

WORKBOOK 12.2: DESIRABLE QUALITIES IN SECURITY FORCE PERSONNEL

Purpose: To provide an examples of desirable qualities in security force personnel

Integrity and honesty	<ul style="list-style-type: none"> ▪ A simple definition of integrity is doing the right thing, even when nobody is watching. ▪ This is especially important for a security force entrusted with protecting critical infrastructure. ▪ Ensuring the security force is honest, trustworthy, and has strong moral principles will lessen the chances that they can be swayed, bribed, or blackmailed into helping terrorists achieve their goals.
Alertness	<ul style="list-style-type: none"> ▪ Alertness, more than any other quality, determines the effectiveness of personnel assigned to security force duties. ▪ They must watch for deviations from the normal, such as a strange vehicle near their posts, a person approaching from an area not normally used, or nervousness in an approaching individual.
Judgment	<ul style="list-style-type: none"> ▪ Sound judgment is the ability to arrive at a wise decision. ▪ The process involves mental comparison of an unfamiliar situation with a similar situation of known values and relationships. ▪ Experience provides knowledge, and knowledge must precede judgment. ▪ Security force instructions cannot cover every situation; they can provide only fundamental guidelines. ▪ Because each situation is unique, each one requires individual consideration. ▪ When in doubt, and if time allows, security force personnel should call for supervisory guidance concerning situations that are unfamiliar or critical.
Confidence	<ul style="list-style-type: none"> ▪ Confidence is learned, not inborn. ▪ Confidence is a state of feeling sure, a state of mind free from doubt or misgivings. ▪ Confidence includes faith in oneself and in one's abilities. Job knowledge — knowing the right thing to do at the right time — is one of the best ways to foster self-confidence in security force members.

<p>Physical fitness</p>	<ul style="list-style-type: none"> ▪ Security force duty is difficult and demanding. ▪ The security of an installation or facility, and even the lives of persons assigned to security force duties, may depend upon the physical fitness of those involved. ▪ Training in defensive techniques and in physical conditioning is essential.
<p>Tactfulness</p>	<ul style="list-style-type: none"> ▪ The ability to deal with others without giving offense is a quality desired in security force personnel. ▪ It is difficult to assume the authority and responsibilities of security force duty without consciously or subconsciously displaying a sense of superiority and overbearing manner. ▪ Security force personnel must be able to give instructions clearly and concisely, firmly and authoritatively, but without arrogance.
<p>Self-control</p>	<ul style="list-style-type: none"> ▪ Security force duty presents situations that require not only sound judgment and tact, but also self-control. ▪ When an individual is offensive, security force personnel must be impersonal in their responses. ▪ Otherwise, the security force personnel might lose control of their temper and of the situation.