



Chapter 11

Personnel Security

The importance of security issues relating to personnel policies has and continues to be a factor in the overall protection of organizational systems. Apart from the general managerial issues related to information security discussed earlier in the book, this chapter will concentrate on discussing the security issues related to contractual agreements between companies and their employees, and what the implications are. These issues include the following:

- Personnel screening prior to employment.
- Application of a security policy and establishing confidentiality agreements.
- Establishment and execution of a user training program in security.
- Establishing and execution of a policy dealing with handling security incidents and malfunctions.

In our opinion, the importance of the above issues has significantly risen as a result of the current wave of terrorist attacks. Terrorists are not living in an isolated vacuum. Many are highly educated. They may seek regular employment for the following reasons:

- To carry out their sinister objectives by having access to their employer's facilities.

- To build their *cover story*. A person without any legitimate employment or source of money is first on the suspect list. Hence, any person wishing to carry out non-legal activities usually tries to be as average as possible. Regular employment by a reputable organization opens doors to future opportunities, both good and evil;
- To finance their illegal operations. Terrorism can be quite an expensive activity, and financing by external sources is being identified, tracked, and terminated by governments worldwide.

The discussion of personnel security issues is divided into three parts: procedures related to hiring a new staff member; procedures to be followed during employment; and procedures to be followed when terminating an employment contract. This discussion should be considered an emphasis or addition to well-established hiring practices and procedures in the human resource domain.

Hiring New Staff

The first step in hiring new staff is the formation of the qualification requirements.

This aspect of the problem is well known and beyond the boundaries of this book as it deals with the security issues. In the real world, many organizations establish an ideal profile (consciously or unconsciously) of the most suitable candidate, apart from determining the candidate's qualifications. This profile may also be composed of such parameters as age range, sex, ethnicity, prohibited disabilities, and so forth. Setting up a desirable profile of a candidate becomes a complex issue for a company, as many countries have regulations prohibiting doing just that. Differentiations on the basis of ethnicity, religion, disabilities, or sex are strictly forbidden in the U.S. and many other countries. However, these are only deterrents and do not prevent selective profiling and discrimination.

We do not believe that it is appropriate for this book to go further into other justifications for profiling, but instead we wish to make a point. When people are afraid of a group, they become suspect of others that appear to belong to the same or similar group. Legal or not, the aftermath of the September 11th attacks reactivated profiling in the sense that candidates for employment are

10 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage:

www.igi-global.com/chapter/personnel-security/25675

Related Content

A White Hat Study of a Nation's Publicly Accessible Critical Digital Infrastructure and a Way Forward

Timo Kiravuo, Seppo Tiilikainen, Mikko Särelä and Jukka Manner (2016). *International Journal of Cyber Warfare and Terrorism* (pp. 41-52).

www.irma-international.org/article/a-white-hat-study-of-a-nations-publicly-accessible-critical-digital-infrastructure-and-a-way-forward/152234

An Empirical Study of Factors Influencing Drone Terrorist Attack Casualties

Taeyoung Kim, Jeongwan Park and Julak Lee (2024). *International Journal of Cyber Warfare and Terrorism* (pp. 1-16).

www.irma-international.org/article/an-empirical-study-of-factors-influencing-drone-terrorist-attack-casualties/350049

Semantic Technologies and Big Data Analytics for Cyber Defence

Louise Leenen and Thomas Meyer (2016). *International Journal of Cyber Warfare and Terrorism* (pp. 53-64).

www.irma-international.org/article/semantic-technologies-and-big-data-analytics-for-cyber-defence/159884

On the Analysis of Horror Stories in the Militants' Narratives as Markers of Violent Behavior and Conflict Identity: Case of "L/DPR" During the Warfare in Donbass, East Ukraine, 2014-2021

Yuriy V. Kostyuchenko and Viktor Pushkar (2022). *International Journal of Cyber Warfare and Terrorism* (pp. 1-19).

www.irma-international.org/article/on-the-analysis-of-horror-stories-in-the-militants-narratives-as-markers-of-violent-behavior-and-conflict-identity/297856

Deep Learning in Cybersecurity: Challenges and Approaches

Yadigar N. Imamverdiyev and Fargana J. Abdullayeva (2020). *International Journal of Cyber Warfare and Terrorism* (pp. 82-105).

www.irma-international.org/article/deep-learning-in-cybersecurity/250907