	Approve quality standards for the project and procedures for assuring standards are met.	
	2.2.4	Develop a communication plan for the project.	
	2.2.5	Develop project purchasing and billing plan.	
	2.2.6	Circulate project schedule for agreement and approval.	
	2.2.7	Understand and perform the necessary legal review process for security projects.	
	2.2.8	Review and communicate safety protocols for project activities.	
	2.2.9	Evaluate project deliverables and divide them into activity components (work breakdown structure).	
	2.1.	*Materials*	*7.5%*
	2.3.1	Determine the type and quantity of materials, equipment, and supplies needed for the project.	
	2.3.2	Identify suppliers of needed materials and equipment.	
	2.3.3	Specify needed computer and network equipment for project team.	
3. Execution			**22.5%**
	3.1	*People*	*7.5%*
	3.1.1	Deploy the project team.	
	3.1.2	Manage team member performance and provide feedback.	
	3.1.3	Manage a process for identifying and solving problems and their resolutions.	
	3.1.4	Manage subcontractor relationships and schedule their activities.	

	3.1.5	Identify potential issues and present concerns to management.	
	3.1.6	Maintain internal communications.	
	3.2	*Software*	*4%*
	3.2.1	Employ and execute the project tracking software.	
	3.2.2	Implement budget tracking software.	
	3.2.3	Implement communication and presentation software.	
	3.3	*Documentation & Change*	*6%*
	3.3.1	Keep record of all project activities in progress and completed.	
	3.3.2	Keep record of project specifications and all changes.	
	3.3.3	Maintain records of approved and implemented change orders for final submissions and drawings of project.	
	3.3.4	Assemble project file with project specifications and records.	
	3.3.5	Maintain accurate updated red-line drawings.	
	3.3.6	Document the acquisition and distribution of project materials, equipment, and supplies.	
	3.4	*Control & Procurement*	*5%*
	3.4.1	Implement a process for change orders.	
	3.4.2	Execute earned value calculations and reports.	
	3.4.3	Identify areas to consolidate activities and cut costs with the project.	
	3.4.4	Obtain and review the approved submittals and shop drawings for the project.	
	3.4.5	Procure needed materials and services.	
	3.4.6	Organize and manage material and equipment procurement schedules.	
4. Monitoring			**15%**
	4.1	*Documentation & Change*	*6%*
	4.1.1	Document and approve changes to the scope of work or project timeline.	
	4.1.2	Determine and submit budget and schedule implications for change orders or adjustments.	

	4.1.3	Ensure safety protocols, codes and regulations are followed and documented.	
	4.2	*Communications*	6%
	4.2.1	Write and distribute project update reports for project team.	
	4.2.2	Write and distribute project update reports for stakeholders.	
	4.2.3	Track and reconcile project team activities and time with project specifications.	
	4.2.4	Assure quality of project activities and identify areas for improvement.	
	4.3	*Project Tracking*	3%
	4.3.1	Monitor project status and budget.	
	4.3.2	Monitor project activities on-site.	
	4.3.3	Monitor organizations or individuals that have been subcontracted for a project.	
	4.3.4	Approve and accept completed project activities by staff and subcontractors.	
	4.3.5	Manage project payables and receivables.	
	4.3.6	Monitor and track actual vs. anticipated expenses.	
5. Project Closing			**7.5%**
	5.1.1	Complete and distribute project specific documents and paperwork.	
	5.1.2	Review and approve all final invoices for payment.	
	5.1.3	Approve project and certify that all requirements were met.	
	5.1.4	Compile, complete and submit final contract documents to end-user or owner.	
	5.1.5	Obtain sign-off / approval by end-user or owner.	
6 Management Skills			**5%**
	6.1.1	Utilize standard management methodologies for performance evaluation, coaching, performance improvement and career development as applicable.	
	6.1.2	Understand key measures of project management and determine, analyze and interpret them.	
	6.1.3	Adhere to SIA Code of Ethics in all situations.	

	6.1.4	Communicate effectively orally and in writing.	
	6.1.5	Appropriately manage individual and team conflict.	
	6.1.6	Conduct productive meetings.	
	6.1.7	Indicate, direct and train as necessary.	

Section 3 – Preparing for the Exam

SIA does not endorse any specific person, product, resource, or service as a means of preparing for or achieving certification. Candidates are encouraged to plan their own course of study by reviewing the CSPM Examination Specifications, identifying any areas of weakness, and securing the necessary resources to adequately prepare for the examination.

Exam Content

The examination is comprised of 125 items and must be completed in two hours.

To become familiar with the content areas on the examination, candidates should refer to the CSPM Examination Specifications (Section 2). Candidates are encouraged to review this document to assess their level of knowledge in each of the content areas, and to identify the areas in which they believe they need additional preparation.

Suggested References

The following list of primary references are those used by the CSPM Certification Committee to validate the content of the examination. The secondary references may prove valuable to candidates looking to enhance their knowledge in particular topic areas.

Primary Suggested Reference Sources

- *A Guide to the PMBOK®,* Fifth Edition, Chapters 6.1, 7.2.2, 8.1.3, 9.1.3, 9.2.1, 9.3, 9.3.2
- *Security Project Management Common Body of Knowledge Guidebook*, 1st Edition, Security Industry Association
- *Implementing Physical Protection Systems: A Practical Guide*, 2nd Edition, David G. Patterson III
- *Construction Contract Administration Practice Guide*, Construction Specifications Institute
- *International Building Code 2012*, International Code Counsel
- *NFPA 80: Standard For Fire Doors And Other Opening Protectives*, National Fire Protection Association, 2013.

Additional Suggested Reference Sources

- *G704 Certificates of Substantial Completion*, American Institute of Architects (AIA)
- *Audiovisual Best Practices: The Design and Integration Process for the AV and Construction Industries*, Timothy W. Cape and Jim Smith (Jun 1, 2005)
- *Business Security Handbook*, Jerry Antoon, CPP, RL
- *Effective Physical Security*, 4th Edition, Fennelly, Lawrence

- *Introduction to PoE and the IEEE802.3af and 802.3at Standards*, Eisen, Morty. 2009
- *MasterFormat® Numbers & Titles*, The Construction Specifications Institute
- *National Electrical Code 2005*, National Fire Protection Associations National Electrical Code (Sep 22, 2004)
- *ONVIF Overview*, Open Network Video Interface Forum
- *Understanding Security Basics: A Tutorial on Security Concepts and Technology*, Kibbey, Richard. 2005
- *Structural Bases of Interpersonal Influence in Groups: A Longitudinal Case Study*, Friedkin, Noah. 1993
- *The Design and Evaluation of Physical Protection Systems*, 2nd Edition, Garcia, Mary Lynn

Section 4: Sample Test Items

The following sample questions are intended to provide samples of the types of item formats and editorial characteristics that candidates can expect to encounter on the examination.

These items are not intended as a self-assessment instrument nor should they be used to predict success or failure on the CSPM exam.

1. A Project Manager's main responsibility is to:

A. maintain overall security of the project site.
B. meet with the owner and review his/her changing needs.
C. review, document and approve changes to scope and timeline.
D. ensure vendors and contractors perform work to agreed scope.

2. When it is necessary to obtain a clarification or interpretation of a code or standard on a particular project, the Project Manager should ALWAYS communicate with the:

A. authority having jurisdiction.
B. client representative.
C. International Codes Council representative.
D. the local Municipal Code Office.

3. What is required to implement Anti-Passback in an access control system?

A. A closed area with one entry point
B. Turnstiles allowing only a single person to enter
C. Access locations with readers at every entry/exit point
D. Barriers not allowing cards to be passed back

4. Alarms are only effective if there is a:

A. monitoring station.
B. response.
C. guard force.
D. video surveillance system.

5. Which type of access credential card operates bi-directionally on an embedded processor?

A. Weigand card
B. Smart card
C. Barium ferrite card
D. Proximity card

6. On-time performance, failure rates and reliability measurements are all metrics used in:

A. developing cost estimates and work breakdown schedules.
B. determining earned value and budgeted costs of work performed.
C. performing quality assurance and quality control processes.
D. calculating sub-contractor's bonuses and incentive payments.

7. Which of the following is NOT a critical aspect of the kickoff meeting?

A. Cost analysis
B. Schedule
C. Timeline
D. Meetings

8. Ways in which project managers can facilitate teamwork include all of the following, EXCEPT:

A. providing timely feedback and support.
B. using open and consistent communication.
C. delegating as much responsibility as possible.
D. managing conflict in a constructive way.

9. The project manager fails to catch a relatively small error in a vendor's cost estimate, and then finds the error later in the project. What is the appropriate response?

A. Deduct it from the vendor's final payment
B. Explain the error to the client and request a budget adjustment
C. Independently cover the shortfall from another area of the budget
D. Submit the error with other change orders

10. How would a Project Manager determine when to schedule the installation of electric locks for a new construction project?

A. Review the door hardware schedule
B. Consult the General Contractor's schedule
C. Review the door delivery schedule
D. Consult the Statement of Work document

11. Based on the drawing below, which is the most cost-effective lens to use for capturing video of persons entering the target area?

A. 2.5 mm fixed
B. 12 mm fixed
C. 2.5 – 12 mm zoom
D. 5 – 8 mm zoom
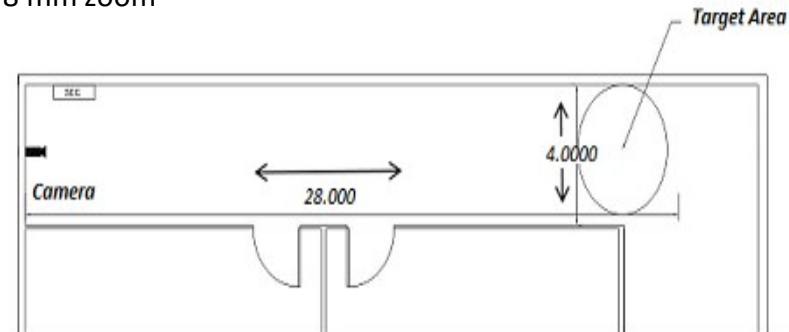
12. The Scope of work requires the use of biometrics for verification at a card reader door. What statement would be the MOST correct?

A. Biometric data must be stored on a smartcard
B. Biometric data must associate with card data
C. Biometric data must be stored in the reader
D. Biometric data is separate from the card data

13. You can minimize confusion and lost progress on a project by:

A. having a meeting to discuss problems on the project.
B. properly documenting any changes to the scope of work.
C. requiring that all stakeholders attend each meeting.
D. ensuring the architect is aware of any and all changes.

Answer Key
1:C, 2: A, 3: C, 4: B, 5: B, 6: C, 7: A, 8: C, 9: B, 10: B, 11: B, 12: B, 13: B