

**ENHANCING HUMAN PERFORMANCE
IN SECURITY OPERATIONS**

ENHANCING HUMAN PERFORMANCE IN SECURITY OPERATIONS

**International and Law Enforcement
Perspectives**

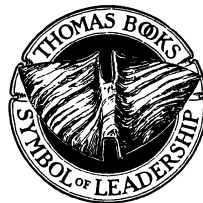
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FOREWORD

This book comes at a most opportune time. It provides insights into the selection, training, and sustaining of human beings involved in the full spectrum of security operations and makes important recommendations for improvement. Security operations here means the broad range of activities aimed at establishing and maintaining basic security for people, protecting their lives and safety. Military forces around the world are involved increasingly in missions that entail security operations, missions ranging from humanitarian assistance and disaster relief, peacekeeping, stabilization, and reconstruction to combat operations, including counterinsurgency. These operations are complex in that they usually require extensive coordination and cooperation among civilian and military groups, as well as international partners. Modern operations are also multifaceted and changeable. What starts out as a disaster relief mission can blend into humanitarian assistance and reconstruction and at any time can call for security actions to safeguard relief workers, supplies, and the local people. In the case of the United States for example, our military forces are stretched thin with multiple operational engagements. At the same time, the military organization as a whole is short on the types of units more in demand today, such as military police, civil military affairs, medical, engineers and transportation.¹ And, there is a need for more effective training programs to prepare all military personnel for the diverse demands of modern complex operations. This point also applies to our NATO partner countries, who face the same increasing complexity and challenges as part of NATO's Comprehensive Approach. The present volume, assembled by some of the foremost thinkers in the field of psychology and human performance, provides an invaluable compendium of theory, research, and practice that can be used to guide the development of more effective training approaches and policies in this area.

A special value of this book is that it brings to bear both military and civilian views on the challenges of security operations and other high-risk jobs.

¹ Binnendijk, H., and Johnson, S.E. (Eds.). (2006). *Transforming for Stabilization and Reconstruction Operations*. Washington, DC: National Defense University Press.

We are overrelying on the military today to perform too many jobs, in many cases jobs that civilian agencies are better able to perform.² Despite their greater functional expertise in certain areas, however our civilian agencies are mostly lacking the capacity to deploy adequate numbers of properly trained personnel to operational environments. This is true to a greater or lesser extent for the U.S. Department of State and the Agency for International Development and the Departments of Agriculture, Commerce, Education, Justice, and Homeland Security. In the domain of stability operations, which should be considered a core skill area for military forces, there are many scenarios for which civilian law enforcement experts may be equally or even better suited. However, they need to be trained and prepared to function effectively in what may be austere, rapidly changing, and stressful environments. The present volume is replete with valuable insights for how to do this, insights that can be applied to forces involved not only in stability and security operations, but also in other kinds of demanding operational environments, both foreign and domestic. By integrating civilian law enforcement and military perspectives, the book also serves as a model for the kind of cooperation and sharing of knowledge across traditional organizational boundaries that will be required for success in future operations.

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² Binnendijk, H., and Cronin, P.M. (2009). *Civilian Surge: Key to Complex Operations*. Washington, DC: National Defense University Press.

OVERVIEW: ENHANCING HUMAN PERFORMANCE IN SECURITY OPERATIONS

PAUL T. BARTONE

The idea for this book developed during my time as a Fulbright fellow at the University of Bergen, Norway in 2006 to 2007. This fellowship gave me the opportunity to work with some of the top psychologists in the world on a range of problems related to human adaptation, stress, and resilience in operational settings. By operational settings I mean tough, demanding jobs in which the quality of human decisions and actions carry life and death consequences. Examples include emergency responders, fire and medical workers, air traffic controllers, disaster relief workers, transportation personnel, oil platform workers, and most military and police jobs.

For the current book, we wanted to focus especially on the world of security operations. Security is among the most basic of human needs. As Etzioni (2007) reminds us, the most important human right is the right not to be killed. Whether in the streets and villages of Afghanistan or Haiti; the sidewalks of New York or Stockholm; or the airports of Amsterdam, Cairo, or Detroit, security is essential to life. Without security, other human needs fade quickly in importance. The challenge of providing security is thus a critical one, for life depends on it. Additionally, the world we live in is increasingly interconnected economically, socially, and politically (Friedman, 2005). If security is lacking in one part of the world, other areas can be greatly affected.

The success of security operations in any environment hinges on how effectively the people doing the work perform their duties and cope with stressors on the job. Given the importance of the “human dimension,” this book addresses the question of how to better train and prepare the men and women who serve as security providers. Our approach, which brings together perspectives of experts from law enforcement and military organizations, recognizes that these roles are increasingly blurred, with military people taking on more police and law enforcement jobs, and police in turn having greater responsibility to address not just the criminal behavior of individuals but also large-scale acts of crime and terror aimed at whole communities.

Security also goes beyond “security operations” per se; it is a necessary ingredient across a broad range of operations, from humanitarian assistance and disaster relief to combat, stabilization, and reconstruction. Also, civilians from different government and nongovernment agencies as well as private contractors are more involved in security operations, and this trend is likely to increase in the future (Binnendijk & Cronin, 2009). Both NATO and the European Union are focusing greater resources on developing multinational security or constabulary forces (e.g. the European Gendarmerie Force) suitable for a range of security and law enforcement missions and with the capability to advise and train local police organizations (Armitage & Moisan, 2008). The United States is also directing more attention to activities related to the training of indigenous security forces, as for example in Afghanistan (Miles, 2009). Thus there is a growing need for good knowledge about how to best prepare security personnel for the operational demands of their jobs.

This book is international in scope, reflecting the editors’ belief that no country or group of experts has all the answers. The critical need for security does not stop at any one nation’s border, and many countries and organizations have accumulated valuable experience and wisdom in security operations. We provide a range of perspectives and insights that will help policy-makers, program developers, and practitioners best prepare their people for the complex challenges of security operations. More broadly, the book should be a valuable resource for anyone concerned with enhancing human performance in complex and risky operations.

Our contributors are international experts on stress, resilience, and performance who have worked extensively with military and police organizations. In the pages that follow, the authors examine various aspects of human performance in operational settings. They draw on relevant research, theory, and practice to provide new insights into the common stressors and challenges encountered in the security operations arena. A consistent goal throughout the book is to clarify those human factors that promote resilience and continued effective performance in operational environments and to provide practical advice and training strategies to enhance human performance, especially as regards security operations.

The book is divided into three sections. Section I provides basic theoretical perspectives on both social and psychological factors that significantly impact human responses to the high stress demands of security operations. The opening chapter by Johnsen and Eid addresses foundational concepts at the individual level, such as how people learn and adapt to new challenges. The next two chapters, by Laberg and colleagues and Griffith and Vaitkus, discuss a number of ways in which social and contextual factors play an important role in influencing how operational personnel adapt and perform. The final chapter in this section, by Paton and Violanti, presents a theoretical model of resilience with special reference to the police officer’s job. The

model they posit includes many of the factors that are addressed throughout the book and provides a useful framework for considering both selection and training issues.

Section II emphasizes scientifically grounded, yet practical, approaches for selecting, training, and preparing personnel to function effectively in security operations. A comprehensive review on the use of personality measures in selection programs by Rumsey and White is followed by a report by Christian, Picano, Roland, and Williams on the history and current practice for selecting military special operations personnel. The remaining chapters in this section focus on various organizational, leadership, and training approaches for increasing those qualities and skills that are important for successful performance in security and other high-risk professions.

The third and final section provides a collection of both case studies and special life-threatening scenarios that workers and leaders in security operations may face. Chapters address the training of new police officers in Kosovo (Andersen) and of local demining teams in Sudan and Iraq (Årvold); the problem of contagion in the use of deadly force by police and security workers (Violanti and Vila); preventing abuse of prisoners and detainees by security personnel (Bartone); and the challenges of prisoner, hostage, and interrogation situations in security operations (Eid, Johnsen, and Laberg). The chapter by Pastel deals with the special problem of preparing security personnel to cope with the threat of chemical, biological, radiological, or nuclear materials. The last word goes to Nilsson, Wallenius, Johansson, and Larsson, who cover a neglected but critically important area: senior leaders and how to prepare them for the challenges they are likely to face in the context of multinational security operations.

In addition to the coeditors and chapter contributors, a number of people deserve thanks for their help with this project. Jocelyn Bartone, Marek Rewers, Simone Erchov, Yong-Bee Lin, Anna Nelson, Molly Topic and Amanda Johnson assisted with manuscript editing and formatting. In addition, Simone Erchov and Marek Rewers provided the cover design. Jocelyn Bartone created the indices, with help from Simone Erchov. Thanks are also due to Michael Payne Thomas and his professional staff at Charles C Thomas, Publisher for their excellent handling of the manuscript editing and publication process. We are grateful to the Fulbright Foundation, the University of Bergen, and the Center for Technology and National Security Policy of the National Defense University for supporting the project in various ways. Finally, our thanks go to the many police, military, and civilian security workers who participated in various research projects leading to many of the insights and recommendations contained in this book. To them, and to all the brave men and women working to ensure the security and welfare of people around the world, we dedicate this book.

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**ENHANCING HUMAN PERFORMANCE
IN SECURITY OPERATIONS**

Section I

**BASIC CONCEPTS AND THEORETICAL
FOUNDATIONS**

Chapter 1

INDIVIDUAL DIFFERENCE FACTORS AFFECTING SECURITY OPERATIONS

BJØRN HELGE JOHNSEN
JARLE EID

INTRODUCTION

Individual differences are found in all areas of life, including among personnel involved in security operations. Behavioral tendencies, thought patterns, and decision-making styles that characterize an individual in normal situations will be even more salient in threatening and stressful situations. Therefore, possessing knowledge of those qualities that are adaptive and associated with positive outcomes, along with those attributes that are nonadaptive and associated with negative outcomes, is desirable when recruiting and training personnel for security operations.

What Is Meant by Individual Differences?

When describing people, there is a tendency in the field of psychology to focus on what human beings have in common, such as universally displayed human behaviors and their underlying mechanisms. Psychology might describe the general reaction of individuals facing a threatening situation. These reactions could be described as emotions, such as fear and anger, as well as physiological reactions of arousal and suppression within the autonomic nervous system. Behavioral components of threat exposure like fight and flight, as well as submission, are also widely discussed. Another approach to describing psychological reactions focuses on how people react differently. Thus, the two approaches can be viewed as being complementary when trying to describe human functioning in operational settings.