

Lessons from Developing Police in Conflict: Aspirations and Reality.

Presentation to IJOCC

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Lessons from Developing Police in Conflict

Introduction

- Rules
 - No 'Death by Powerpoint'
 - Bill Gates or MNF?
 - Personal views
 - Slides.



Lessons from Developing Police in Conflict

- Why Command in an International Environment?
- Greatest Threat to UK:
 - (1) 'International Terrorism',
 - (2) 'Failed or (failing) States
 - (3) Organised Crime.

Lessons from Developing Police in Conflict

- Northern Ireland, Iraq, Palestine, Kosovo – lessons for command – Transportable Solutions?
- Yes – Caveats:
- Strategy – Northern Ireland, Iraq, Palestine, Kosovo.
- Leadership
- Command
- Cultural Arrogance
- Technology
- Concluding Observations.



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Strategy

- Northern Ireland:
 - Colonial, Military dominated
 - Command evolved Regional, TCG
 - Police Primacy – ‘criminalisation’ - MACP
- Iraq:
 - 2003 – Lack of Direction
 - Police Plan?
 - Short Term – inflexible
 - Political, Military, Police?



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- Palestine
 - Reality not perception?
 - Dogma or Progress?
 - Changing Political base.
- Kosovo
 - International complexities
 - International v Local focus



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Leadership

- Role of individual leadership in command.
- ‘Action Centred’ – maligned since 1970s.
- Charismatic or Functional (Churchill and Petraeus)
- Freedom of Action – the ‘man on the ground’
- Threats and Opportunities.
- Devolved responsibility – delegation v ‘micro management’ (FCO and EU) - Brussels

The 'RUC in Exile'



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Command

- Task Focus – insurgency or reconstruction.
- Palestine: ‘political or Political’, US v EU.
- Resilience – ‘6 months tours of command’
- Risk Aware v Risk Averse?
 - Military v Civilian (Police) perspective
- Integrated



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Cultural Arrogance

- Northern Ireland – ‘colonial mentality’
- Iraq – ‘liberators’
- Local Involvement – Friday Meetings?.
- Cultural awareness – Middle East solution
- ‘Olympic Level’
 - Human Rights,
 - Law and Governance
- Kosovo – ‘50 Policing Models’



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Technology

- Northern Ireland
 - technological supremacy – surveillance
 - ‘Vengeful’
 - Over – reliance – ‘two legged source’ – 21st C.
- Iraq
 - Reality - capability and capacity.
 - Basra and the ‘snake oil salesmen’



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Concluding Observations

- Principles of command – identify
- Science or Art?
- Personality v Process
 - Northern Ireland – Adams and Maguinness
 - Iraq – Bremer v Petraeus
 - Palestine – Dahlan and Dayton
- Importance of Police Role and Command
- Iraq and Afghanistan
 - secondary to war fighting (alligators)

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- Casualties
- Public Order
- Long term respect for 'Law and Order'



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