

safety matter. (Small teams will probably not justify a full time SO and one of the other specialists will need to be briefed to fulfil this role.) This would apply especially during the planning phase of munition/agent/plant destruction inspections.

6. In practice the SO will assess the various hazards and the risks involved in carrying out the inspection in different ways and produce a balanced judgement on how the work should be done. He will make this judgement in consultation with the CI, and others whilst considering the operational implications. A fault frequently observed is a superb set of instructions laxly implemented. A major task for the SO will be to ensure that the safety rules are enforced.

Safety organization

7. The extent to which inspection teams will require a formal structure, consisting of specialized subgroups, will depend largely on the size of the teams. For large teams, consisting of ten or more inspectors, such a structure will be necessary in order to achieve the highest possible operational efficiency. But whether a formal organizational structure is required or not, safety must be a main principle of all operations.

8. An appropriate organization might be based on the formation of three sub-teams:

- (a) a Control Group (CG).
- (b) a Safety/Reconnaissance/Contamination Control Group (SRCCG), and
- (c) a Reporting Group (RG) to carry out the actual inspection, to record and to collect samples.

This basic organization based upon UNSCOM experience is necessary where extremely hazardous conditions are likely to be encountered. However, at most sites reconnaissance and contamination control will not be required and the SO might report directly to the CG.

9. One of the main tasks of the SO is hazard and risk assessment. Some relevant information can be obtained from the host officials on arrival at the site, but it may vary in quantity and reliability and may possibly be misleading. The wise SO, therefore, will receive any such provided information pertaining to safety but not risk his inspectors until he has carried out a sufficiently detailed reconnaissance to satisfy himself that they will not be put at risk.

Conduct of the inspection

10. Initial inspections and Challenge Inspections at especially hazardous sites should be conducted according to strict guidelines. These might be:

- (a) a general reconnaissance of the site by surface vehicle or helicopter to identify the main areas to be inspected and if possible, to identify more or less hazardous areas.