

SELECTION OF CANDIDATES FOR SNIPERS

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Abstract: Selection is very important for the selection of a candidate for a specific job, and also for the responsible duty of a sniper, which represents the alignment between what the candidate can and wants and what the organization needs. The execution of the sniper's tasks will later depend on the improper selection of the candidate for the position of sniper. The selection for snipers is not prescribed by any rulebook, but is based on the commander's order and is directly related to sniper training and the desirable qualities of an excellent marksman. For a sniper, in addition to intelligence and physical characteristics, emotional personality traits, self-control and individuality are also important. These characteristics are contradictory, in the sense that he must be an individual and a good team player with his partner, which makes the selection of candidates difficult and requires additional efforts during the selection of snipers and cooperation between the commander who receives the personnel and the doctors and paramedics who compile the tests for the selection of candidates. The entire operation often depends on the success of the sniper's task, or his task is an operation in itself, on which the lives and health of many directly depend or may depend.

Key words: Shotoer, Candidate, Selection, Sniper

1. INTRODUCTION

Selection is more than choosing the best of the available, as it is a match between what the candidate can and wants to do (individual potential) and what the organization needs (organizational requirements). "The importance of selection stems from the fact that all other actions and activities in the organization and the human resources management system mostly depend on the quality and competencies of the selected people." (Lojic 2019) The more the candidate's potential is aligned with the job requirements, the more likely the candidate will get the job vice versa. Bad selection will have a negative impact on the organization, and above all on the employee who will not be able to cope with the demands of the job and will either damage his health or leave the organization. The general need for selection arises from the fact

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that people differ from each other, that they like their work more or less, that not everyone has the opportunity to choose a job. Candidates applying for a job do not have the same level of knowledge even though they graduated from the same schools. People differ in their abilities and ways of doing the same job.

In the Serbian Army, there are no official rules and procedures for the selection of sniper candidates. There are almost no works devoted to this topic in professional and scientific literature. Apart from special units and military police units, sniper pairs are not formed in infantry units, which leads to the improper use of snipers and the need for research in this area. Decentralized selection for the selection of soldiers and professional soldiers for sniper duty is carried out at the company level with the help of corps psychologists after medical examinations. The paper will present the abilities, personality characteristics and competencies that the candidate should possess and later the skills that the sniper should maintain, which should be the guide for the selection. The aim of the paper is to describe the desirable personality traits and duties of a sniper, the analysis of which would provide quality data for the most objective selection and selection of personnel for this duty. At the beginning, the skills that a candidate should have in order to get on the sniper candidate list are described. Then, criteria were proposed and explained on the basis of which the selection should be directed and should be a guide for the formation of tests and questionnaires during the selection. In the process of selecting candidates for snipers, not only experts for checking candidate references, doctors, psychologists and personnel authorities, but also commanders-seniors where the candidate completed basic training and commanders and snipers with whom he will work in the future should participate. The correct selection of the candidate for the position of sniper will ensure that the sniper successfully overcomes the training and will be the professional-expert that is expected of him. A properly selected sniper can later have a brilliant career in the security forces.

2. SELECTION OF CANDIDATES FOR SNIPERS

The Serbian Armed Forces pay great attention to the management of human resources, which is proven by the fact that there is a Doctrine of Human Resources Management from 2012, which, in addition to the recruitment of personnel, states that "Selection of personnel in the Serbian Armed Forces is carried out for the purpose of appointment to duty, referral to training and training, as well as for termination of service" (Doctrine 2012). The selection process should be guided by the candidate's special abilities and knowledge. There are a large number of definitions of selection and professional selection according to various authors. Some of them are that the selection is: "1. Selection from a large number of candidates who can meet the requirements of a specific job; 2. A complex activity that includes workplace analysis and familiarization, determining the requirements set by the job, examining the candidate's characteristics, determining the relationship between the characteristics of work behavior, forecasting the candidate's work behavior based on tests and other instruments and data; 3. Selection from a large number of candidates of those who can best meet the requirements of a specific job and who will be the most successful in performing that job. 4. The rational placement of people in workplaces and jobs consists in achieving the best possible match between job requirements and the conditions in which the work is performed, on the one hand, and human characteristics and abilities, on the other hand" (Petrovic 2021). "Selection is a process in which, by applying predetermined and standardized methods, rules and techniques, a choice is made between several qualified candidates, in order to establish an employment relationship with those who best meet the requirements of the job." (Lojic 2019) It is based on description and specification job, as well as on the results of interviewing and testing candidates. Interview and test questions should be defined according to the requirements of the job analysis. For the duty of a sniper, these questions are not defined, and the elders are in

charge of describing the duty to doctors and nurses and suggesting what qualities they need a sniper with.

Candidates for sniper training should be selected according to strict criteria. Commanders must submit the data of the best shooters who are candidates for potential snipers. The principle of voluntariness is necessary. Sniper candidates must have an unblemished record in a short military career and favorable performance and competency. The demanding training of military snipers and the increased personal risk in combat require high intelligence and the ability to learn many skills.

In the selection of candidates for snipers, tests should be incorporated that, in accordance with the sniper's personality, will ensure a quality potential that will be ready to master the procedures in training and operations of the sniper pair. Sniper training involves constant maintenance of shooting and tactical skills at a high level. Both members of a sniper pair must be trained as a sniper and must be trained to handle the assets assigned to them depending on the task. The sniper pair must be able to move and survive in different environments. The task of the sniper pair is to quickly and accurately eliminate the target at a longer distance, which requires the coordinated effort of the pair. Together, the sniper and observer: create a scheme of observation and action; measure the distance to the goal; determine weathering corrections to ballistics; determine the most favorable moment to open fire; observe the goal. The mission of the sniper pair is to destroy the individual target with the first shot. How well the sniper will perform the task depends on the training, knowledge, understanding and application of various skills that allow him to move, hide, observe, detect and eliminate the target. From the above, it can be concluded that a candidate for a sniper should possess certain predispositions and competencies that complement and complement each other. Must be: excellent shooter, volunteer, non-smoker, physically healthy, intelligent and emotionally stable.

2.1. Volunteer and excellent shooter

A sniper candidate, in order to get on the candidate list, must first be an excellent marksman in basic military training. In order to be an excellent marksman in basic training, he must achieve excellent results from the weapons he shoots in the unit. Instructions and programs for shooting with infantry weapons - provisionally from 2020 defined in points 211 to 213 that one of the incentive measures for shooting is the "excellent marksman badge". It is awarded to military personnel if they achieve two consecutive excellent marks in shooting during the calendar year. This is also the criteria for a sniper candidate to make the list. An important prerequisite, and a relatively easy task. In training and periodic exercises, a sniper must repeat excellent results and later maintain the same results from a sniper rifle, in order to remain an expert in his field.

Like any other addictive disease, alcoholism, gambling and cigarette consumption are imaginable in a sniper. In addition to the smoke and light of the cigarette butt being an unmasking sign, a found cigarette butt can reveal the sniper's position. Not consuming cigarettes in a sniper position would cause nervousness and distraction from following certain details. On the other hand, if cigarettes were allowed, sniper smokers would unconsciously consume more cigarettes in a critical-tense situation, which would distract them from the task. A non-smoker can smell tobacco smoke much better, especially in nature in clean air, which allows the sniper to use the sense of smell to collect data. That is why a candidate for a sniper must be a volunteer and must not smoke cigarettes.

2.2. Essential physical characteristics of a sniper

Good health means having better reflexes, better muscle control and greater resistance to external influences (high and low temperatures, allergic reactions, infections, viral diseases,

etc.). Self-confidence and self-control, which come from practicing various individual sports, are a good prerequisite for candidates. The health condition of the candidate must be ideal so that diseases, injuries or allergies do not hinder him from performing the tasks. He will often have to stay alone or with his observer-assistant-sniper pair for a long time in a certain area, where he must carry adequate massive equipment. After completing the task, you should withdraw from the position with complete equipment. Physical strength and fitness will be achieved through strenuous exercise and training, so health must be ideal in order for the body to withstand the high intensity of training.

Good eyesight is the main tool of any sniper. The sniper must have the highest score on the eye test. Poor color discrimination is unacceptable, due to the inability to detect hidden targets that have merged with the environment, i.e. masked goals. Tests for color blindness should be adjusted to check the recognition of all color pairs, not only red-green, but also yellow-blue and violet-orange hues. In addition to the sense of sight and optical and passive means of observation, hearing is a sense that must be ideal for gathering data day and night. Listening complements the sense of sight. Some phenomenon is first heard (the sound of aircraft, the effect of artillery, careless movement outside the observation sector), which consciously or unconsciously arouses the sniper to action and unconscious reaction. An unconscious reaction to a projectile explosion would be a knee jerk or some body jerk. The reaction to this charm should be practiced to the point of automaticity - taking a lying position or the nearest shelter. Both in the natural environment when there is no wind and in urban areas, a lot of data can be collected by the sense of hearing, namely: the flight of airplanes and missiles through airspace, movements of armored or motor vehicles on land, shots from different types of weapons, movements or sounds of animals, human steps, speech, etc. All this information prompts the sniper to direct his attention, to take additional cover, or to direct his attention in another direction from where the sound was heard.

2.3. Sniper intelligence

Intellectual abilities are mental characteristics that consist of the ability to learn from experience, adapt to new situations, understand and use abstract concepts, and use knowledge to navigate the environment. The researches of the American psychologist Thurston (1887-1955) are especially important for getting to know the structure of intellectual abilities. According to his research, intellectual abilities can be reduced to seven factors: oratory ability, verbal ability, numerical ability, spatial ability, memory ability, perceptive ability and reasoning ability. Therefore, according to Torsten, intelligence cannot be spoken of as a unique ability.

High intelligence is a characteristic of an excellent marksman and a prerequisite for reaching the position of sniper. "Intelligence is often defined as the ability to reason, the speed of mental understanding or as the ability to think logically... In other words, it is the ability to solve problems of a different nature." There is still no unified view as to whether intelligence is one or there are several types or types of intelligence. Since intelligence is related to abilities, as certain authors claim, there are several types of intelligence, so-called intelligence is also important for a sniper. "social (emotional) intelligence that is related to understanding and controlling one's emotions and the ability to react correctly in a certain situation" (Lojic 2019). The intrapersonal dimension of the sniper's personality is important, to understand, direct and control his emotions and to rely on himself. A sniper must possess an innate intelligence that should be built up and maintained through the practice of practical, technical and mathematical abilities. Intelligence is necessary for several reasons: the use of various complex equipment, camouflage skills, topographical maps; movement, being in nature, the power of observation to collect data and discover goals. The individual tasks and duties of a sniper involve a wide

range of skills. He must master the following: types of ammunition and their capabilities, ballistics of the bullet used; optical, passive, thermal imaging devices for a sniper rifle and devices for measuring distance and wind speed depending on the task; radio devices and connection maintenance procedures; — protection and adaptation to enemy infantry and artillery fire; collection of military-intelligence data: identification of enemy uniforms and parts of equipment; must not leave any traces on the position - shells, leftover food, physiological needs must be controlled, removed and masked. On assignments that may last several days, the sniper must possess the ability to rely on himself, must use sound judgment and maintain common sense; the sniper must have excellent knowledge of orientation and must navigate well in different natural and urban environments. Knowing the geography of space and understanding natural events will help the sniper in many of his tasks. It must adapt to various terrain and weather conditions. He must have excellent knowledge of the battlefield in which operations are carried out in order to adapt to the environment and to adequately choose and prepare means of camouflage.

Creativity is an important and very current area of human abilities and individual differences, relevant for selection and work success. It is key to solving problems and introducing the necessary innovations and changes. "Creativity is a complex sociocultural and psychological phenomenon. Research results are constantly updated, it is impossible to single out a unique and generally accepted definition of creativity that would include all aspects that this phenomenon covers and refers to." (Vukadinovic 2022) Although it is used in everyday communication as a "commonly known" term, in theoretical and scientific sense, its nature is not yet precisely and uniquely determined. Creativity is a process that produces new, original products, whether in material or non-material form. If viewed in a broader context, it can be understood as the ability to observe situations, things and phenomena from a new point of view, as well as the ability to find new and original solutions. In other words, creativity can be understood as a person's ability to observe things and phenomena in a new way. This ability is essential for personal camouflage and deceiving the enemy in other ways.

2.4. Personality traits of a sniper

A sniper should rely on himself and his assistant - a pair. That's why sniper couples should be matched according to similar personality traits. Each individual, even a soldier, represents a personality for himself. "The mental life of a person is characterized by the unity of all traits and processes." Thanks to the unique organization of traits and processes, all processes take place in a coordinated and mutually harmonized manner, forming a system or set of personalities. When determining the characteristics, it is necessary to start from the personality. The term personality refers to a large number of traits or traits. Traits are relatively permanent and relatively general personality traits responsible for the consistency of behavior in similar situations. In the psychology literature, there are different definitions of personality, but the most common is the one that under personality implies a unique organization of traits that is formed by the interaction of the organism and the social environment and determines the general behavior characteristic of individuals. "Personality is a unique and relatively stable model of behavior, thoughts and emotions shown by individuals - it represents the permanent ways in which one person differs from another." (Lojic 2019) makes one person different from others. Personality is determined and formed through several factors. The two most important are the genetic - hereditary factor and the social, i.e. environmental factor. Hereditary factors include all those characteristics that people are born with, such as sex, physical predispositions, constitution, temperament and others. These are features that cannot be changed. Social factors that influence personality characteristics include a number of factors of a person's environment that influence him: family, friends, environment where he grows up. A sniper is often involved in prolonged operations with very little sleep, with limited amounts of food and water, and

must have special mental abilities. For the successful performance of a sniper's duties, favorable personality traits are crucial.

Psychological tests and an interview should be conducted with the candidates, on issues that are important for the successful performance of duties. Corporal psychologists can create aptitude and personality test batteries at the request of the supervisor. These instruments should be objective, sensitive and reliable. Objectivity implies the characteristic of the instrument that the results will be the same regardless of the examiner, the sensitivity that the instrument will show differences in the degree of development of the measured personality traits, and the reliability that after repeated testing the same subject will give the same results.

A sniper should be emotionally stable and have the ability to work individually, and these qualities should be a guide in creating tests and interviews. When creating tests, attention should be paid to the fact that "personality questionnaires require self-assessments about one's own behaviors and attitudes, the collected answers do not necessarily reflect the actual characteristics of the candidate, but rather his desire to create a favorable self-presentation" (Galic, 2008) snipers give positive answers consciously and some unconsciously in order to present themselves as favorably as possible with the demands of the sniper's duties.

2.4.1. Emotional stability

When selecting sniper candidates, elders should consider the emotional state of each individual and whether the candidate has the right qualities to become a sniper. The elder, through experts - psychologists, should assess whether the candidate is patient, persistent and consistent and whether he will pull the trigger at the right moment. Traits to be assessed are reliability, initiative, loyalty, discipline and emotional stability. Psychological tests of candidates are necessary and they help elders in the selection process and check the judgment of the elder.

It is necessary that the superior's opinion agrees with the psychological assessment. A sniper must be able to calmly and decisively eliminate a target that does not have to be an immediate danger to him. It is much easier to "kill" in self-defense or in defense of others than without obvious provocation. A sniper must not be sensitive to emotions such as guilty conscience or remorse. In some situations, the sniper will have to eliminate the target, which may be a child or a pregnant woman. Such a sniper target should be treated as a terrorist with an explosive device that can cause harm to others, if not eliminated in time. Later, the sniper's emotional stability and socialization come to the fore. After the above-mentioned task, the sniper should continue to live and work normally in his private life, not to feel a "guilty conscience" with a firmly formed thought that he acted correctly and that other members of the community or the general interest were protected. Snipers are not "psychopaths" but should be protected from certain information if a task is poorly planned by the organization. In other words, if the target was a "child" who was not carrying explosives, that information must not reach the sniper because it could affect his further engagements. In such a case, the organization should stand up and protect the sniper from himself, not allowing the truth to reach him. The sniper must be ready to honorably and honestly say "no" to the superior, if he judges that due to certain circumstances it is possible to miss the target. He must be able to resist pressure from his superiors to act if the order is based on an unrealistic assessment.

2.4.2. Ability to work individually

Snipers most often act in pairs, a sniper and an assistant-observer, depending on the army of the world. In order to achieve synergy in a couple, it is necessary for both of them to have similar personality traits and to "understand each other with their eyes". If sniper pairs are formed according to this principle, the successful implementation of the task is at the maximum level and requires shorter training to achieve the desired effect. Both must be

intrapersonal personalities - to rely on themselves, not expect help from the environment or support from others, to be able to spend time without communicating with other people. The use of mobile phones or the Internet is unthinkable during the execution of the task, they have a radio device with them, but they use it according to special procedures in exceptional situations.

Through constant practice, the pair must be trained to function flawlessly. The sniper pair performs the following tasks: The sniper selects a position and creates-adjusts cover for shooting and camouflages himself, his cover and equipment. He observes the terrain and detects the target. It calculates the distance to the target, where with the helper it eliminates the negative effects of the target's movement, wind, altitude, temperature, angle of attack. Receives reports from assistants and takes turns checking data. Adjusts the aiming mechanism and the elevation mechanism of the optical sight. He informs the assistant that he will open fire. He pulls the trigger lightly and fires while aiming at the target with controlled breathing. Continuously tracks the aiming point on the target. He fires a precise shot at the right time. He observes the shot and prepares to fire another round, if necessary. The assistant-observer—the member of the sniper pair chooses the appropriate cover, camouflages himself and his equipment. It helps the sniper by determining the distance to the target with a laser range finder. It measures, determines and takes into account the effects of existing weather conditions on ballistics - altitude, temperature, angle of attack, wind, using special devices that it owns and maintains. Reports the measured parameters to the sniper. Observes the shot, evaluates the shot and takes into account possible corrections for the second shot. All of the aforementioned actions are performed in pairs, but both must be self-reliant and self-confident, especially the sniper whose assistant only confirms his conclusions or makes suggestions and lets the sniper decide how to do a certain action.

The path from a shooter to a sniper is relatively long, as can be seen in the diagram. The shooter must first be an excellent shooter, then he must want to be a sniper and must not consume tobacco. The next level is excellent physical health with an emphasis on the senses of sight and hearing. Then, enviable mental health with at least average intelligence, emotional stability and a developed ability for individual work is necessary. Considering that the path is demanding, it is necessary to motivate the selected human potential and keep it in the position so that it is not lost by moving to another organization or to another duty.

3. CONCLUSION

Securing and selecting a quality sniper is extremely important for a military and police organization. Candidates are recruited from excellent shooters who have completed basic military training and are special personalities. The selection should determine the qualities of the candidate and based on the obtained results the selection should be made. Looking at all the qualities that a sniper should possess, it can be concluded that it is much more than a duty and is a complicated job that differs from other duties of soldiers in units. A job for which competent and complete individuals with the necessary physical and mental potential should be determined.

Through a careful analysis of the duties, criteria were defined for the development of tests that will provide the sniper with the appropriate competencies for the upcoming complex training and challenging tasks. The recruitment and selection of soldiers - excellent shooters, non-smokers, whose psycho-physical characteristics correspond to the challenges of the duty, ensure the appropriate human potential for this duty. When creating tests and in conversations with candidates, keep complex tasks and training in mind. A necessary condition for soldiers to get on the list of sniper candidates is excellent marksmanship during basic training, that they want to be snipers, that they are non-smokers, whereupon the soldier is referred to a medical

examination with stricter criteria than for an ordinary soldier, where sight, hearing are important and complete physical health. Intelligence is essential for sniper duty. They must master technique - weapons, equipment, topography, complex assets, camouflage, movement.

Psychological traits of snipers are a special segment that requires individual work. Absence of guilty conscience is necessary. Complex tasks and pulling the trigger at the right moment without hesitation are essential to achieving the objective of the sniper and the entire organization. Later socialization, absence of remorse and belonging to the unit, i.e. keeping a secret, are necessary for a sniper's normal life in society outside of duty. The paper describes the duties and desirable qualities of a sniper, which should be included in the tests and interview questions of candidates during the selection for snipers. A candidate with the necessary competences and abilities will be able to cope with the duties, obligations and tasks of a sniper.

Snipers are a necessary element of force deployment in all armed and unarmed conflicts in military and police units. From the complex selection process, it can be concluded that it is very difficult to secure candidates with the job requirements. This dictates keeping selected snipers on duty through motivation. For example, to provide them with employment for an indefinite period of time. The mentioned method of selection, after analyzing the job-duty, can be applied to another duty that requires special competences, in order to compile quality tests, interview questions, criteria for medical examinations and psychological tests.

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