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## **A NEW PARADIGM FOR COUNTERING TERRORISM: PERSONNEL RELIABILITY PROGRAMS IN PAKISTAN'S ACADEMIC INSTITUTIONS**

### **Abstract**

*The aftermath of Operation Zarb-e-Azb witnessed a wave of terrorist attacks and dispersal of elements which started targeting soft and vulnerable non-kinetic social outlets leading to counter value collateral damage. While the purpose of such strategy could have been a diversion of attention of the law enforcement agencies away from the centers of the terrorist another aspect that needs to be highlighted is the extent to which academic institutions are becoming vulnerable, given their overall design and security outlet. Apart from deficiencies regarding infrastructure, academic institutions also house a considerable diversity of students and since education cannot be denied to any applicant or service to any prospective employee, there may be an instance of diffusion of extremist or terrorist elements, both as operatives and as collaborators. A major fissure in counterterrorism strategy was revealed after the Army Public School Peshawar attack and the Bacha Khan University attack. In both the cases, it was disclosed that terrorists had received sufficient information and infrastructural knowledge that allowed them relative ease of operation. Fight against such collaborators and operative cannot be countered alone by military force , instead it requires other softer programs like those of the Personnel Reliability Program (PRP) which is a means to consolidate available data and information regarding any individual working in an organization. It enhances outreach of the organization in verifying inclinations and predispositions of any prospective individual aspiring to join said institution. PRP in academic institutions would not be installation of a whole new paradigm for it to be time consuming; rather it would be enhancement of personal information collection procedure only to maintain consistent verification of on-campus activities as a means to further scrutinize not only miscreants but terrorist prone elements. The object is to allow a database that can be verified with NADRA, intelligence authorities and other law enforcement authorities without physical intervention that can introduce caution and allow sufficiency of time to prepare a response. Where security and infrastructural layout of academic institutions is being currently revamped and enhanced, it would be futile if a collaborator or a terrorist element from within the premises provides vital information to terrorist factions in conducting their operations leading to severe psychological and personal damage.*

**Key Words:** Counterterrorism, Personnel Reliability Program, Security, Verification, Academic Institutions

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## **Introduction**

Pakistan in its initiative regarding terrorism has entered what may be called the most crucial phase of counterterrorism. Where it is sufficiently easy to mark targets and conduct an operation where combatants are confined to one particular region, it is equally perilous to allow any proliferation of counterforce and counter value targets. After the attack on the Army Public School (APS), the Prime Minister of Pakistan announced the National Action Plan, a national narrative for countering terrorism (Munir, M, 2015). Schools had been instructed to work upon their security measures, however, as time progressed, the nature of debate varied. Schools are now anticipated to take up the new task of delaying the attackers until any assistance reaches the place of attack, assuming all responsibilities of security. According to an owner of a small school in the suburbs of Peshawar the “Police officials rightly say that there are some 60,000 educational institutions in the province and it is impossible for them to secure each and every one of them. But private school owners and parents also have the right to complain about how the police are holding them responsible for complete and comprehensive school security arrangements.”

In view of Qamar Garhi, another school owner, even though policing is a combined effort, for the terrorist schools have been proclaimed as soft targets. After the attack on Bacha Khan University (BKU) many educationist of Peshawar fear that the attack on the university appears to be a launch of TTP’s war on the institutions of education (Haider, I, 2016). This drift towards attacking the academic and educational institutions highlights the growing importance of urban insecurity in many parts of the cities. The phenomenon of urban security is perceived as a great threat regarding the notion of criminality and protecting subjectivity. According to David Trulio, urban regions are anticipated as becoming objects which would come under frequent attack in the coming years (SDA, 2011).

In any endeavor which needs to be pursued, animals and human beings first target the low-hanging fruits. A similar case is that of the terrorist who tend to first attack the educational institutions and then aim for the ‘hard’ targets. Starting with the distant schools, they have moved from guarding the terrains of the urban schools towards those of the universities. Although law-enforcing agencies have done a tremendous job, it is imperative to change the political account taking strides, which allow a better secured environment for the children who study in schools, universities and colleges. With educational institutions frequently being managed by the academics who have elementary knowledge regarding the protocols of security, having no concern regarding such subjects, agreeing that they ought to be alien to this chosen vocation now agreed that security protocols had now had become a necessity for them (Gilani, H.I.S, 2016).

## **Operation Zarb-e-Azb and Urban Security**

Fully supported by the Government of Pakistan, the country’s military establishment initiated on 15<sup>th</sup> of June, 2014 a full scale military operation, Zarb-e-Azb, determined for eradicating the embedded grounds of terrorist in the agency of North Waziristan (NWA). Analysis from different sources, established the fact of incidents of terrorism having decreased. At the same time, the percentage of

global terrorism increased from 40 to 50 %, nevertheless, in Pakistan, terrorism decreased from 40 to 45%, as according to reports on security, which were published in 2016. The brave Army of Pakistan was effectively able carry out around 19000 Intelligence-based operations (IBO) supported through questioning and lead generation. The Army of Pakistan also took hold of around 240 tons of explosives , closed down around 7, 500 factories producing bombs and killed around 3, 500 terrorists clearing 992 safe havens and terrorist hideouts ( Ghazanfar , S , 2016).

However , the Army Public School (APS) attack and that of Charsadda was a reminder to the fact that much needed to be done ahead of the terrorist coming out with a surprise attack. It is going to be a long encounter. The National Action Plan (NAP) only manifested the nation's fight of battling as of the united platform (Abbas,M, 2016). Urban violence patterns and nature vary extensively , with urban security containing numerous dimensions and among the security concerns facing the public , terrorism is disturbing many cities around the world ( Brown , F. V , 2016) , to which the cities of Pakistan are no exception. Once there is diffusion of terrorist elements in city centers or other non-combat layers it becomes very difficult and expensive to contain the damage. Damage in this connotation means loss of life through activities of the terrorist and the cost of deploying law enforcement agencies in urban counterterrorism initiative.

While the local law enforcement is too busy in combating crimes and other activities and the armed forces are deployed at multiple fronts and tasks ranging from border patrol to avoiding conventional warfare and from border security violations to transnational bellicose, it becomes increasingly important that major focus be kept on developing a mechanism that ensures maximum information sharing among institutions so as to frequently update existing databases with relevant and verifiable information. Considering the fact that terrorist organizations frequently employ a specific age group and target a specific social dilemma, academic institutions can provide vital information reserved both in the form of staff recruitment and student admission procedure. The information provided by academic institutions can not only be counterchecked by various national databases but can also be a source of reevaluating any vulnerability. Such information reduces time to physically confirm locations or peculiarities regarding any collaborator or terrorist element that might have diffused in social surroundings until activated by their managers or otherwise initiated ([Fredholm, 2016](#)).

In such circumstance where securing the borders of educational institutions proves to be insufficient and there is a danger of information being disclosed to terrorist outfits through staff employees of the institutions or other collaborators, a soft program like that of the Personnel Reliability Program (PRP) can be made operational for securing the academic institutions from inside its premise, from where a traitor can provide information of security protocol to the factions of terrorists.

## **Academic Institutions as Vulnerable Targets**

The incident of Army Public School (APS) Peshawar in 2014 marked a turning point in Pakistan's counterterrorism strategy for in the aftermath. A national decision was taken to amend the Constitution, to accommodate capital punishment and national action initiatives; however no prominent policy guidelines were drafted or tabled with respect to revisiting security parameters for academic institutions to further discourage such incidents. Later in 2016, attack on the Bacha Khan University allowed for revising Pakistan's counterterrorism strategy ([Randazzo & Cameron, 2012](#)).

One of the major underlining factors that were noteworthy in detailing a comprehensive counterterrorism policy also in line with a prospective Nation Action Plan strategy was an undermined and inadequately addressed academic sector in terms of security policy. However, this is the very sector which can be of foremost importance for countering terrorism and has become vulnerable for these five dominant reasons.

Firstly, they offer little professional resistance which can preemptively dissuade any aggression;

Secondly, their security atmosphere is mostly either untrained or underequipped to counter a trained and well-equipped terrorist;

Thirdly, organizational structure of security at academic institutions mostly remains a questionable competent;

Fourthly, a large number people allow provide a better cover up and allow space for inflicting sufficient psychological and physical damage; and

Fifthly, delay in reaction time by local law enforcement allows them sufficient time and flexibility of operations to inflict maximum casualty rates before the deployment of appropriate forces ([Finn & Servoss, 2015](#)). Henceforth, ignoring the academic sectors considering them to be softer targets in a redundant composite is not a viable option therefore urban security initiatives needs introduction of a separate security policy.

The basic security policy for academic institutions generally revolves around enhanced fencing of premises, increment in guard patrols, assisted patrols and inspections by local law enforcement agencies, communication of intelligence reports regarding threat perceptions and security vulnerabilities and installation of CCTV systems. A major shortcoming in this system lies in the human factor. Law enforcement agencies conduct what is known as a 'Personnel Reliability Program' in ascertaining operational proficiency of an individual working in an organization. The basic aim is to ensure that such individuals who have been reported to have performed their duties negligently or have displayed malfeasant behavior towards the institution are segregated and then either removed from duty or otherwise transferred. This, to an extent, maintains a regularized mechanism for organizational efficiency without damaging institutional integrity or making operational capabilities weak([Jenkins, 2013](#)).

Ten Cardinal Principals of Personnel Reliability Program: The Personnel Reliability Program hereinafter referred to as PRP, works on ten cardinal principles;

First, any complaint is authenticated for legitimacy so as to validate its reliability;

Second, it then follows a background analysis of information received with context to complaint lodged;

Third, once adequate analysis has been affirmed the accused is monitored for further validation; Forth, if accusation is authenticated the accused is segregated from sensitive work layers and restrained to minimal performance to observe resistance;

Fifth, if complaint is not authenticated then complainant and accused are both analyzed for personal rivalry/professional rivalry;

Sixth, any employee found in contravention of organizational integrity is interrogated;

Seventh, upon interrogation, if found guilty, necessary action is taken;

Eighth, a constant but periodic evaluation is conducted of all personnel working in an organization to ensure any vulnerability is not ignored;

Ninth, after necessary action, reports and databases are updated to keep record for further use; and Tenth, this procedure is kept cyclic and confidential to avoid breach or compromise on PRP([Jenkins, 2013](#)).

### **Articulating Personnel Reliability for Academic Institutions: Challenges and Operational Policies**

Academic institutions may not be conceived as sensitive nuclear installations or military headquarters so as to install a PRP mechanism as per the military structure and it is also pertinent to mention that such a policy would not perform with accuracy and efficacy if applied to academic institutions, however, considering that academic institutions cannot formulate such a policy option is also assumptive if not fictional([Thorndike, 1949](#)). Academic institutions are centers that house confidential information of all participants (in this case, ‘participants’ shall refer to employees, students, visitors and miscellaneous persons interacting within an academic institution)and this information although might be basic it can offer an entire tracing record in cases of irregularities in security. Challenges with regards to installation of the PRP mechanism include

1. One of the biggest challenges includes involvement of participants of the academic institutions, but since their records are either not updated or verified it causes massive fractures while investigating post-incident procedures. Vitality of information is paramount, as it can serve as a post-disaster management apparatus and also can be a factor assisting investigations ([Mayhew & Chappell, 2007](#)).
2. Another major challenge lies in understanding diversity in terminology of the ‘academic institution’ because it ranges from preliminary schooling to post-graduate universities and formulation of one uniform policy would

be difficult, if not impossible. Under such instances, a basic mechanism can be devised that would be able to serve all academic institutions. All further enhancements could be made according to the desired strata of academic institutions.

3. The purpose here is to maintain a system of human resource accountability for segregating vulnerabilities not necessarily in the ambit of discrimination. It needs to be considered that academic institutions are designed to accommodate people from diverse echelons of the society and any such attempt in segregating or denying rights to participate in an academic institution would be in contravention to freedom of education is assumed. Academic criterion is already a mechanism that ensures candidate screening, but since that selection is made on the basis of academic proficiency and not personal inclination, the risk of collaboration or terrorist itself poses a great threat. The objective is not denial for admission or employment rather it is maintenance of consistency within the overall security atmosphere and separation of bellicosity from compliance([Crow, 2004](#)).

### **Enhancement of PRP Procedures for Academic Institutions**

Academic institutions already pose certain fundamental restrictions on participants interacting within institutional premises, to ensure that there is no commitment of crime or criminal activity that can jeopardize other participants or subvert the purpose of the said institution. Possession of narcotics, arms and ammunition, volatile substances without authorization beyond specified premises, questionable material, defamatory or slanderous material against sensitive personalities, political affiliations and other extraneous effects are contraband and academic institutions reserve the right to initiate internal or external legal action leading from expulsion to arrest, if required. The basic purpose of these restrictions is to discourage proliferation of unauthorized, criminal factions interfering in the premises and using it as a cache since law enforcement agencies are often denied entry in academic institutions without duly served notices and authorization from the requisite academic officer. PRP program is to ensure that if there is a proliferation of such factions or contraband material, it can be reported immediately so as to avoid any escalation of the situation. For educational institutions, PRP can work as a verifications mechanism with reference to participants that either are suspiciously engaged in political or other activities or are found to be involved in providing, aiding or abetting the use or dispensation of contraband items on the premises of the campus. It would further encourage calculation of 'ghost' employees or students and staff who have remained unnecessarily absent from dispensing their duties or have been reported to have been involved in criminal activities. PRP would also ensure that any student, organization or employee does not possess any extremist views that either incite hatred towards a specific sect, ethnicity or locality, since such remarks could further lead to violence which can be used as a leverage to conduct terrorist activity([Chaurasia et al., 2016](#)).

## **Personnel Reliability Programs: Differentiating PRP from Employee Assistance Program**

Political or inclinations personal inclination towards a certain activity can initiate a debate encouraging difference of opinion. Projecting a specific extremist view not only can be perilous for academic performance but also can it be used to stimulate resentful activities. Understanding the personal challenges of the people engaged in the administrative campus is imperative for learning the core issue of extremism; a precursor to terrorism. Although it is difficult to define terrorism under a single comprehensive domain, but fairly it is assumed that it is a specified belief system encouraging any individual to engage in violence, either through use of force or threat of force, causing loss of life or property or propaganda to subdue normal processes or by use of deadly force which is deemed otherwise illegal by law of the land. By virtue of this definition, one can trace down elements present in an academic institution which can facilitate application of PRP for counteracting given individual or collective socio-psychological anomalies. Since it is the personnel within the academic staff who are principally responsible for maintaining information vital for academic integrity, as well as security of the premises, their consistency with state law and efficient conflict management skills are necessary for ensuring further securitization of an academic institution([Porter, 2014](#)).

### **Institutional Vulnerabilities:**

#### **a) Analyzing the Psychological Factors**

The process of academic scrutiny has been designed for focusing on maintaining academic qualifications as principal criteria evaluating any prospective employee. For academic purposes this is somewhat an authentic source of ascertaining appointment for the most effective candidate ([Hu, West, Smarandescu, & Yaple, 2014](#)). This applies not only to the faculty employed for serving academic purposes but also to other members of the staff employed for the purpose of regulating institutional proficiency. Self-assessment schemes or inclinations are often neglected which means that employees are often at leverage to share their social and religious views, some leading to conflict of ideologies, later leading to violence in worst case scenario. Though psychological assessment may pose subjectivity in its results, it can after due deliberation by experts, serve as a marker for understanding the behavioral defects in employees([Chaurasia et al., 2016](#)). One such factor can be the habitual practice of harsh prejudice towards a particular sect, race or ethnicity, increase in behavior prone to violence, or even the projection of beliefs that are otherwise controversial and instigating. Psychologically, the prime focus is not on the views, but reactionary responses in their practical manifestations. Hypothetically, if an employee resorts to verbal or physical abuse on views normally expressed normal, reprimand for such an employee becomes necessary. In such a case, PRP would ensure that after reprimand such an employee does not boost his aggressive attitude. The foremost purpose of PRP is to build up a mechanism for examining aggressive behavior developed among employees and the administrative personnel in charge of sensitive campus information like locations and maps and counterforce targets which may cause collateral damage. Aggression and stress are factors of prime

focus for PRP , containing and spreading aggression leading to reckless actions causing ruptures in security ruptures which in any given atmosphere can provide leverage to terrorist elements who aim to infiltrate the premises of the campus ([Lankford, 2013](#)).

#### **b) Analyzing the Social Grey Areas towards Religious Inclination**

Religious beliefs neither are a subject matter for alert or criticism because religious interaction or having a particular viewpoint is not inherently objectionable. Reasoning religious inclination in this context is to identify prejudice against members of other religions or sectarian groups which are expressed either through the exchange of harsh comments or in controversial debates that can induce aggression, overall jeopardizing institutional cohesion. Employees engaged in unnecessary exchange of individual or group bias need to be reprimanded according to institutional procedures. Further, they need to be observed for surreptitious during the period of post-reprimand([Doyle, 2014](#)).

The PRP program does not intend on segregating sectarian beliefs or inclinations rather it determines quotient of emphasis on aggressive compulsion from one individual to another necessitating aggression. Such individuals are to be initially evaluated for any background information or highlighted, following up to disciplinary reprimand. Noteworthy is the fact that disciplinary reprimand follows up on the creation of groups of like-minded individuals focusing on disciplinary reprimand as prejudicial activity favoring one group over the other. This serves as a precursor to organized violence or misuse of authority for personal gratification, both of which can be detrimental to institutional integrity. Such a situation can be effectively used to create an opinion against institutional hierarchy and if such groups exert appropriate influence, they can provide sufficient vacuum for terrorists to infiltrate premises or institutional structure. The rationale is not to put off anti-religious sentiment in the workplace or deny religious obligations to employees; instead it is to continue a consistent check over individuals who have displayed bellicose behavior under the pretext of religious misinterpretation. The mechanism of PRP segregates individuals with religious bellicosity without overacting or under acting It is built for the purpose of differentiating between singular instances with frequency of similar patterns in given accused individual/groups. The aim is to identify dominant religious patterns in individuals who have been frequently involved in controversial subject matter discourse or aggressive religious dogmatism([Doyle, 2014](#)).

#### **c) Quiescent Collaborators/Terrorist**

The most difficult of the personnel categories who can be accommodated in the priority list of PRP are those who hold extremist views and may even have an inclination towards aggressively induced violence or prospective violence. Such personnel can be categorized as individuals who are extremely dangerous because their information can be fabricated or otherwise be insufficient for allowing proactive decision making in counterterrorism. Such individuals remain cautious and vigilant of their surroundings and institutional actions. Such individuals tend to remain dormant with respect to their questionable activities and either use aforementioned individuals as a distraction or take up small-scale activities that otherwise go unnoticed with respect to academic institutions which are considered



'sensitive installations'. After Zarb-e-Azb became operational acquisition by terrorists during its post period focused around dispersing operational forces within city limits and to exhaust operational capability of law enforcement. With such a strategy operating at undisclosed levels, state law enforcement remains either exhausted in protecting multiple possible targets or by focusing major locations, diluting focus on other centers that can be targeted simultaneously ([Bass & Yep, 2002](#)).

Such individuals mostly retain their activities beyond campus premises but frequency of their activity patterns indicates caution, if not clarity of intentions. PRP induces a three-fold mechanism; Firstly, it allows preparedness and preemptive actions for discouraging such entities without raising alarm;

Secondly, it isolates such individuals/groups from sensitive information relating to integrity of the campus perimeter which can be used as supplement information during a prospective terrorist activity; and

Thirdly, it allows for pre-incident sharing of information with law enforcement agencies and institution administration for dealing with any affiliates and collaborators. Considering the eventuality of a lone or group activity, PRP can provide for collaborative effort against counterterrorism which involving law enforcement agencies and their institutional administration. Institutional mechanisms are neither designed to manage such threats nor are they equipped with adequate response mechanisms and therefore rely on counterterrorist law enforcement agencies. This reliance although is primary in nature but initiation of any counterterrorism operation without the information being proper can lead to dispensation of information which can induce panic and psychological trauma hampering any operations of counterterrorism ([Bass & Yep, 2002](#)).

The Employee Assistance Program (EAP) follows a similar pattern, where employees are prepared and sectioned for duties assigned to them. The EAP maintains the principal of focusing on assessing employees for personal vulnerabilities which can induce or encourage violence or other non-organizational anomalies. While PRP is more inclined towards preparing an organizational report of vulnerable employees and proceeds towards sharing it with appropriate agencies, EAP on the other hand relies on disciplinary proceedings within the institution where a particular section is dedicated to allow operation of law enforcement. EAP can be effectively employed as a preliminary mechanism to PRP while EAP can serve in collecting data about vulnerable employees. PRP further can be employed to assess and analyze through compartmentalizing employee effectiveness as well as their terrorist inclinations. The object is not to deploy a PRP mechanism for organizational inefficiency; instead it is to be used specifically for security oriented fractures in institutional organization. PRP is tailor-made for security related situations instead of constructing an adequate database which can be employed by law enforcement agencies for future preemptive incidents([Richard, 2014](#)).

### **Instituting Personnel Reliability: Developing Enhanced Institutional Tiers**

In the realm of terrorism, contemporary securities of the academic institutions principally rely on post-incident information. As far as the infrastructure of

security itself is concerned, it encompasses a continuum, ranging from points of biometric and automated entrance towards the installation of law enforcement contingents. Information sharing between law enforcement intelligence agencies and organization of academic institution does occur unless a situation of imminent threat or suspicion is communicated. In this case, PRP would be a mechanism that will preemptively attempt to isolate possible internal vulnerabilities and reduce focus of law enforcement agencies towards small-scale individuals narrowing investigative of intelligence (Richard, 2014). The security infrastructure for the academic institutions does not introduce the psychological analyses of employees for identification of prospective vulnerabilities as well as maintenance of a dedicated structure of information separating organizational misfeasance and dereliction of duty from the notions of extremism (Finn & Servoss, 2015).

Enhancing the security framework for academic institutions would not be an introduction of a new system instead it would be enhancement of instituted frameworks through introduction of a dedicated system of verification and analysis of vulnerable employees alongside EAP and basic security guidelines. The security officials are already proposed to follow the divided five layers of security; the first layer compensates for security of the perimeter, the second layer relies on maintenance of security details for physical protection, the third layer concerns the technical assessment of security guidelines and communication of the same to law enforcement if required, the fourth layer maintains concealment of sensitive information for integrity of the campus, the fifth layer maintains the CCTV control facilities. EAP in turn works on six layers of employee integrity; the first layer is psychological inconsistency, the second layer is based on disciplinary irregularities, the third layer concerns the frequency of violent tendencies and aggressive behavior, the fourth layer focuses on organizational efficiency, the fifth layer relates to maintenance of record and information with isolated individuals placed under observation and the sixth layer resorts to disciplinary action that may range from psychological counseling to expulsion from the organization. For PRP, the layers of EAP serve as a foundation on which further segregation can be made, based upon an individual's tendency towards violence or his behavioral issues. PRP then institutes a five layered prerequisite system;

First, it identifies individuals that frequently have been engaged in aggressive notions, detrimental gestures and organizational sanctity particularly towards matters pertaining to security,

Second it isolates such individuals and maintains a patterned observation system to conclusively achieve confirmation of accusations,

Third it reevaluates background data through personal resources available and with other organizations,

Fourth it informs the appropriate agencies designated to conduct such operations and

Fifth it provides support information for sharing between relevant agencies maintaining consistency of operations (Finn & Servoss, 2015; Jenkins, 2013).

- **Tier One in PRP: Understanding the Security Dynamics**

The PRP program is oriented only towards the security dynamics of academic institutions where the behavior of the employee is under question. The academic institutions do not maintain an indigenous system of security as par with law enforcement agency or the specialized units of counterterrorism; neither can they employ extensive services of counterterrorism forces and intelligence agencies because it would exhaust such forces in their designated jurisdiction. An academic institution, after an incident, becomes further vulnerable both psychologically and physically. Introducing law enforcement as protection may be prudent but they bear strain on the structure of law enforcement agencies and their institutional performance. Measures of academic are designed to ensure minimum friction and operate as a delaying mechanism for appropriate forces for conduct of their operations. The principal jurisdiction of security of the academic institution is preserving the integrity of the campus , provision of minimized deterrence against violent activities, collection of information regarding any suspicious activities, maintenance of record of habitual offenders and insurance of an indigenous link with law enforcement agencies in worst-case scenarios ([Zegart, 2015](#)).

Academic institutions cannot afford engaging themselves with the terrorist elements since their men have an inferior training when compared to those of the terrorist and because there is a risk of high collateral damage in case of escalation of a conflict. Administrative protocols for the security personnel primarily rely on institutional delays for terrorist infiltration because of two primary reasons; the first purpose induces delay for evacuation of maximum number of participants while the second purpose allows for appropriate forces designated for counterterrorist engagements to initiate operations. The security staff, in this context serves as a ground intelligence network which through consistent radio contact maintains an impregnable communications link which not only updates the central security office of the university but can also be employed to steer terrorist elements towards a minimum damage zone([Zegart, 2015](#)). Such a situation would include deployment of barriers and hindrances effectively used for discouraging easy entrance on the premises of the campus, organized evacuation plans for participants in an academic institution, obstructing access of terrorist elements to congested locations, immediate information for the security staff authorizing deployment of law enforcement agencies by the state departments.

PRP focuses on the security of the staff as a primary subject because of three reasons; First , since the security personnel's are the most well-informed about the vulnerabilities of the physical campus, their training and communications capabilities can affect evacuation during crisis and where the security personnel are armed they themselves can pose to be hazardous given their inclination to be collaborators of operatives, severely jeopardizing the integrity of the campus.PRP would then be applied to the security of the staff for the purposes of assessing breaches and fissures in the layout of the security which serves as the first layer of securitizing academic institutions. Any security employee with appropriate motivation and behavioral anomalies or ideological inconsistencies can adversely affect an entire operation on counterterrorism. PRP can be employed to segregate such individuals and allow necessary action in order to preemptively curtail increment during inconsistencies of crisis management.

- **Tier Two in PRP: Confidentiality of the Institution**

PRP is a mechanism that operates by utilization of the available scrutiny procedures. Instead of ceasing only at the organizational reprimand, it enhances the outreach of an academic institution by constructing a reliable database for future use, in and beyond academic institutions. PRP maintains confidentiality of information gathering mechanisms by initiating a framework dependent upon six core notions; firstly, it relies on departmental or organizational reports as its foundation; secondly, it systematically evaluates inconsistencies for confirmation of the accusations; thirdly, it allows academic institutions to countercheck information with relevant agencies of the government for affirmation; fourthly, any disciplinary action taken in this context is not publicized so as not to raise caution towards collaborators and accomplices; fifthly, all information is kept separate from the malfeasance of normal disciplinary or organizational oriented discourse; and sixthly, PRP is kept as a clandestine mechanism within normal disciplinary activities and focuses primarily on individuals posing malfunctioning of physical security which can later postulate dire consequences.

Confidentiality aims to preserve sensitive information under an authorized control. Unauthorized personnel should neither have access to sensitive information nor should they be ignored if frequency of access is stressed. Sensitive information in this context includes maps of the campus, location of weapons of the security staff, information pertaining to previously apprehended people, information pertaining to any law enforcement operations specifically pertaining to collaborative campus reinforcement under counterterrorism initiatives, access to CCTV database and security routine, access to communications link and information dispatched thereof, routine of high profile campus officials and staff for purposes of abduction and presence of covert law enforcement authorities in vulnerable campuses either highlighted as targets or already targeted. Such information is not only reserved as confidential, instead breach of the same by an employee can cause severe damage in any operational capabilities of the campus security staff and their collaborative network with law enforcement agencies.

- **Tier Three in PRP: Understanding the Challenges**

Academic institutions are diverse organizations with multiplicity in frequency of interaction. This employs that academic institutions are not designed as an essential element of counterterrorist operations, but do serve as a major target for want of a higher collateral damage. In this regard, the academic institutions cannot deny access to the participants, but can manage the same through protocols and requisite conditions of access. Employees are a particular section in the academic institutions who secure more ease of access and operational leniency as compared to other participants. An employee has access to zones, otherwise declared as sensitive. A major challenge thus is employing candidates that neither pose a risk during a crisis nor do they compromise securing the integrity of the campus by supplying information to assailants or assisting in an incident of terrorism.

Some of the social factors following reprimand are a challenge for the academic institutions because they can create groups and resistance through social pressure. Academic institutions are not like other institutions where compartmentalization cannot be sufficiently counteracted by the use of caution and observation. It is here

where PRP serves as a means towards facilitating this vacuum. The system of PRP would maintain vigilance towards individuals who have been reprimanded for issues related to security and if they have not been removed from campus they would be kept under constant check. Those who have been severed or have reprimanded to the extent of expulsion pertaining to the security and integrity of the campus are to be informed for the requisite of enforcing the law for proper action and vigilance beyond the jurisdiction of the campus.

### **Conclusion**

The attack on APS and Bacha University has established that academic institutions do not have adequate information or a security system which is similar to those of the intelligence agency or those of the law enforcement, but their indigenous nature can allow them to construct a working system of evaluation and information that can serve as a measure of pre-incident safety. Employees passing through a system of EAP can prove to be of importance managing any calamity or incident. However, their own weakness in this instance, performance as collaborator or terrorist operatives, can damage any operation regarding counterterrorist by increasing collateral damage or instituting a hostage situation which involves multilayered crises. PRP is designed to regulate security proposals in the academic institutions as these are places that are both vulnerable to terror attacks and other criminal activities which can encourage terrorism. The purpose is to maintain an information database that accommodates most updated information on individuals highlighted as 'hazardous' or 'questionable' pertaining to security oriented issues. PRP is an enhanced form of already implemented institutional protocols because academic institutions do not have the appropriate mechanisms to deal with terrorist threats. Having armed personnel on the campus premises in the context of security is not a principal feature of security campus because their aggressive posture can instigate indiscriminate violence as means to warrant compliance to an assailant's demand; a situation highly unfavorable and undesirable. The possibility of information exchange by an employee to miscreants in itself is a major setback to any counterterrorist operations against people who have diffused themselves with the general public where identification of the miscreants is difficult leaving them unattended for the eroding security. Institution of PRP is a step which ensures that academic institutions upgrade their protocols towards adjusting mechanisms of preemption against any incidents of terrorism which severely can damage the law.

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