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## Personnel Assessment Module 7

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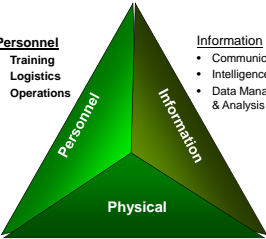
## Border System Elements



**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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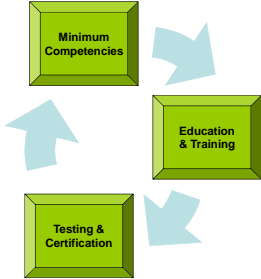
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### Personnel Training: Continuing Process

- Effective training of personnel is a **continuing** process
- As with inadequately maintained equipment, inadequately trained personnel will become less effective with time
- Education and recurring training, testing and certification augment minimum standards
- Recurring training and certification should be regularly programmed so that personnel are confident about technologies, procedures and emerging threats



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### Equipment

- Border security personnel must be supported by the appropriate resources including:
  - Facilities
  - Communications Systems
  - Arms and Ammunition
  - Survival/Navigation equipment
  - Intelligence
  - Detection Technology
  - Inspection Technology
  - Reliable Transportation



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### Other Factors Affecting Personnel

- Good pay → good standard of living
- Family Support
  - Safety
  - Housing
  - Education
- Recognition for Training/Competencies Achieved
- Growth Opportunities
- Career Advancement
- Knowledge Preservation
- International Collaborations

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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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