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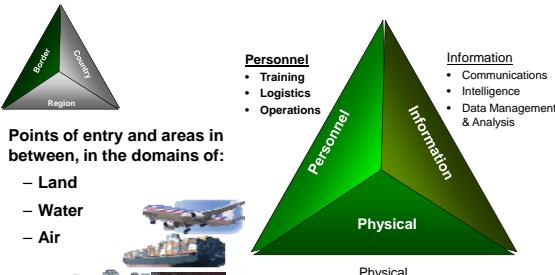
Personnel Assessment
Module 7

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Border System Elements



- Points of entry and areas in between, in the domains of:
 - Land
 - Water
 - Air

Personnel

- Training
- Logistics
- Operations

Information

- Communications
- Intelligence
- Data Management & Analysis

Physical

- Infrastructure
- Equipment & Technology
- Logistics

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Functions of Personnel



- There are four basic personnel functions:
 - Screening
 - Detection/Inspection
 - Response
 - Disposition
- In order to perform these functions, personnel must be adequately
 - Trained
 - Equipped
 - Supported

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Knowledge, Skills, and Abilities

- Border security personnel initial qualifications:
 - Sufficient education
 - Appropriate physical fitness
 - Background check
- Through training, personnel must acquire a number of additional skills and minimum competencies, possibly including:
 - Customs functions and standards
 - Individual roles and responsibilities
 - Laws and regulations
 - Knowledge of rules of engagement
 - Specialized knowledge of terrain, local cultures, languages
 - Navigation skills
 - Firearms/equipment competency

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Training and Certification

- Training and certification
 - Standardized competency
 - Initial
 - Recurring
 - Advanced
 - New procedures
- Training academies
- Periodic refresher courses
- Testing
- On-the-job inspections
- Regular field exercises
- Workshops



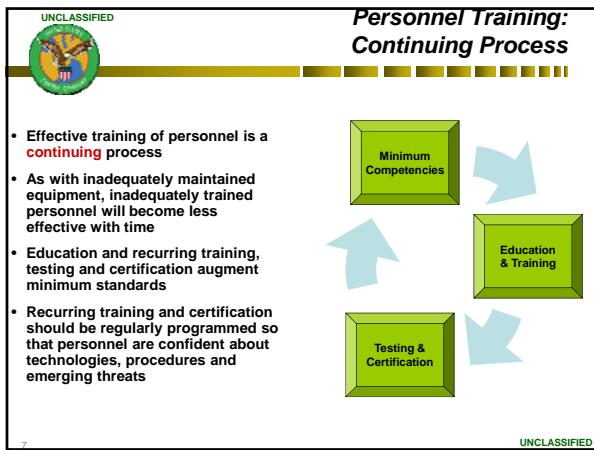
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Training and Certification

- **Functional Training:**
 - Weapons use and maintenance
 - Equipment/sensor use and maintenance
 - Observational skills
 - Use of information technology systems
 - Dual-use identification
 - Commodity identification
- **Procedural Training:**
 - Specific laws or regulatory requirements
 - Chain of command structures
 - Responses for Specific Threats and Situations
 - Terrorism
 - Catastrophic events
 - Smuggling
 - WMD
 - Trade facilitation

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Exercise 7-1
Personnel Gap Analysis

- **As a group, conduct a brief personnel assessment.**
 - What are the minimum entrance qualification for your organization (education, fitness, background check/security clearance)
 - What training mechanisms exist to improve job effectiveness?
 - Are there certification programs?
 - How are knowledge, skills and abilities maintained?
 - Is the opportunity to advance adequate?
- **Based on your assessment, discuss the following personnel questions:**
 - Were there any gaps in personnel training or equipment capabilities?
 - Are any of these gaps clearly detrimental to chemical weapons interdiction efforts, or are they irrelevant to the current context and threats previously identified?
 - Which deficiency has the worst impact on unit capability and effectiveness?
 - What is the best facet of your program? How does it improve the effectiveness of the unit? Where can the success be repeated or modeled?

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