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## **Suitability of personnel for work in the intelligence and security services**

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**Abstract.** Intelligence and security services as specific, specialized and highly professional services, in modern times, are made up of people - rational (sometimes irrational) and intelligent beings. Consequently, it is necessary to take all activities and measures so that the best of the best enter the ranks of such important state institution that deals with the security of both the state and the nation. Selection and education of people with certain abilities is crucial for the functioning of the service as a specific, specialized and highly professional service. Personnel, as the basis of work, require much more attention than is given to them in certain services, and it is necessary to understand the problem of inadequate personnel - both those who are unable to do their job and those who are prepared to secretly perform work for themselves, some other foreign, or enemy service. The evolution of conventional war into the modern, Special War, has found a means of destructiveness in the intelligence and security services, which are fighting in an unconventional way in a world where conventional, armed war no longer makes sense. Special attention must be paid to the problem of personnel in the intelligence and security services in order to find and apply adequate solutions for the protection of their personnel from hostile influences, thus protecting the state, nation and society.

**Keywords.** personnel, intelligence service, Special war, national security.

### **Introduction**

Throughout the human history, the war and conflict have never ceased to exist. Whether it was tribal conflicts, conflicts of empires or civilizations, the selection of good and quality personnel has had decisive influence on the outcome. War, as the ugly side of humanity, is constantly present in our lives. Due to its constant presence and the seriousness it carries, the factor of selecting quality personnel is of great importance for national security and the survival of the state and society. As humanity advances in technical and technological terms, the ways of endangering the state and society are changing, and accordingly it is necessary to select personnel who can effectively protect the state and society. Modern warfare transcends conventional forms of armed conflict and moves to other fronts. War, as a form of access to resources, is no longer focused only on the use of large armies, mass air strikes, the use of tank divisions and tight battles for the street (city fights). The war has taken new forms, which do not destroy resources, whether it is natural resources (oil, drinking water, fertile soil), or people and infrastructure. In order to lead the new, Special War, more successfully, the focus has shifted from conventional to unconventional warfare, i.e. the use of highly specialized and

capable individuals who, by working for special security institutions - intelligence services, achieve much more than large armies.

The creation and selection of personnel needed for work in the intelligence and security services is of great importance both for the service itself and for the state and people to which the intelligence officer or operative belongs. The issue of human resources is a key issue for the survival of the state and the nation, and it is necessary to address this problem. The security of the state and society often depends on the work of individuals or a small group of people, who, if inadequately assessed, selected or trained, may jeopardize the security of hundreds of thousands of their compatriots. Special war, as a new doctrine, is aimed at man, both offensively and defensively, in order to destroy some and protect others. By creating and using personnel for unconventional, covert, and dangerous operations, as well as understanding hostile personnel of the other side used for the same purposes, it is possible to successfully wage a Special War. The great Sun Tzu said thousands of years ago that whoever knows himself and knows the enemy will win in every battle. Looking back on these words, by knowing oneself, i.e. one's own staff in intelligence - security structures, it is possible to successfully run the agency and wage wars of new generations.

### **1. Intelligence - security services, their personnel and the role in war**

War, as the destiny of humanity, has always been present and, unfortunately, will continue to be present in people's lives. Constant competition and conflicts among states is caused by anarchy at the international level as a result of the lack of a strong hegemon that could stop wars and conflicts, and prevent aggressive and unjust behavior of states in the fight for resources. Given that human nature is dominated by egocentrism and the urge to survive, with the creation of tribes and later the state, the interests and needs of one community (tribes, hordes, empires, states) become greater and more important than the interests and needs of other communities. Because of this subjective approach, in the impossibility of a peaceful approach to solving the problem, war becomes the only solution. According to Clausewitz (1832), war is the continuation of politics by other means, and by using other means, goals are achieved that could not be reached in a peaceful way.

With the development of the state and the evolution of war from an open and destructive way to a covert and pseudo-destructive way of solving problems, the intelligence service gained enormous importance. Intelligence service as a specific, specialized, highly professional and relatively independent social institution which, in accordance with the law, given powers and using special legal and secret methods and means, systematically collects protected relevant intelligence and other information about plans and intentions of other states or their individual institutions needed to shape, create and conduct global policy especially in the foreign policy field (Masleša, 2001), has a great responsibility in protecting the state from other, aggressive actors, be it states, corporations or organizations.

In modern times, the intelligence service appears as a permanent specialized state body with an intelligence function. With new conditions and further development of social relations, intelligence is becoming more extensive and its methods more diverse. The intelligence service is not only interested in military and political knowledge, but its domain spreads to economic and other areas. In addition to methods, there is an increase in the means of intelligence practice and the intelligence service begins to deal with many non-intelligence issues, such as propaganda, terrorism, diversion and sabotage (Abazović, 2012).

The diversity and breadth of intelligence activities transcends the realm of war and armed conflict, and moves into the unexplored field of enemy policy, diplomacy, finance, and the work of enemy intelligence and security structures and systems. The transfer of physical

violence from the battlefield and ruined streets to a new battlefield, the human mind, represents a significant shift in the revolution of war. It is this evolution of the war that was not carried out with the help of large armies, tanks and planes, but with the help of the intelligence services. The intelligence war reached its peak during the Cold War and the East-West conflict. Due to the very danger of the use of nuclear weapons that would arise if one of the parties invaded, their own and NATO strategists understood the importance and role of the intelligence and security services and its personnel.

Human resources, i.e. personnel, represent an important aspect of waging the Special War, but also of intelligence and security structures. Without the man as the key actor, war and intelligence would not be possible or meaningful. A machine or algorithm will never and cannot replace a human being and his mind.

## **2. Work, human resources and personnel**

Work as a purposeful activity (Political Encyclopedia, 1975), is one of the most important activities that a human, intelligent and conscious being can do. Work in modern times is becoming more and more intelligent, and man as a rational being is turning more and more to performing mental tasks, while physical tasks are left to machines and devices. We will base the definition of work for on the facts that are the actual factors and characteristics of social work, and according to Alispahić (2019) these are:

1. A situation in which the need for work arises and in which work begins and takes place;
2. An entity that in a given situation is encouraged or forced to perform some work, and which has certain properties and characteristics;
3. Actual goals and reasons for performing that particular work;
4. Actual actions and behaviors during the subject's efforts to achieve the goal;
5. Methods and means used in achieving the goal;
6. Effects achieved by this activity.

Therefore, the work brings together different elements and is not based only on mindless, random use of the body to achieve some random goal or effect. Work, as already mentioned, is a purposeful activity, and the work of the intelligence and security system and members of the service is largely a purposeful, important for the state and society activity, without which millions of lives would be endangered, as well as resources, natural, financial or otherwise.

With modernization of technology, machines are increasingly taking over human jobs, from heavy mining machines to sophisticated robots used to assemble cars or those used for military purposes such as reconnaissance drones. However, machines, as soulless beings, will never be able to replace man, no matter how much effort is put into their artificial intelligence. Modern drones can operate, fly, record terrain, track targets or the like, but without man as the main element giving a specific task or analyzing the obtained data, a soulless and mindless machine would have no purpose. Work in this sense is reflected on the intellectual and mental judgment, which greatly exceeds the physical work of a machine that does not have the ability to analyze and understand what it 'sees' at that moment. It will be a long time before machines are able to understand complex problems and make their own decisions, not decisions based on algorithms and statistical estimates, but also on emotions and instincts that are often important for making the best decisions.

Man, as a rational and intelligent being, is necessary in the work of intelligence and security services, as well as other state and security structures. Man is irreplaceable; not one segment – aspect of technology can replace the man, or his mind.

Ranko Orlić (2005) defines staff as people who actively work (staff in office) and those who prepare for office. However, this is not enough, the exclusivity of the definition is based only on any man as an instrument for work, who does not use his mind. A more adequate definition, we believe, is the one given by Ganija (2017), which defines personnel as persons working in state and other bodies and institutions and who have legally established rights, duties and obligations within the performance of their tasks, i.e. during their service.

So, looking at the bigger picture, the staff are human, reasonable, emotional, willing and intelligent personalities (Alispahić & Alispahić, 2019), who perform important tasks, activities and actions for the state. In our work, we will already look at the staff as ‘workers’ of the police, army and intelligence services who use both physical and mental activities in their work.

Therefore, personnel as human beings are not just beings who perform a certain physical job, but a sophisticated mix of different elements that make up one unique personality. Whether it is about emotions, intelligence or some other element that makes a person special and effective for performing certain tasks, it is necessary to recognize from the aspect of management which staff is really capable and suitable to perform a certain job.

The management of intelligence - security services should plan human resources and personnel in several aspects. Megginson, Franklin, and Byrd (1995) view planning as follows:

1. planning for future needs (planning the number and professional profile of people that the organization will need in the near or distant future);
2. planning for future balance (this is done by comparing the number of workers needed with the number of employees who are supposed to remain in the organization);
3. planning of temporary or permanent dismissal of personnel (this is carried out in the organizations in which, due to technical and technological improvements, organizational changes and other reasons, there is a need to declare part of the workers redundant);
4. planning the outflow of labor (this involves stating the number and professional profile of staff who retire, who will be absent from work for a long time, who intend to leave the organization and the like);
5. planning of hiring of new workers (this is reflected in the consideration of the number, structure and profile of staff to be hired and predicting the dynamics in which they should be employed);
6. planning of training and development of employees (involves defining the conditions, programs and goals of training and determining the people who will run it).

Planning, as an important aspect relating to human resources, is necessary for the execution of tasks and the achievement of goals. Without adequate planning and thinking about the future, the work of personnel failing the intelligence and security system and services, the state and society become endangered by threats coming from other states. Personnel planning refers in total to the work success of the intelligence and security service itself and its successful action, whether it is offensive/defensive actions within the Special War, intelligence work, counterintelligence work or work within the organization.

### **3. Intelligence – security services and personnel selection**

The selection of personnel to perform any activity or function is directly related to the very success of the organization to which they belong. The intelligence service, as a highly specialized and professional institution (Masleša, 2001), must have the best of the best in it. As a rule, the best sons and daughters of the state should be in the intelligence - security sector and

the state system, in order to prevent, reduce or eliminate the elements of endangerment and destructiveness.

### *3.1. Recruiting staff for intelligence-security service*

The intelligence service, as an important and essential institution of the state, should be composed of people, intelligent beings, who are developed both on the mental and physical level. The recruitment process which involves finding the best individuals from the civilian or military sectors for the needs of the intelligence service, is a very complicated, sophisticated and important job. The recruitment of persons, men and women from all walks of life, with different backgrounds, each representing a unique individual, is a necessary step towards the creation of a more complete and efficient intelligence and security service. Recruits who have different backgrounds (educational, ethnic, cultural, professional, interest, etc.), with their knowledge, abilities or culture and tradition, expand the effectiveness of the service itself when they find themselves in the position of staff performing specific tasks. The goal of every intelligence - security service is to have the best of the best personnel who are capable both physically and mentally, with their cognitive abilities at the highest level. In addition to the already existing physical and mental abilities that candidates have before joining the intelligence service, it is necessary to constantly work on the development and improvement of these abilities.

As the goal of every service is to find the best of the best, certain authors are of the opinion that 'search' for special people should start as early as possible. Based on prognostic research, future personnel needs are conceptualized by generations and by personnel profile, which must be directly and continuously innovated (Alispahić & Alispahić, 2019). The best option for having adequate and superior staff is reflected in the idea of starting the search for staff already at preschool age, where the abilities of every child who has a good predisposition to perform tasks in the field of state and society protection will be recognized. In our opinion, there are two important components on which human abilities are based, and they are natural giftedness (talent, talent) and natural predisposition of a certain subject - a certain age and gender, and a certain age (Alispahić & Alispahić, 2019).

In order to better monitor these aspects and find appropriate employment and types of activities for each gifted individual, it is necessary to continuously monitor their success and the development of abilities and talents. In our opinion (Alispahić & Alispahić, 2019) this is achieved through the following three activities:

1. establish a talent file;
2. establish a reporting system relating to development of talent, with the obligation of the school and teachers to constantly encourage it in their students;
3. ensure that the examination of the talented is kept in complete secrecy, so as not to disturb the relations inside and outside the school.

This way, the entire life history of the potential recruit and future staff will be known. By looking at a person's history, other things are learned that do not necessarily relate to their mental and physical predispositions and abilities. The aim of the above is to identify people who have specific negative traits such as propensity to certain vices such as alcohol, drugs, gambling, promiscuity. Such propensity could become a threat to future colleagues, but also to the service itself, regardless of the fact that these candidates possess exceptional physical or mental abilities compared to other candidates. Surrendering to vices is an excellent form of manipulation if the enemy intelligence service identifies the operative and opts for aggressive activities towards the service to which the operative belongs. Many manipulative activities were

successfully carried out because the agent, operative or informant was prone to vice and blackmail arising from them.

### *3.2. Mental and physical characteristics of future recruits and staff*

As already mentioned, the goal of each service is to find adequate and superior staff who guarantee that the tasks entrusted to them will be performed in accordance with all regulations relating to efficiency, economy, secrecy, speed and more. The search for such candidates also depends on the employment policy, that is, it is first of all necessary to understand what the service or agency really wants, should and must have in its ranks.

Kulić and Talijan (2010) claim that employment policy also influences the recruitment process, because it defines:

- the kind of staff the organization wants;
- if the candidates will be sought within or outside the organization;
- whether the staff will adapt to the job requirements or the job requirements to the staff and their potential;
- whether individualists or team-oriented staff will be favored;
- whether greater importance will be given to development potentials or candidate potentials;
- whether the organization needs 'specialists' or 'generalists';
- how much the organization is ready to invest in finding quality candidates;
- what criteria and instruments will be used in the recruitment process etc.

Once the above criteria are established, the search for candidates who will meet the necessary conditions begins.

#### *3.2.1. Psychological characteristics*

Psychological characteristics are perhaps the most important criterion for working in intelligence services. In our view, the intelligence service has five main sectors from which other sectors can be further derived depending on each state and its service. The five main sectors identified in the world intelligence services are: intelligence, counterintelligence, analytical, logistical and counter sabotage - sabotage (anti-terrorist and special) sector (Alispahić, 2019).

Physical abilities are extremely important for only one of the five listed sectors, the counter sabotage sector. For other four sectors mental ability is far more important than strength, speed, endurance, coordination, and more.

The psychological, mental abilities possessed by the operatives are key to understanding the dangerous tasks they are dealing with or analyzing the events that precede some other, future, and potentially larger event. As essential personality characteristics that are necessary for a person to be a successful intelligence officer and intelligence - security service personnel, regardless of whether he is in the office or in the field are:

- a) high level of intelligence (logical, emotional)
- b) integrity
- c) honor and courage
- d) flexibility
- e) self-confidence
- f) objectivity
- d) self-control.

In addition to the listed psychological characteristics, for the intelligence - security service staff member it is necessary to have a developed personality, that he is not susceptible to influence, labile and naive. A person can be an excellent analyst, have excellent logical thinking, but if he is emotionally unstable, his personality and task may be compromised.

Without self-control, honor and integrity, service personnel become very easy prey for enemy intelligence services that find solutions to their problems in such individuals. The staff members of the service do not have to be only intelligent, because intelligence is nothing if the staff can be manipulated by the adversary, so it is necessary that the members are complete, mature individuals who are mentally strong and stable.

### *3.2.2. Physical characteristics*

When it comes to physical characteristics, there is a minimum that intelligence personnel must meet. Physical characteristics can be innate and those acquired through work, effort and training.

Innate physical characteristics imply morphological predispositions related to height, body shape, limb length, which cannot be changed. On the other hand, physical characteristics such as motor skills (speed, coordination, endurance, strength, flexibility, precision and balance) can be brought to a higher level in certain ways, natural or artificial.

The requirement regarding morphological and motor characteristics of each personnel member who performs intelligence work depend on the job and the task at hand. For some tasks, morphological and motor skills are not overly important, while for others they are a key element of a successful task execution or a failure. When tracking or observing, the operative needs to be inconspicuous and unnoticeable, and to be able to quickly change his or her physical appearance (become fatter, larger, with more/less hair, chin, and so on). However, for other intelligence activities or jobs, it is necessary to have 'on the ground' strong, fast and resilient operatives (for offensive activities such as hunting down the enemy agents and operatives, diversions or anti-terrorist acts), aimed at executing the task as quickly and efficiently as possible. When we talk about these traits, we immediately think of a globally known agent codenamed 007 – James Bond. In this movie, we see the omnipotence of an agent who, in addition to his good looks that earn him love and affection of beautiful women, has very high quality motor skills that help him eliminate targets and/or avoid danger. However, the real life is quite different, and intelligence agents mostly do not look like movie stars and do not drive an Aston Martin through the streets of Monte Carlo or some other exotic and luxurious place.

Agents working in the field often work in poor and very dangerous conditions whereby one wrong step can lead to their detection, torture, interrogation and liquidation. What is necessary for all agents in the field is to have a high level of endurance - fitness, speed and strength, which helps them get out of dangerous situations. Tracking a target, an enemy intelligence officer, a terrorist or other person of interest and/or a dangerous person, requires a great deal of physical effort, hence the necessity to engage intelligence agents who have motor skills at an enviable level for such jobs.

The intelligence officers who carry out field work are often the personnel of special units and organizations within the police and the army of the state to which they belong. An example is the US Central Intelligence Agency (CIA), which often contracts former members of elite special forces for field work, such as members of Navy SEALs, Green Berets, Rangers, DEVGRU and other elite units in which a lot of time and effort has been invested to become what they are, but who are also blessed with superior genetics.

Intelligence agents and operatives are not required to be super-human, to run a marathon under three hours, to be top martial arts masters or to have physical strength at the level of elite

athletes such as those in powerlifting (Olympic weightlifting). On the other hand, their physical characteristics related to motor skills should still be above average. The idea of *mens sana in corpore sano* (a healthy mind in a healthy body) that is centuries old, still has great value and importance in the modern, post-industrial, cyber age, which has nailed man to a table and chair and forces a sedentary lifestyle. Modern armies, such as the United States Army, have new ways of testing that are accessible to all members of society, and are not at a physically and mentally difficult level such as tests for special units.

If we look at the new U.S. Army test, Army combat fitness test 3.0 (ACFT 3.0), and compare it to the U.S. Special Forces test, Navy SEALs, we can see big differences, both those related to physical and mental strength. In order to briefly compare the above tests, it is enough to compare push-ups and running at a distance of 3.2 kilometers (2 miles run). The US Army push-up test, which measures the strength of the upper torso (shoulders, chest, arms - triceps), requires the candidate to do a minimum of 10 or a maximum of 60 push-ups, while the test for the special unit SEALs requires the candidate to do a minimum 42 push-ups, but the optimal number of push-ups is 79 or more. When we talk about the running test, the goal of the candidates who join the US Army is to run the stated distance in the range of 21 minutes as a minimum to 13:30 minutes for the maximum number of points. But when it comes to SEALs, the goal is for a candidate to run 3.2 kilometers or more to be competitive with other candidates.

As we can see, there are physical, motor minimums and maximums for security related jobs, and it is necessary that each member has at least physical readiness a shade higher than the minimum. The minimum in any sphere or activity is transferred to other spheres, sectors and actions, and thus degrades the quality of work. Accordingly, the service requires both mentally and psychologically capable and developed personnel, as well as those who have above-average motor skills (strength, speed, endurance, coordination, etc.). Each member of the intelligence service should be a complete and versatile person with an expertise in at least one field, and thus provides a contribution to the state, the nation and, of course, the service.

#### **4. Motivation and disloyal personnel**

Every intelligence and security service certainly has a certain number of personnel in its ranks who are not loyal to their country and nation. Domestic enemies and traitors are very dangerous both for the service itself, and for the state and the nation, and they have a significant role in waging the Special and other forms of war. A significant problem arises when inadequate and poor staff is selected, and by that we do not mean the staff that does not meet physical or psychological requirements, but the staff that does not meet ethical and moral norms, which are crucial for the work of the service itself. A spy, as a traitor of his own state and nation, should be defined as person who has been formally vetted, passed certain security measures, placed in a position where he has access to confidential information, and who chooses to betray trust by spying against the state or organization to which he belongs (Charney & Irvin, 2014).

Motivation as one of the psychological aspects in this case deserves great attention. In fact, it is an indicator of the reasons that drive recruits to enter the intelligence service or shows the reasons why the staff of the service performs their activities and actions, as well as why certain personnel 'change side' and work for the enemy. Motivation as a psychological state is very important from the aspect of intelligence - security service. It is necessary to understand why someone wants to be an informant - a spy and why he continues to do his job when he becomes a member of the service. In his memoir, Stanislav Levachenko, a former KBG major, spoke of four general motives for espionage, that is, intelligence work, namely: money, ideology, compromise/coercion and ego (Alispahić & Alispahić, 2019). These general motives are often present in the lives of ordinary people, civilians, who are employed in the real or state

sector, and sometimes reveal the true picture, although it can also lead to misperception of the subject's motivation. Man, as an intelligent being, is sometimes guided by instincts that are not conventional and rational in nature, and create a deviation. This deviation often occurs and can be misleading. Although the stated MICE (money, ideology, compromise/coercion, and ego) explanation is always popular, it still has limited power to predict who will or who will not get involved with espionage (Alispahić & Alispahić, 2019) (Charney & Irvin, 2014). Many people have other motives besides these four listed by major Levachenko, and human life is full of unexpected situations and events that can create certain emotions in a person from which certain motives may arise.

The American Personnel Security Research Center (PERSEREC), in researching the reasons and motivations of American citizens who have been spying for the Soviet Union or another country since the end of World War II, added three more motives to the MICE concept. They include dissatisfaction/vengeance, flattery and excitement/self-confidence. By expanding the motives from four to seven, slowly but surely we come to understand why someone - a recruit wants to be a member of the intelligence service, as well as why the already active staff performs their activities and jobs within the service.

We would also add another motive, and that is love. Love of one's own nation, state and society. Many authors would classify this concept of love as patriotism, that is, loyalty to the state. Of course, that is also true. Love as the main motivation is the reason why certain subjects do a certain job, that is, why they engage in a certain activity. Love for an abstract concept such as the state, or for a very real and material concept of nation and society, should be the main motive and motivation of every operative/intelligence officer. The stated love does not refer to the love for politics and politicians who run the country. People are often 'perishable goods' and as such can endanger the state, nation and society.

With regard to the psychological profile of personnel who enter the world of the intelligence community with aggressive intentions, that is, colloquially speaking in the world of espionage, it is first necessary to understand their personality and their motives. According to Ursula Wilder (2017), there are three essential elements for a person to enter espionage, and these are personality dysfunction, crisis, and the existence of opportunity. Of course, we should never take these elements as an absolute determinant, because as we have already said, human life is very complex, full of events and experiences that form a person in different ways. However, these determinants can be used and can serve as a supplement for the purposes of assessing and evaluating recruits and personnel in the intelligence and security service. First of all, it is necessary to distinguish between personnel members who do something for their own benefit (selfishness) and those who do something out of altruism and desire to help others (love for the state and the nation, patriotism).

Spies often have pathological personality traits that pave the way for espionage, such as seeking excitement, a sense of rights, or a desire for power and control, while the healthy compensatory traits — such as a calm temperament or a strong sense of responsibility — may be either weak or absent (Wilder, 2017). As regards pathological personality traits, some of the most important include psychopathy, narcissism and immaturity. The psychopathy of intelligence personnel members can become a mighty weapon in the hands of the enemy intelligence service.

The role of the counterintelligence service is imperative in suppressing the aggressive actions of foreign states/services through domestic traitors and spies. While, on the other hand, finding 'weak links' in the ranks of the enemy service is also a major step in waging a covert war of intelligence services.

### **Conclusion**

Intelligence personnel play a significant role. Without them, the service itself could not exist. No matter how advanced human civilization is, artificial intelligence will never be able to replace the creature of flesh and blood that contains an entire universe in a few kilograms of brain mass. The human mind, as *terra incognita*, is capable of creating countless combinations and universes within the universe, something that cold machines operating on a system of zeros and ones will never be able to do. Man will still be an indispensable part of many spheres of our civilization, and thus will be an indispensable and irreplaceable part of the intelligence services for a long time to come. A human mind that does not think in a mathematical and computer-logic way, and that is subject to emotions, may not make the right decision at a given moment, but over a long period of time it will prove to be the only right decision.

The intelligence service personnel, as human beings, are necessary for the work of the service itself, and leaving decisions and actions to computers and artificial intelligence will not be adequate and efficient. Intelligence and security personnel should be created from almost birth i.e. preschool age, so that various negative factors, such as disloyalty, can be avoided.

Intelligence and security personnel, as unique and special individuals, should possess certain common characteristics, first of all love for the state and the nation - patriotism, however, as for other psychophysical characteristics, they must first of all be at a suitable level. The mental and intellectual characteristics of the staff must be much above the average level, because the intelligence activity itself in many aspects is the work of the mind, which is complemented by physical work. When it comes to the physical, motor abilities of staff, they also need to be above average, but not necessarily. However, special sectors of the intelligence and security services require high physical capacity, such as counter sabotage/anti-terrorism and sabotage sectors, but on the whole, for other service sectors, it suffices that the staff are healthy and physically fit.

Special attention must be paid to the field of espionage and treason, which in our opinion is a key source of access to information concerning the work of the intelligence-security service itself. Poor assessment of personnel can lead to 'information leakage' and the collapse of the service itself, which becomes endangered by enemy infiltration. The entry of the enemy into the ranks of the service represents not only a danger to the service and the personnel who are in it, but also to the state to which they belong. Motivation of staff who are ready to 'sell' their own state and nation, is a problem that can be solved by proper selection and direction (indoctrination) of staff.

Essentially, personnel members as human beings are subject to influence, whether it is the enemy or our own influence. Therefore, it is necessary to take adequate measures and actions that would completely eliminate the opportunities for the enemy and his subversive ideas that would endanger the recruits or personnel of the intelligence and security services.

People are the basis of intelligence and security services and deserve much more attention.

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