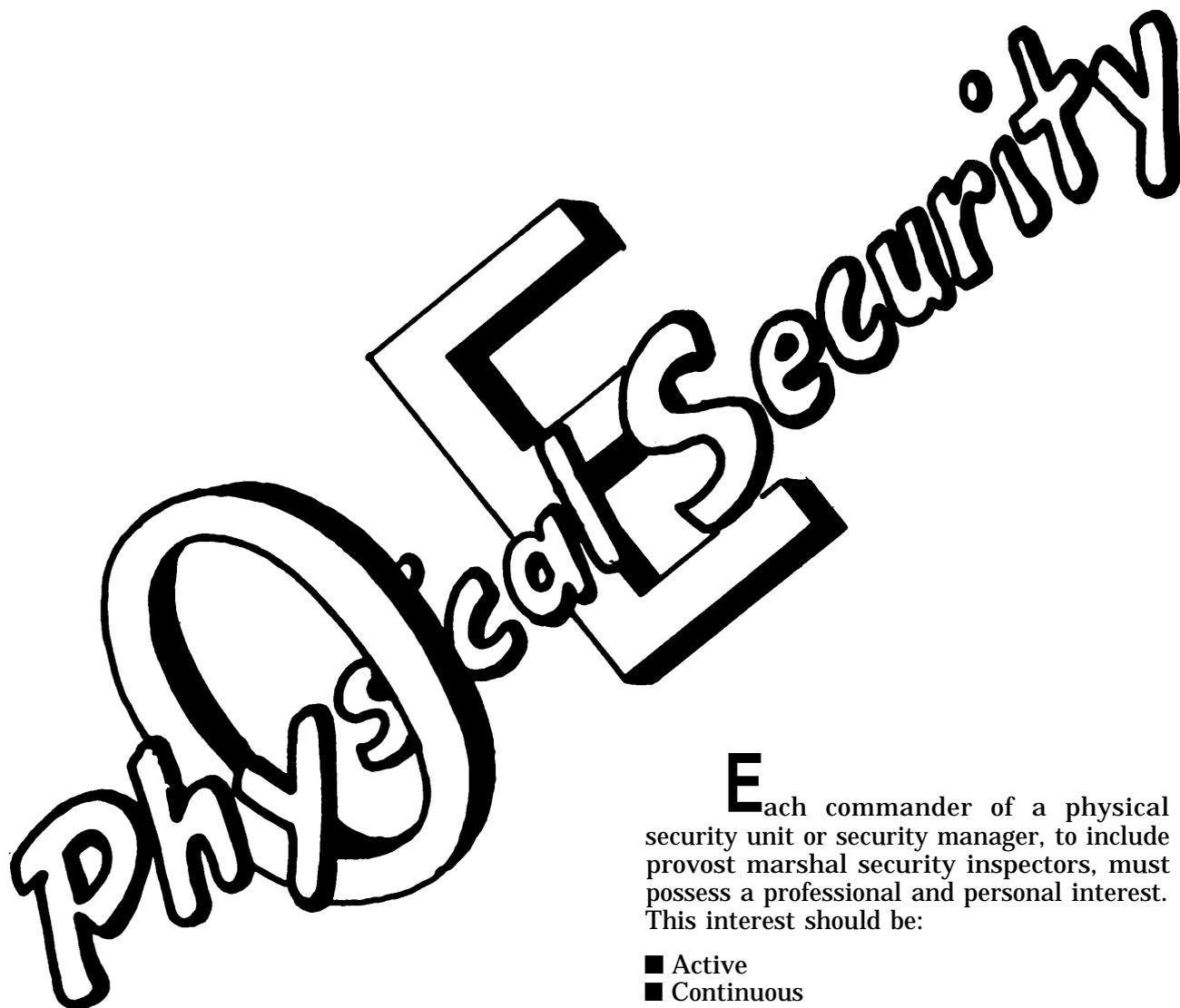


Organizational Effectiveness Approach



Each commander of a physical security unit or security manager, to include provost marshal security inspectors, must possess a professional and personal interest. This interest should be:

- Active
- Continuous
- Concentrated.

The psychologically demanding mission of physical security increases the requirement to implement innovative management techniques to reduce the effects of human emotions on unit and other security personnel in performance of their duties. The following psychological factors may impact on human emotions in these conditions:

● **Isolation**— assignment to a geographical area which inherently:

- Limits access to large military communities and facilities.
- Provides extended observations of desolate areas of land to detect and prevent unauthorized access.

■ **Disappointment**— assignment to a security unit and, in some cases, to a security position within the provost marshal's office, as opposed to the traditional "white-hat" assignment, impacts tremendously upon some individuals' morale.

■ **Frustration**— evolves due to a lack of prior security educational preparation, of understanding the criticality and importance of the protection of sensitive property to the nation's defense.

■ **Boredom**— extended performance of securing (routine tasks within the same operational environment and operating on an individual basis).

P-1 Command Understanding

Individually and collectively all unit personnel must be understood by the command and provost marshal elements to determine security force:

- Capabilities
- Limitations
- Potential.

P-2 Interpersonal Communications

a. Listening, not just hearing.

b. Speaking, not just talking.

c. Establish procedures for unit members to present their creative and constructive ideas to the unit chain of command through:

(1) Unit suggestion boxes.

(2) Rap sessions.

(3) Surveys to determine:

(a) Job satisfaction.

(b) Improvements in security operations.

(c) Adequacy of existing activities and facilities.

(d) Covert drug and other illegal operations within the unit.

(4) The Army's suggestion program.

d. Physical security and inspection personnel must believe that they, as individuals, are important to their unit and section in the total support of its mission.

e. Implementation of the Army's organizational effectiveness process will insure that the accomplishment of the unit and section mission is done in a methodical systems approach.

P-3 Mission Accomplishment

a. The accomplishment of the primary physical security mission when combined with nonsecurity commitments placed

upon the unit and inspector requires the commander and provost marshal to:

- (1)** Critically assess personnel and equipment resource availability and need.
- (2)** Assess routine and higher command inspection dates and previous results.
- (3)** Establish priorities for unit and section goals and objectives.
- (4)** Establish milestone dates for all goals and objectives identified.

b. To accomplish the security mission, the use of one or a combination of the following

management techniques may be used:

- (1)** Management by objectives (MOB).
- (2)** Time management (TM).
- (3)** Decisionmaking.
- (4)** Effective group meetings.
- (5)** Performance Evaluation Review Techniques (PERT) (modified).

c. Morale and esprit de corps, on and off duty, are achievable goals involving all security matters. The command effort required must emphasize total interpersonal communications.