

EVIDENCE TO ADVANCE REFORM IN THE GLOBAL SECURITY AND JUSTICE SECTORS

Police Organizational Policies to Promote the Rule of Law
& Protect the Population – in the International Context

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EVIDENCE TO NASEM COMMITTEE ON LAW & JUSTICE

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INTRODUCTION

- Based on professional experience, I will address a key objective for this session – sharing what is known to work (and what does not) in police reform.
- I will offer a initial response to the commissioned paper/presentation.
- I will highlight some master messages & identify critical success factors.



40+ YEARS SECURITY EXPERIENCE

- 26 years policing in Northern Ireland (23 Royal Ulster Constabulary and 3 PSNI). Operations and Head of Community Policing
- 1998 – 2001 Programme Director in Change Management Team
- 2001 – 2003 Chief Officer implementing reforms including demilitarization and a comprehensive community policing strategy
- 1998 – 2001 Frequent engagement with Mongolian GPD drafting and supporting national community policing programme post socialism.
- 2003 – 2004 Director of Law & Order Southern Iraq in US-led CPA
- 2004 – 2009 EU Head of ROL Mission for Iraq and Special Adviser to Secretary General and High Representative
- 2010 – present SSR Consultant working and leading a variety of international missions and interventions for Soufan Group (as VP Europe), Senior fellow Global Center on Cooperative Security, USIP etc.

WORKSHOP OBJECTIVES

- Delighted to contribute to both aims of the workshop and to respond to PN's paper. Today I will be generic but I can also address specific policies.
- Develop a shared understanding of what is known regarding the organizational policies, structures, or practices that enable a police service to promote the rule of law and protect the population.
- Identify areas where additional research is necessary to further develop the evidence base as it relates to police organizational policies that further enable a police service to promote the rule of law and protect the population.
- My concern relates to ongoing non-alignment of Theory & Practice and the need to capture and share good practices based on evidence and research.

SOME REFERENCES/EVIDENCE

- I consider myself a practitioner at national & international levels but have also researched and written extensively.
- “Police Primacy” 2014 for USIP/INPROL
- “Policing Reforms” 2018 for GCCS
(<https://www.globalcenter.org/publications/policing-reforms-in-the-aftermath-of-conflict/>)
- Various other papers on community policing, organisational change and role of training & leadership development. See for example Soufan Group and QIASS papers on community engagement and CVE.
- Written and oral vidence to UK Iraq Inquiry 2010
(<https://webarchive.nationalarchives.gov.uk/20160512093929/http://www.iraqinquiry.org.uk/transcripts/oralevidence-bydate/100721.aspx>)

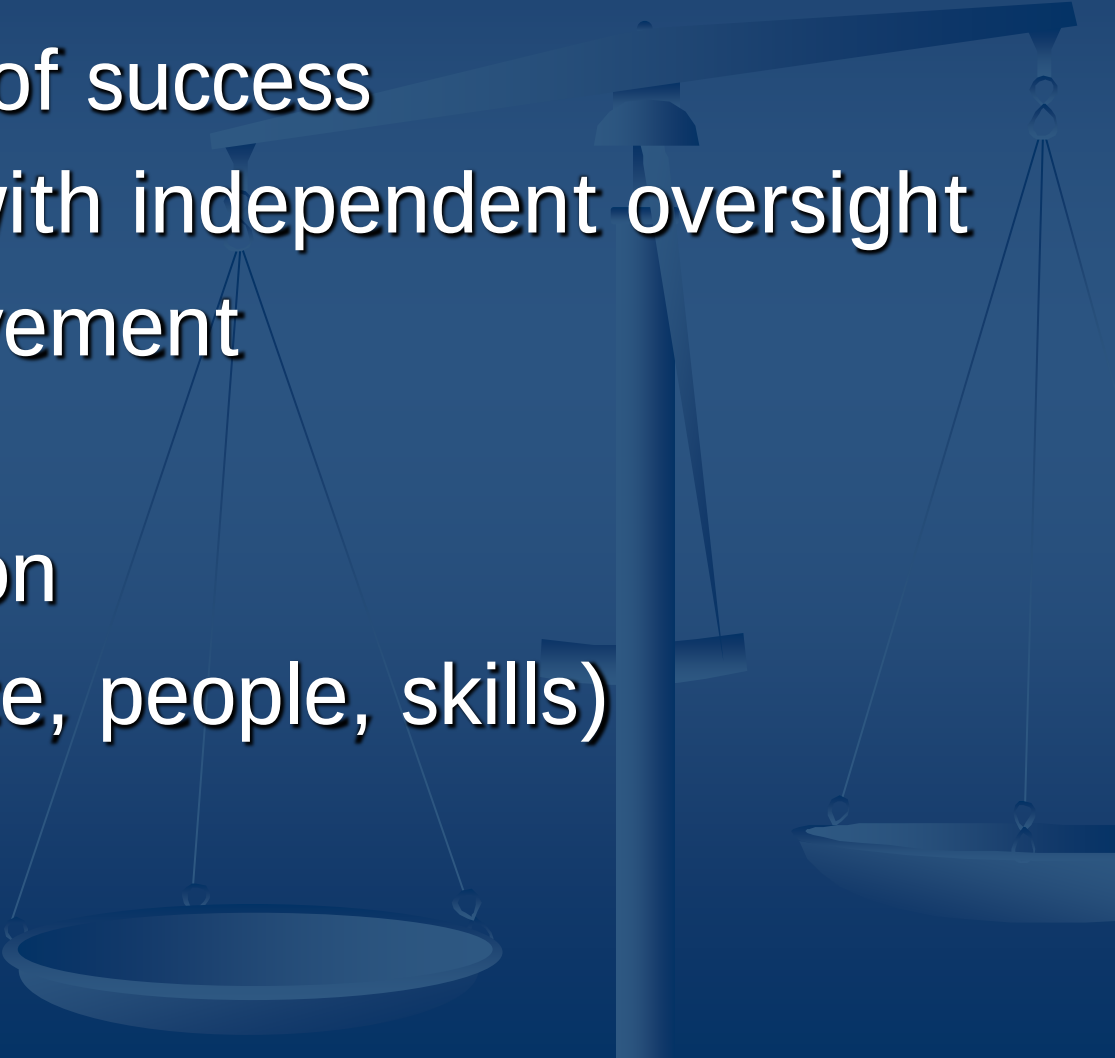
MASTER MESSAGES

- Policing is too important to be left to the police alone
- Academic, evidence-based research is critical: practitioner experiences that relate to designing, implementing & leading organizational reforms must be an integral part of that research
- Engage community at all levels e.g. for recalibrating relationships, problem identification, policy development, operationalizing, oversight, measuring success.
- List of CSFs (Critical Success Factors). Leadership and Community Involvement (i.e. community policing with protection of human rights at its core) are highlighted.
- A leadership skill is to simplify the complex and not complicate the straightforward.
- Language is important to ensure buy-in from politicians, community representatives and police officers. Senior politician's quote during police reforms in NI: "Community policing is just a fancy term for putting thugs into uniform."

INITIAL RESPONSE TO PAPER

- I agree with a lot of it but little more optimistic about stating what works – based on personal experience and backed by research findings (including what causes failure).
- I agree on the need to define ROL and what effective democratic policing and accountability looks like. My checklist of CSFs and deeper exploration of them highlights this too.
- I agree (p4 Bayley) - success of police reforms in NI was about much more than reorganising equipping and training the police. In my experience, this applies universally.
- I agree (p6 Mawby) - (to paraphrase) – understanding of the historic position ref relationships/legitimacy; the current context for institutional structures & legal systems; the function are vitally important. Context, culture, stakeholder relationships, vision, legislation, expectations and functions of policing are all critical.
- I agree(p11) Community-oriented Policing can address terrorism, VE, reconstruction and recalibrating relationships/trust etc. (Causes of anti-police, anti-state violence)
- I agree (p14) on the importance of leadership and comprehensive HR strategies.
- I agree (p15 Pearson-Goff) that leaders must create a shared vision, engender commitment, care for team, drive and manage change, solve problems.
- PN's 3 approaches : Clean Slate, Policing in Partnership & Technology. I believe there is really only one: Community Policing – tabula rasa is rare and impracticable and technology is a tool. (Discussion follows).

CHECKLIST FOR REFORM

- Leadership
 - An agreed vision of success
 - A strategic plan with independent oversight
 - Community involvement
 - Political will
 - Enabling legislation
 - Resources (finance, people, skills)
 - Time
 - Security
- 
- A faint, stylized image of a balance scale is visible in the background, symbolizing justice, balance, or reform. The scale is tilted, with the right pan being lower than the left pan.

EVIDENCE/SUPPORT FROM INTERNATIONAL EXAMPLES

Often efforts fail or are less than effective because of recurring problems in various scenarios*

- ❖ No agreed vision of success and poor planning.
- ❖ Inadequate leadership.
- ❖ Absence of appropriate personnel and other resources.
- ❖ Ambiguity over roles – of indigenous forces and international units.
- ❖ Failure to address cultural and legacy issues.
- ❖ Inadequate training of local police.
- ❖ Poor coordination of international community.

In other words, failure to take account of those factors critical to the success of any strategic change process.

*Reported by: Ziegler M & Nield R (2002), Rathmell et al (2005), Bayley & Perito (2010), Wither & Schroeter (2012) and others.

THE CHALLENGE

“Civil policing is a vital part of the picture, I think far more so than we realised at the time, and I would certainly say that going into any such situation in the future, you have to have a fully and comprehensively worked out plan for that, because you will almost certainly find that the police resources that are there are corrupt or useless.”

Tony Blair, London, 21st January 2011 (giving evidence to the UK's Iraq Inquiry)

WHAT DOES SUCCESSFUL POLICING LOOK LIKE?

- ACCOUNTABLE
 - OPEN & TRANSPARENT
 - REPRESENTATIVE
 - IMPARTIAL & FREE FROM PARTISAN CONTROL
 - RESPECT FOR, & PROTECTION OF, HUMAN RIGHTS
 - COMMUNITY SERVICE-ORIENTED (PARTNERSHIPS)
 - EFFECTIVE
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- Police are not soldiers and soldiers are not police! A dual/hybrid role produces cultural clashes and may diminish community focus and police-community relationships.

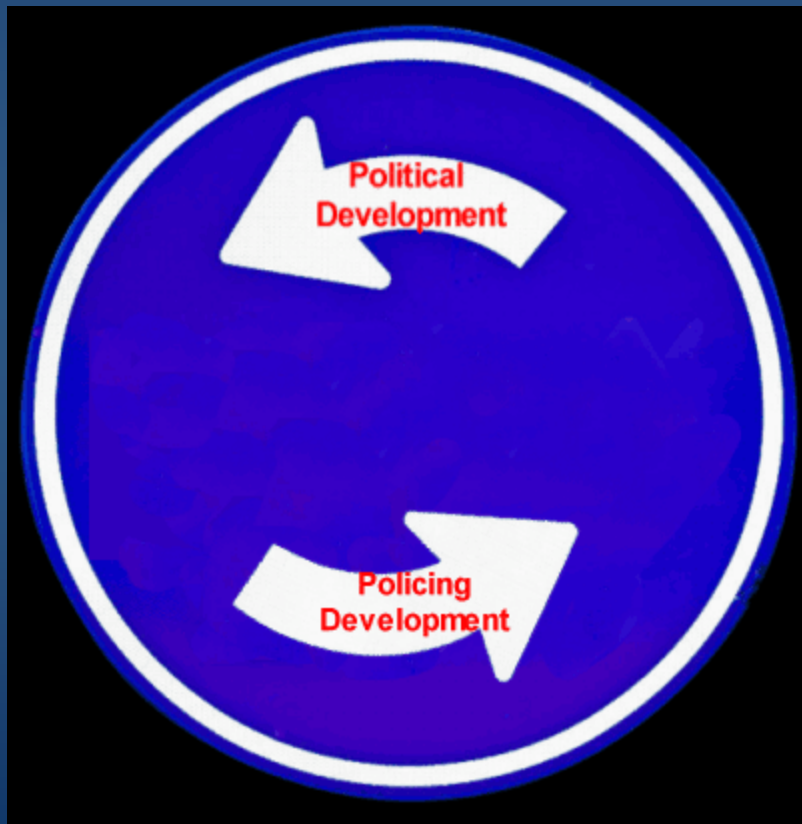
LEADERSHIP

- LEADERS MUST UNDERSTAND:
 - ❑ POLICING, CJS, HUMAN RIGHTS, ROL, & MUCH MORE – including what holistic community policing looks like in all aspects.
 - ❑ CHANGE MANAGEMENT AND STRATEGIC REFORM – develop an agreed vision of success/improvement, communicate, set principles (police v military).
 - ❑ DRIVERS OF TERRORISM, VIOLENT EXTREMISM, ANTI-POLICE FEELINGS.
 - ❑ ROLE OF CULTURE/CONTEXT/COMMUNITIES – see ourselves as others see us. Policing, change management and reform are human endeavours.

COMMUNITY POLICING

- WHAT IS THE ALTERNATIVE?
- WHY IT MUST BE COMPREHENSIVE
- IT IS NOT A SOFT OPTION
- IT MUST IMPACT ON EVERY ASPECT OF POLICING from vision setting, recruitment, selection, training, performance review, inspection, oversight, complaints investigation, accountability etc.
- Section 32 Police NI Act 2000 sets the function for police including mandatory attention to Community Impact Assessment

CONFLICT RESOLUTION PROTECTING PEOPLE



- Police legitimacy/acceptability & effective performance aids political development.
- Political progress & agreements aid policing development.

Q & A

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