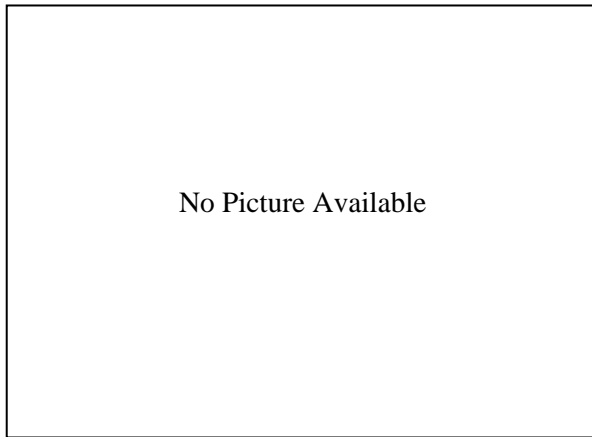


Best Practice: Performance and Qualification Based Supervisory Positions



Category:	Training and Procedures
Location:	Oranjestad Cruise and Cargo Facility, Aruba
Date Observed:	May 2006
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Description: Security personnel's rank or position is based on qualifications and performance, rather than tenure.

Discussion: Supervisory positions in the Aruba Ports Authority's (APA's) security force were traditionally based on tenure or the length of time an individual had been employed. APA recently modified this policy such that qualifications and job performance would be the primary means of awarding rank or supervisory positions.

Potential Down-side: Although the intent of performance and qualification-based systems is to recognize those who are meeting or exceeding normal expectations associated with their position, care must be taken when implementing such policies to ensure their effectiveness and fairness. Negotiations with workers maybe necessary before such a policy can be implemented.

Conclusion: Incorporating a performance and qualification-based system into the security force allows individuals to progressively increase their proficiency while also strengthening professionalism.

Cost: Costs for implementing this type of system are unknown.