

# INTERNATIONAL POLICE ACADEMY REVIEW

**FINAL**



**ISSUE**



# Director's Message . . .



As we begin a new year we must look forward, drawing from the past those elements of knowledge that allow us to meet challenges we are certain to face with greater confidence and effectiveness.

Chief Rocky Pomerance of the Miami Beach, Florida Police Department during his principal address given at the August 23, 1974 Graduation stated ". . . To add to the burdens already placed upon law enforcement officers, almost every society is undergoing change . . . such changes inevitably engender social instability and as such interfere with the orderliness that law enforcement is charged with maintaining . . ."

We can only speculate as to what the future holds, of course. However, we can state with confidence that the march of technology will continue, that the turbulence throughout the world will not resolve itself quickly, and that police can expect increasing challenges. But, they will bring opportunities to be of service to your community and humanity. It is to these challenges and opportunities that police must address themselves with flexibility, imagination, and an increasing professionalism based upon a solid foundation of training.

Mr. John E. Murphy, Deputy Administrator for AID, the principal speaker at the IPA's graduation on December 20, 1974 said ". . . In all those years I have participated in just about every phase of international development planning, management, staffing, financing, auditing and evaluation. In the process I have observed that the security, stability and progress in any country are contingent upon the laws of the land and the ability of its police agencies to enforce these laws fairly, justly and in a humane manner.

"Your training here at the Academy has been predicated on that very principle. Genuine lasting progress can only be achieved within the framework of the law. Without internal security and stability, even the most imaginative and well-conceived development efforts are destined to fall short of their goals. You and your associates are among the key technicians and administrators comprising the backbone of your countries' self-help efforts . . ."

The Office of Public Safety, and its Academy, has dedicated its energies and resources to help each police officer and his police agency to better meet tomorrow's challenges envisioned by Mr. Murphy. It is fitting in this, the last issue of the *Review* to reproduce these remarks, which underline the purposes of U.S. police assistance programs and particularly the training programs of the Academy. I, and all of us of the Office of Public Safety, see our association with these programs as having been especially satisfying and professionally challenging. Each of us offer our sincerest deep-felt wishes to each graduate that he will be able to meet the challenges of the future professionally and with confidence.

LAUREN J. GOIN, *Director*  
Office of Public Safety

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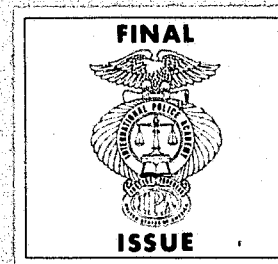
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## In This Issue . . .

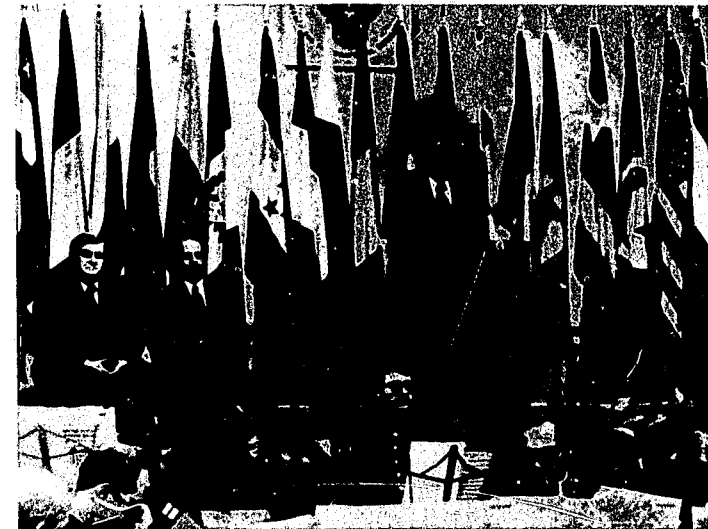
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## 88 Officers . . . 22 Countries IPA GRADUATION

Eighty-eight police officers representing 22 countries of Latin America, the Far East, Near East and Africa graduated from the International Police Academy on August 23, 1974.

Mr. Rocky Pomerance, Chief of Police, Miami Beach, Florida delivered the principal address. He was introduced by Mr. Lauren J. Goin, Director of the Office of Public Safety, who later awarded diplomas to the graduates.

The full text of Chief Pomerance's address follows:

Graduation exercises by their very nature are ceremonies full of warmth, congeniality, and good fellowship. The graduating class gathers as a group for the last time, looks backward evaluating its academic accomplishments; and then forward assessing the challenges ahead. Then it disbands as an entity with each member seeking his distinctive niche to apply the acquired knowledge.

I am grateful for the opportunity to share with you in this experience and to add my personal thoughts and commentaries at the conclusion of your academic endeavors.

This is especially true, in that, as President Elect of the International Association of Chiefs of Police, I am firmly committed to the concept of internationalism and the recognition that today we live in a world that is one community.



cocaine sulphate which has been smuggled from neighboring countries. We uncover major production of opium, morphine base and heroin in South-east Asia for transshipment to the United States. In still another country we observe the seizure of forty (40) tons of marihuana processed for shipment to other countries. Thus, it is a foregone conclusion that to effectively preserve the health, safety and welfare of our individual nations from criminality and acts of terrorism it is necessary that we cooperate, coordinate, and effectively administer our enforcement efforts.

The International Association of Chiefs of Police and the International Police Academy have long recognized that the need for knowledge, training and cooperation extends well beyond national boundaries. Your presence here today, following in the footsteps of over five thousand other IPA graduates, is living testimony to the fact that our organizations have significantly succeeded in erasing some of the isolation created by national borders.

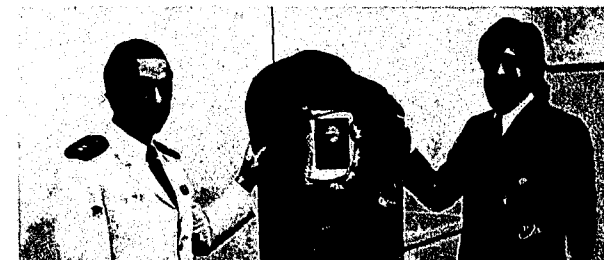
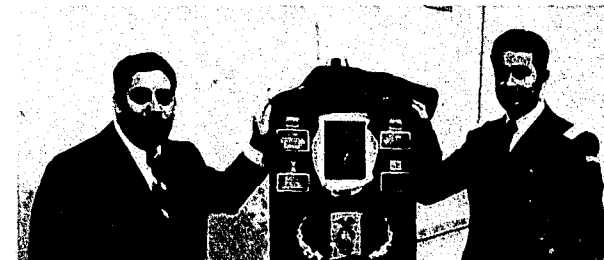
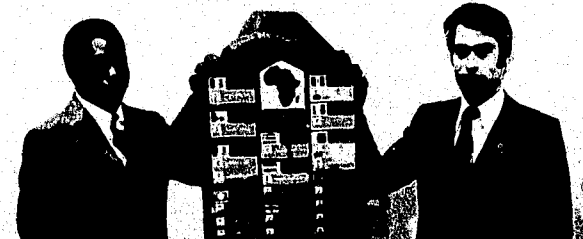
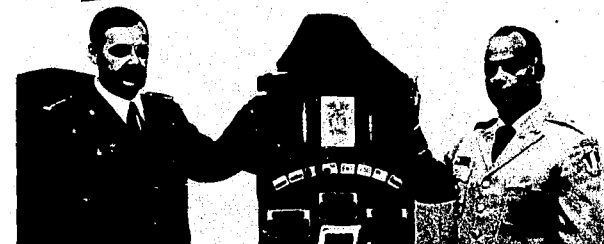
Unfortunately, too often, the human inhabitants of this planet tend to be very provincial and ethnocentric, without an appreciation for the rich cultural values of other groups or nations. Those of us who have had the opportunity to learn about other people and their cultures—who have had the opportunity to engage in dialogue and exchange ideas (as you have had over the past weeks)—are constantly amazed at the wealth of knowledge and the depth of insight we gain into the human condition.

But in crossing the national frontiers to discover the goodness and richness of mankind, we also encounter the greed, the base, and the vile characteristics which unfortunately, are always within the societies that man creates. For instance, in one nation we find significant illicit production of cocaine. In another we discover major processing areas for the crystalization conversion of



To add to the burdens already placed upon law enforcement officials, almost every society is undergoing change. Significant advances in communications, transportation, and technology have advanced upon us. Sociological changes have increased due to breakthroughs in medicine and psychology, as well as the frightening phenomena of urbanization.

Such changes inevitably engender societal instability, and as such interfere with the orderliness that law enforcement is charged with main-



taining. There is the struggle between the "haves" and the "have nots." There is a confrontation between the old values and the emerging or new values. There is the never-ending rivalry between the liberal and the conservative. And always there are the shouts for more progress, more innovation, and more *change!* People are by their very nature impatient, impetuous and, for the most part, demanding.

In devising our law enforcement methodologies to meet these budding crises, we must provide the means for orderly change while maintaining a reasonable degree of security. In this regard, President John F. Kennedy stated that those individuals or institutions that make peaceful revolutions impossible, make violent revolution inevitable.

To meet this challenge the International leadership of law enforcement needs to be composed of the best and brightest minds available. They must be both intelligent and visionary and possess the capacity to articulate and share their insight, enthusiasm, and inspiration with others.

But, even more importantly, leadership must be humane and compassionate. The world is full of unfortunates who suffer the most from the abuses of their own colleagues and countrymen. We, as law enforcement leaders, must be concerned for these poor and unfortunate. We must strive for an environment where not only law and order exists,

but one in which great advocacy is shown for all aspects of social justice. We must strive for an environment in which every person is given maximal opportunity to develop into a free, healthy, creative individual.

I am personally convinced that the many advances we are experiencing in technology, the continued urbanization that is flourishing, the threatened scarcities in critical goods, the economic instability, the growth of internationalism, the emergence of new cultural values, and the myriad other developments that are rushing upon us—are going to require law enforcement to be more innovative, more imaginative, and even more experimental. It may even be necessary that, in the near future, we redesign or at least reevaluate our basic rules.

I base this conclusion, in part upon an experience I had the pleasure of undergoing in 1972. Two years ago, the Miami Beach Police Department, with its 250 officers, found itself in the position of providing law enforcement services for two major national political conventions. The law enforcement and security ramifications of such an undertaking were ominous—we knew the whole world would be watching us—we knew that the

volatile elements for a disastrous confrontation could be present—and we knew we would be confronting other cultures, other value systems and diverse political philosophies. We, and the other law enforcement agencies involved, knew that a standard technical approach would not accomplish the goal of peaceful conventions. We adopted a philosophy based upon our technical need for law enforcement—but we strongly tempered it with a recognition of human needs—at least the preconceived needs. At times we *compromised* our law enforcement position in favor of sociological and psychologically sound strategy. At other times we opted to keep security as our top priority. But we *refused* to operate by rigid procedures. We met each new situation with an open mind and were more concerned with “people problems” and their resolution, than with simple expediency.

This required restraint, compromise, delicate weighing of critical issues, recognition of fragile rights, and the tenacity to *think* rather than simply react. It ultimately was the extremely delicate balancing of rights and obligations to provide both effective and humane policing.



As an administrator, this experience was invaluable to me—not that I would want to undergo it again. But, it taught me a significant lesson and provided me with at least a brief insight into the adjustments that the future may require in law enforcement.

After undergoing this experience and reading Alvin Toffler's *Future Shock* and other futuristic works, I am convinced that in order to obtain and retain a recognized level of professionalism we must become more innovative, more adept, more malleable, more willing to experiment, and perhaps even more willing to take a chance on failing.

*Toffler said:*

“ . . . Change is avalanching upon our heads and most people are grotesquely unprepared to cope with it.” *Douglas McGregor* in his book, *The Human Side of Enterprise* stated:

“ . . . The roaring current of change, (is) a current so powerful today that it overturns institutions, shifts our values, and shrivels our roots.” *John Gardner* in *Self-Renewal* (1963) commented: “ . . . In a world buffeted by change, faced daily with new threats to its safety, the only way to conserve is by innovating. The only stability possible is stability of motion.”

I am not fearful of change—in fact I welcome it. But we must first admit our shortcomings not only within our individual organizations, but within our entire profession. We must be willing, if necessary, to abandon the habitual management patterns of our lifetimes in favor of new means of accomplishing our task in the changing environment.

As *Peter Drucker* asserted in his book, *The Effective Executives*

“ . . . The most common cause of executive failure is inability or unwillingness to change . . . ”

As a final thought, I suggest that you are now perhaps in a sound position to undertake a leadership role in coping with change and significantly contributing to international cooperation. It is a tremendous challenge, but one well worth accepting.

Thank you very much for the pleasure of addressing you today. I look forward to a continued productive professional relationship with you.

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Chief Pomerance has been in law enforcement for over twenty-four years and is now in his eleventh year as Chief of the highly efficient Miami Beach Police Department.

He is presently the First Vice President of the International Association of Chiefs of Police (IACP) and has served on the Executive Board of the IACP for over eight years.

Chief Pomerance is Past President of the Dade County Chiefs of Police Association and former Director of the Florida Police Chiefs Association. He also served as a consultant to the United States House Select Committee on Crime.

Chief Pomerance has been quoted and had feature stories in many of the leading daily and weekly news media publications, primarily for his role as coordinator of law enforcement operations for the 1968 Republican National Convention as well as the 1972 Democratic and Republican Conventions.

Chief Pomerance is a veteran of the Merchant Marine and U.S. Army and attended the University of Miami.

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The four classes graduated by the International Police Academy (IPA) on August 23, 1974 were Senior Officers Course No. 18, French General Course No. 12, and Inter-American General Courses Nos. 71 and 72.

Major Jorge Mauricio Gonzalez Motta, National Police, Guatemala, was elected SOC 18 commencement speaker by his 17 colleagues from Colombia, Ecuador, Panama, Peru, Uruguay and Venezuela.

In his talk Major Gonzalez said in part:

"... As professional policemen and individuals, we believe that we have lived a great experience. It will help us in our struggle against the adverse forces of corruption, anarchism, crime and unjustified subversion which conspire against organized society.

"We know only too well that Latin America faces a crucial challenge, to achieve economic development. There is no other alternative but to accept this challenge and satisfy the aspirations of the people of Latin America who demand that their leaders and governments fulfill their aims within a preemptory deadline. We are aware of the efforts that our governments are making in order to reach economic development with lasting stabil-

ity, to lay solid foundations for the future, and set goals within the framework of a democratic doctrine and social justice."

Lieutenant Lukussa Mudimba, National Gendarmerie, Zaire, was elected Commencement Speaker of FGC No. 12 by his 25 colleagues of the Central African Republic, Chad, Dahomey, Ivory Coast, Madagascar, Mali, Rwanda, Togo, Tunisia, Upper Volta and Zaire. During his speech he said in part:

"... Week after week, for four months, we have enriched our professional knowledge through the acquisition of new techniques and the discovery of new police methods which we were not conscious of because they are the result of long scientific research and experience. There is no doubt in our minds that the instruction provided by the Academy during these four months was of superior quality, and we are amazed that such a large amount of information could have been imparted in such a short time. But thanks to the modern methods of instruction used at the Academy, we experienced no trouble in keeping up with the course.

"For this remarkable accomplishment we wish to praise the Director of the Academy, his staff and faculty, and the numerous visiting lecturers who shared the podium in our classrooms."

Captain Luis Humberta Pineda Perez, National Police, Colombia was elected IAGC No. 71 commencement speaker by his 16 colleagues from Colombia, Ecuador, Guatemala and Uruguay. In his address he said in part:

"... Four sister Latin American republics—Ecuador, Guatemala, Uruguay and Colombia, united in their history and a common destiny, have sent to this course distinguished officers who took pride in representing with dignity their organizations, their peoples and their governments.

"Today, we form a compact group whose feelings of brotherhood, mutual respect and friendship transcend national borders. A group dedicated to one goal: the reinforcement of police cooperation on the continent for a better prevention and control of crime which does not respect geographical boundaries nor the peace of nations.

"As proud and responsible police officers we are conscious that the future of our organizations depends on our performance, we pledge to work ceaselessly toward our constant improvement in

order to leave to the future generations a better world where FREEDOM and JUSTICE will prevail."

Lieutenant Enrique Amado Ojeda Espinoza, National Police, Ecuador was chosen the Commencement Speaker for IAGC No. 72 by his 30 classmates from Bolivia, Colombia, Ecuador, Guatemala, Honduras, Mexico, Nicaragua, Panama and Uruguay. In his address he stated in part:

"... Not long ago, we came to this great country full of enthusiasm, and with a great desire to make the most of our training. We gained more than we expected for we had the opportunity to learn first-hand that we share with Americans from other lands a common past, the same history, and that it is possible for us to work together with dignity and mutual respect.

"We know now that our hopes are similar, that our trials are perennial, and that our only price must be to serve society.

"It is, for us a great satisfaction to renew today, so far from our countries and our homes, the pledge that we once made to our organizations: to carry out our duties with courage, discipline and loyalty."

Each of the graduating classes presented a plaque which was accepted on behalf of the Academy by Dr. John A. Lindquist, IPA Director.

The Orchestra of the United States Marine Band set the atmosphere for the ceremony. Friends of the graduates, representatives of their Embassies, U.S. Government and law enforcement officials, and other participants currently attending the Academy were present for the occasion which concluded with a reception that was held in the participant lounge.

The IPA graduation on August 23, 1974 brought to 5,072 the total number of foreign police officers, representing 77 countries of the Free World, who have completed training programs at the Academy since its inception in 1963. ■



The Police Service . . .  
**OF ENGLAND AND  
 WALES**

*Editor's note: This is the second installment of a detailed article on the English and Wales Police Service by the author*



HUGH V. HALLETT

The higher training of the service, however, is concentrated at the National Police College at Bramshill in Hampshire.

Bramshill is unique among the world's police colleges in that it provides training for all the key levels of the police career, from first command to the command of a police force. This uniqueness is well recognised, as both the numbers of overseas visitors and the applications for Bramshill places by overseas police officers amply attest. (*There are five courses.*)

*The Special Course* gives a year's training to young officers of potential who have passed through a rigorous selection process; successful completion carries automatic promotion to the rank of sergeant and, subject to a year's satisfactory duty in that rank, then to the rank of inspector.

*The Inspectors Course* gives 15 weeks training to officers recently promoted to that rank; it is preceded by four weeks' preparatory training and a period of service in the rank.

*The Overseas Command Course* gives 15 weeks' training to officers from overseas police forces who are approaching the higher and highest ranks in their respective services.

*The Intermediate Command Course* gives 15 weeks of training for senior officers who are expected to rise to the command of a division or a headquarters department—posts associated with the rank of chief superintendent in the City of London and the provinces and with the rank of Commander in the Metropolitan Police.

*The Senior Command Course*, with which the Intermediate Command Course is regarded as being linked, gives 15 weeks' training to senior officers who have gone through a rigorous selection process, with a view to equipping them for the responsibilities of chief officers.

The Police College was founded in 1948 and symbolises the belief that the service has in its own ranks its future leaders. The aim of all courses is thus to give the kind of training that develops breadth of outlook, increases professional skill, and brings out the qualities that higher rank demands. The syllabus of each course contains both professional and academic elements and is taught by a directing staff composed of police officers seconded for the purpose from their forces and of academics. The College combines staff college, business school, and university methods. Many eminent and expert visitors contribute to the teaching. We must men-

tion though, that Bramshill gives its students in all ranks great scope for individual work and participation. Here the College library, the finest police library in the world, is of paramount value.

Another kind of higher training takes the form of sending police officers to universities to read for degrees. The Police College operates a Bramshill Scholarship scheme under which selected officers who have taken one of its courses are put forward for university places. The scheme has proved highly successful and some thirty universities have participated in it. Several police forces also operate their own schemes to send officers each year to universities in their vicinity. An increasing number of officers are taking Open University courses in their own time and others read for the Bar and for external degrees of the University of London. The courses in criminology offered by the extra-mural departments of universities all over the country are also popular with police officers. Management science is another attractive field for police study: officers are seconded for courses and others tackle it on their own initiative.

There are also opportunities for overseas study. Bursaries are offered by the Police Federation and by various trusts, and the International Police Association in addition to fostering good relations with policemen everywhere by arranging holiday visits each year gives a number of short term scholarships for overseas study of police questions.

There is a keen awareness of the importance of training in the British police service today. The comprehensiveness of the system is calculated to see that police officers get the kind of development opportunities that they individually need. Higher training, in particular, is highly personalised to meet an officer's special requirements. The emphasis in the standards laid down for recruitment to a police force in England and Wales is laid more upon character and physique than on educational qualifications. This results in the service attracting a great many "late developers": young people who did not do well at school for a variety of reasons—ranging from poor teaching to being taken away from school too early—but who, once engaged in the practicalities of making a living, come on extremely well.



Such people are the mainstay of adult education and the mature student with a police training has distinguished himself and herself against all competitors. Our experience establishes beyond doubt that much high academic potential remains unidentified at school. Police work, unlike the repetitive work in which so many are engaged in industry and the paper work which absorbs so many in commerce, has a way of bringing out qualities of mind and character that might otherwise have remained latent. The young constable learns to be self-reliant; to use his judgement; to understand human nature; to get at the truth. *The qualities thus developed are of obvious professional and academic application.*

We come back always to the constable, upon whose office the whole organisation is based. That is, we come back to the individual. Therein lies the secret of the strength and flexibility of police organisation.

#### THE CONTROL

We have looked at the history of the police service and at its organisation. It is now time to consider the ways in which it is controlled and held accountable. Yet again the key is to be found in the office of constable. The police officer is individually responsible for his actions and if he breaks the law he is as answerable to the courts as any other citizen. Since 1964 it has been possible to sue a chief constable for illegal acts committed by his officers, for which he is held to be vicariously liable, but the result of this legislation has not been to lessen the constable's responsibility but to make it easier for the citizen to obtain redress.

Complaints against the police are taken very seriously and occupy much of the time of senior officers. If there is any question of a criminal offence the papers are automatically sent to the Director of Public Prosecutions. It is also the statutory duty of H.M. Inspectors of Constabulary and of the police authority to keep themselves informed of the manner in which complaints by members of the public are dealt with by chief officers. There is also provision for a complaint to be investigated by an officer from a force other than that in whose area the complaint arose. Legislation to ensure that some element of independent oversight of complaints is introduced into the system is shortly to be expected.

The Police Act of 1964 laid down the functions of government, central and local, in police administration, and also the functions of the chief constable.

*The police authority has the duty of maintaining "an adequate and efficient police force."* It appoints the chief constable, deputy chief constable, and assistant chief constables, subject to the approval of the Home Secretary. With the Home Secretary's consent, it provides and keeps up the necessary buildings, vehicles, clothing and equipment. Similarly, it decides on the numbers of officers to be employed in the different ranks. It has the right to call upon the chief constable for reports, subject to the chief constable's own right to appeal against any such demand to the Home Secretary. It also has the power, if the Home Secretary's approval is given, to require a chief constable to retire in the interests of efficiency.

*The chief constable* directs and controls his force. He appoints, promotes and disciplines all officers below the rank of assistant chief constable.

*Operational responsibility is his alone.*

*The Home Secretary* has power to call for reports from chief constables, who have a statutory duty to make annual reports for each calendar year. It is the Home Secretary who must approve chief officers' appointments and concur in their removal from office. He can order a local enquiry into the policing of an area.

He also has the duty of exercising powers under the Act "in such manner and to such extent as appears to him best calculated to promote the efficiency of the police." He may make regulations for "the government, administration and conditions of service of police forces." The Crown may appoint such number of H.M. Inspectors of Constabulary as the Home Secretary may determine, and the Home Secretary may appoint Assistant Inspectors of Constabulary and staff officers to the inspectorate. It is the Home Secretary, too, who provides the National Police College, district police training centers, forensic science laboratories, wireless depots and other "central" services. In this connection, in 1966 the Home Secretary set up a Home Office Scientific Advisory Council. The Research and Development Branch in 1969, having served since 1963, was reconstituted into a Scientific Development Branch; a Police Research Services Branch and a Management and Planning Group.

The Act of 1964 thus defines the terms of what is in effect a partnership between the chief constable, the local authority and the central government. The money, may I repeat, comes half from rates and half from taxes.

The Act provides also for the continuation of the representative organisation which speaks for the forces in all matters affecting welfare and efficiency. *Questions of discipline and promotion affecting individuals are expressly excluded.* The Police Federation for England and Wales is the largest body concerned, representing all ranks below superintendent. There is a Superintendents' Association, and also an Association of Chief Police Officers.

The Police Council for Great Britain is the negotiating body for the consideration "by persons representing the interests of police authorities and those of members of police forces" of questions of hours of duty, leave, pay and allowances, pensions etc. The Home Secretary is advised on general questions by another body the Police Advisory Board for England and Wales. On these bodies, we find round the table police officers of all ranks; local councillors, civil servants and academic advisors.

The police in our country have the advantage of representative organisations on a national scale, an advantage not possessed by the police in many other countries, where a multiplicity of unions and associations can impede progress. Anyone who has had experience of the operation of the representative organisations of the service in England and Wales must be favorably impressed by their good will and high sense of responsibility.

*A hundred thousand police officers* could not provide a viable service for *fifty million people* unless they could count on general support. There is, therefore, *a fourth partner in the police enterprise*, more numerous and stronger than any of the other three, and to whom in the end they all must answer, and *that is the public.* The best method of enlisting public opinion on the police side is for the police to give the good service expected of them by being fair, firm and effective against crime and disorder, but it is also necessary for the police today to make full use of modern means of communications to make their position widely understood. The modern police officer, fortunately, is increasingly well able to explain his functions and his problems. Newspapers, television, radio, films and books find a perennial interest in police work and it is good to see the police establishing a sound relationship with the media for news and discussion.

#### THE PROBLEM

Many problems beset the police today. We have discussed something of the magnitude of our task. The shortage of manpower in England and Wales

in face of the new volume and complexity of what has to be done is the biggest problem of all. It has had the advantage, nevertheless, of speeding up the development and application of technological aid, such as personal radios, telecommunications, and computerisation, and of causing all the methods of police deployment to be reviewed. One result of this has been to give new life to the old idea of the man in the neighborhood by the use of the "unit beat" system. Yet the need still remains for more police officers. *The presence of the police has from the outset in 1829 been recognised as the great preventative of crime.*

The recruiting problem in my opinion can only be solved by ensuring that the office of constable is seen at its proper value. It is the officer who is in the presence of the community who matters most. We are not short of hierarchy. We are short of him, the policeman on the beat. We are in danger of being too many chiefs and too few Indians.

The Royal Commission on the Police should have the last word: "The maintenance of law and order ranks with national defence as a primary task of government. It is an essential condition of a nation's survival and happiness." ■

# IPA GRADUATION



One hundred and thirty-two police officers representing 27 countries of Latin America, the Far East, Near East and Africa graduated from the International Police Academy on December 20, 1974.

Mr. John E. Murphy, Deputy Administrator, Agency for International Development delivered the principal address. He was introduced by Mr. Lauren J. Goin, Director of the Office of Public Safety, who later awarded diplomas to the graduates.

The full text of Mr. Murphy's address follows: "Members of the graduating classes; members of the diplomatic corps; Mr. Goin; Mr. Wiess; faculty members; and distinguished guests:

"This ceremony marks your successful completion of a unique international training experience. I congratulate you for having successfully completed your training, and I deeply appreciate your allowing me to share with you part of what surely is a very special day in each of your lives.

"Having visited many of your countries, I also look forward to meeting you individually later on. I am eager to get your personal reactions both to your recent training and to the role the United States plays in helping you and your countrymen live better lives.

"The United States foreign assistance program is an essential element in the national strategy to help bring about world peace and stability. Our Congress has expressed the rationale for helping others help themselves in this way:

The freedom, security and prosperity of the United States are best sustained in a community of free, secure and prospering nations. Ignorance, want and despair breed the extremism and violence which lead to aggression and subversion.

"As you know I have been involved in international development since 1946—as a public official and in the private sector as a management consultant. I have found—as I am sure many of you have, too—that once you get internationalism in your blood, you can't get it out.

"In all those years I have participated in just about every phase of international development planning, management, staffing, financing, auditing and evaluation. In the process I have observed that the security, stability and progress of any country are contingent upon the laws of the land and the ability of its police agencies to enforce these laws fairly, justly, and in a humane manner.

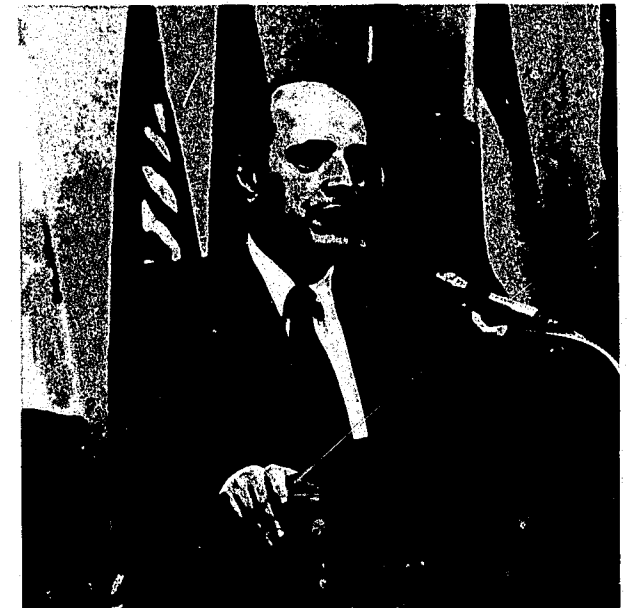
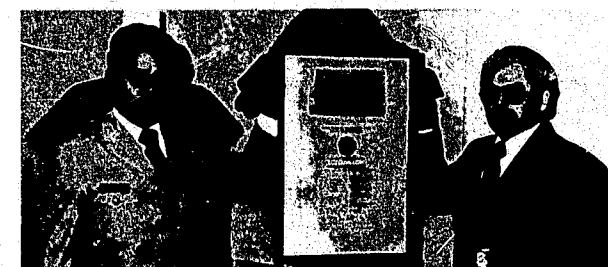


"Your training here at the Academy has been predicated on that very principle. Genuine, lasting progress can only be achieved within the framework of law. Without internal security and stability, even the most imaginative and well-conceived development efforts are destined to fall short of their goals. You and your associates are among the key technicians and administrators comprising the backbone of your countries' self-help efforts.

"My agency's public safety training efforts have therefore been designed to enhance the efficiency, capability and professional character of the civil police establishment and to instill the concept of police service to the community. Let me cite for you just three brief examples of what cooperative efforts have brought about in different parts of the world.

"In Zaire, a Coast, River and Lake Guard Force created with our help in the past year has rescued many persons during violent storms on Lake Tanganyika.

"During recent catastrophic floods in the Philippines, police units were in the forefront of rescue operations and in providing aid for refugees. Be-



cause the police telephone communications network was the only functioning system in the Islands during the crisis, the police were able to play a major role in reducing human suffering.

"The earthquake of 1972 in Nicaragua almost totally destroyed that nation's police organization and facilities. Since then the total police organization has been reconstituted, enabling a separate force with distinctive uniforms to take over disaster duties formerly performed exclusively by armed National Guardsmen.

"Our training efforts are also predicated on the idea that few positions in the public service require the dedication, competence, sensitivity and understanding that is expected of a police official. For this reason we have encouraged you—by precept and more often by example—to improve the character and image of your forces, thus binding them more closely to the community.

"The attitude of your fellow citizen towards their government is bound to be directly related to the image you and your staff project to them. Governments are judged to a great degree through public perceptions of the police as being helpful or obstructionist, as coldly impersonal or compassionate, as informative or secretive, as honest or untrustworthy. If they think positively of you, they will



probably think positively of the government you represent. If they do not, the door will be open to distrust, exploitation, even subversion.

"Our training programs have also had to take into account that police officials, too, are caught up in the global momentum of accelerating change.

"We are living in a world that is seeing more change in a year than we thought could occur in a lifetime. Indeed, it is difficult to remember with any sense of reality the world that existed a scant 25 years ago. Ours is a world in which the most apparent constant appears to be change itself. We live in a world of revolutionary change where the old order is continuously being replaced by the new. Every aspect of our lives has been touched by the revolution in technology. Transportation is swift; communication is almost instantaneous; the world's boundaries have shrunk.

"People everywhere on this planet demand more knowledge, better living standards, greater human dignity for themselves and for the families—*now or soon* rather than in some vague future. It seems obvious that it is no longer a question of *whether* the shackles of antiquated custom, tradition, cast and code will be removed—but of *how soon*.

"You and your fellow police officers must maintain internal stability without oppression, without trampling the hopes, dreams and aspirations of your fellow citizens. You must preserve order in an atmosphere which not only permits but actively promotes individual dignity and the rights of all to earn progress and to help shape their own destinies. Your function, then, will be to assure a society where law protects rather than persecutes, where law nourishes rather than stifles freedom, and where the citizen recognizes his own responsibility to uphold the legal framework around which individual and national growth are built. How to achieve this delicate balance is a heavy responsibility each of you bears. We hope that the training you have received here will help you bear that responsibility honorably and well.

"Those of us who are responsible for building *national* security, stability and progress have operated in an area of accelerating change. Now we find we must adjust to what has been called "the accelerating momentum of global interdependence." Let me explain:

"There now exists in the Middle East a basis for easing a major source of world tension in this area which has not known peace for 25 years. In Indochina, a delicate balance has emerged which



also presents significant opportunities for strengthening the tentative peace that now exists.

"But poverty, famine and starvation will hang heavy over the entire less developed world. Sharp increases in the prices of petroleum, food grains, and other raw materials have underscored anew the importance of international cooperation and the mutuality of interests among rich and poorer nations as members of a single international economic system.

"As Secretary Kissinger said recently at the World Food Conference in Rome, ". . . there are fundamental questions about our capacity to meet even our most basic needs. . . . It is vital therefore," he said, "for the nations of the world to fashion a global conception . . . for we are irretrievably linked to each other—by interdependent economies and human aspirations, by instant communications and nuclear peril. The contemporary agenda of energy, food and inflation exceeds the capacity of any single government, or even of a few governments, to resolve . . . Global community is no longer a sentimental ideal but a practical necessity . . ."

"These are harshly realistic words, but Secretary Kissinger is not inclined to despair. Although acknowledging that ". . . discontent and instabilities will be magnified in all countries," he finds great hope in international cooperation. ". . . If we comprehend our reality and act upon it," he says, ". . . we can usher in a period of unprecedented advance . . . (and build) an international system worthy of the capacities and aspirations of mankind . . ."



"To me, this represents a brand new round of challenges to police professionals. For surely the security, stability and progress of the interdependent global community must also be contingent upon the laws of that community and on the ability of both national and international police agencies to enforce those laws fairly, justly, and in a humane manner.

"I believe that the International Police Academy is a great example of how interdependent professionals can work together and learn from each other. Wherever practicable, your course presentations have dealt with *comparative* police administration, management and operational procedures and techniques, so you can choose the ones most appropriate to your local context. Your curriculum has been geared to specific conditions you are likely to face on returning to your countries and your departments.

"The Academy has sought to provide you a forum in which you could discuss mutual problems with your American and foreign counterparts, debate alternative methods, and interchange ideas. We have sought to demonstrate the validity of diverse opinions and approaches—whether within your own society or in your future contacts with the citizens and officials of interdependent nations of this global community.

"Your credentials as a capable police officer with capacity for professional growth were firmly established before you came here for this training. We hope that your participation has added a new

dimension to your career, and through you, to your staffs—not just in terms of methods, procedures, and techniques but also in terms of your own heightened appreciation of the sacredness of your position of public confidence and trust.

"Again, my congratulations to you . . . may the New Year be one of peace, freedom, and fulfillment of your, your families, your colleagues and your nation."

\* \* \*

Mr. Murphy was born in Albany, New York, and was graduated from the State University of New York at Albany in 1937. He served previously with the U.S. Government in such foreign assistance-related posts as Assistant Director of the Office of Finance and Comptroller for the Director of the Mutual Defense Assistance Program from 1946 to 1951, both in the Department of State, and as Controller of the Foreign Operations Administration and Deputy Assistant Administrator of the International Cooperation Administration from 1953 to 1959, both AID predecessor agencies. In the latter year he was named Inspector General and Comptroller of Foreign Assistance in the Department of State.

In 1960, he joined the management consulting firm of Booz, Allen and Hamilton in Washington, D.C., and was responsible for major managerial projects in the United States, Pakistan, Korea, Brazil, Venezuela, Thailand, Ecuador and other countries, and he has served as senior advisor to Federal and State agencies and private corporations.

Mr. Murphy was sworn in as Deputy Administrator of the Agency for International Development on May 1, 1974.

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The five classes graduated by the International Police Academy (IPA) on December 20, 1974 were Senior Officer Course No. 19, English General Course No. 47, Inter-American General Course No. 73, Police Management/Narcotics Orientation Course No. 8 and Prevention and Investigation of Contemporary Violence Course No. 2.

Brigadier General Gerardo G. Tomayo, Manila Police, Philippines, was elected SOC 19 commencement speaker by his 22 colleagues from Ethiopia, Ghana, Indonesia, Korea, Laos, Lesotho, Nigeria, Philippines, Saudi Arabia, Swaziland and Thailand.

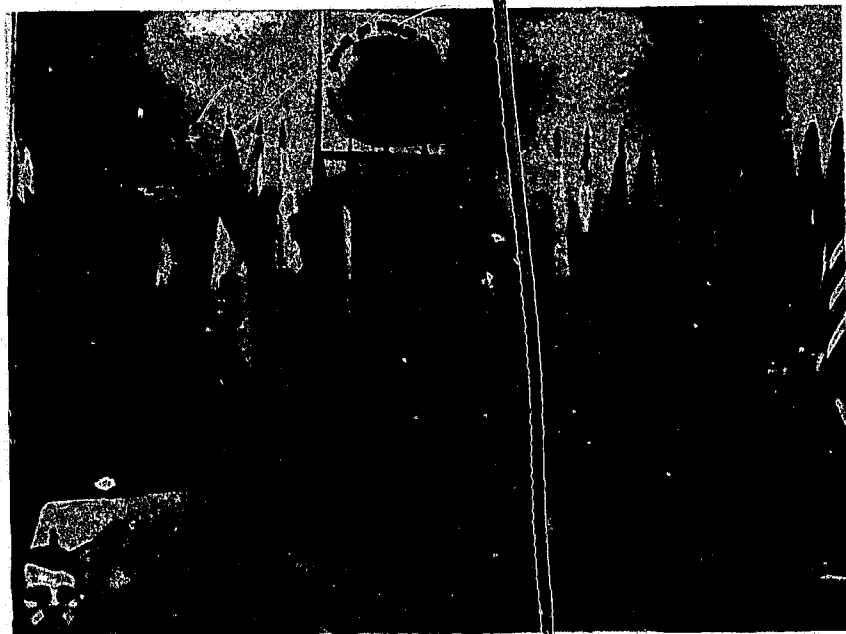
In his speech General Tamayo said in part: ". . . We have realized that we need each other,

to fight and conquer crime. Whatever little help each of us can individually put into the common effort of fighting crime within our jurisdictions will be a valuable and lasting contribution toward the building of an orderly world and a tension-free international way of life. We have realized that the struggle to conquer anarchy and crime starts with self-respect and self-discipline. If each of us can maintain respect and understanding for one another as individuals, then it will not be difficult to develop and maintain respect for each other's institutions and ways of life and eventually look after each other's safety and well-being . . ."

Major Guillermo Antonio Carreno, National Police, Colombia, was elected Commencement Speaker of IAGC No. 73 by his 25 colleagues from Colombia, Costa Rica, Ecuador, El Salvador, Honduras, Nicaragua and Panama. During his remarks he said in part"

". . . We have also learned that police forces must keep themselves up-to-date in order to discharge their missions faithfully. The modern policeman cannot be improvised; the complexities of our duties demand the constant review and updating of our law enforcement systems.

"We sincerely believe that among the many achievements of the IPA, lies the fact that the Academy has managed to imbue in us an attitude that will lead to a new era of professionalism and a special sense of renewal in our hearts.



"We are confident that today's society will find each of us, firm and sincere servants to our sacred duty . . ."

Superintendent Lateef Durosinmi Etti, Police Force, Nigeria, was elected EGC No. 47 Commencement Speaker by his 33 colleagues from Ethiopia, Ghana, Indonesia, Jamaica, Laos, Lesotho, Nigeria, Saudi Arabia, Sudan, Swaziland and Thailand. In his address he said in part:

". . . Today the International Police Academy fosters unity and understanding among the law enforcement agencies of the world. It attempts to blend old and new techniques of the police profession so as to meet the challenge of a changing society which develops daily, not only in science and technology, but in crime as well."

Major George Noujaim, Internal Security Forces, Lebanon was chosen the Commencement Speaker for PMNO No. 8 by his 27 classmates from Indonesia, Jamaica, Laos, Lebanon, Malaysia, Philippines, Thailand, Togo and Tunisia. During his remarks he said in part:

". . . In the field of fighting crime and in the struggle against the illicit drug traffic, the United States plays a most important role by concentrating their efforts, their personnel and large amounts of money to protect not just the American people but mankind as a whole.

"The fact that police officers from so many foreign lands will come to this Academy to exchange ideas and experiences contributes to getting these countries even closer together, making more efficient our law enforcement efforts against the drug traffic for the benefit not only of our individual nations, but that of the world. . . ."

Deputy Inspector General Khawar Zaman, Pakistan Secretariat was elected Commencement Speaker for PICV No. 2 by his 20 colleagues from Ethiopia, Ghana, Indonesia, Iran, Nigeria, Pakistan, Thailand and Turkey. During his address he said in part:

". . . Violence, ladies and gentlemen, is nothing new to the world. It has a long and painful history. Its earliest manifestation probably was the murder of Abel at the hands of Cain. In the dark and middle ages, it appeared often in the shape of men like Attila the Hun and Genghis Khan who, with their hordes, ravaged a greater part of the then known world and left in their wake nothing but devastation, misery and suffering. From the end of the 18th century onwards, it manifested itself primarily in the shape of revolutions, civil strifes, two great wars, and innumerable small ones. However, the damage caused by it in the past will probably pale into insignificance when compared to the havoc it has been wrecking for the last few years, and shall cause in the coming years, if left unchecked.

Such indeed is the gloomy potential of this many-headed monster, and such is the force and frequency with which it has raised its awesome heads during current times. The world is seriously faced with the threat of destroying, by violence, the glorious edifice of civilization erected so painstakingly over the last twenty-five hundred years. . . ."

Each of the graduating classes presented a plaque which was accepted on behalf of the Academy by Mr. John A. Wiess, IPA Director.

The Orchestra of the United States Marine Band set the atmosphere for the ceremony. Friends of the graduates, representatives of their embassies and other government officials were present for the occasion which concluded with a reception that was held in the participant's lounge.

The IPA graduation of December 20, 1974 brought to 5,204 the total number of foreign police officials, representing 77 countries of the Free World, who have completed training programs at the Academy since its inception in 1963.



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SECURITY AND EVASIVE DRIVING	LaBRUZZA, Louis P.	October, 1970	15
SELECTIVE TRAFFIC ENFORCEMENT	DAVENPORT, Robert V.	October, 1973	1
SEMINAR ON NARCOTICS, A	LINDQUIST, John A.	April, 1972	3
SEMINAR ON NARCOTICS (Colombia)	ELIENA, Peter	April, 1973	9
SENIOR EDUCATION SEMINAR (Dominican Republic)	GUZMAN, Acosta	October, 1967	1
SIHALA STORY, THE (Pakistan)	KHAN, Shahabuddin	July, 1967	1
SUNDAY SCHOOL FOR RESERVE POLICE OFFICERS	SENOREN, Cleto B.	January, 1971	6
TAMBOL POLICE STATION, THE (Thailand)	SUNGKAHAPONG, Visith	April, 1969	1
THAILAND'S FRONT LINE	SARMONPAL, Tep	October, 1968	1
THESES PROGRAM	JACKSON, Robert H.	October, 1969	13
THIRTEENTH SENIOR OFFICERS SEMINAR (Dominican Republic)	TINEO, Rafael Morel	January, 1973	15
TOOL MARKS IN INVESTIGATION	GRODSKY, Morris (First part)	January, 1970	14
	(Conclusion)	April, 1970	7
TRENDS IN MODERN PENCLOGY	COLLINS, Gerald A. (First part)	April, 1970	14
	(Second part)	July, 1970	12
UNITED STATES BORDER PATROL, THE	CLACK, Robin J.	April, 1969	4
UNITED STATES SECRET SERVICE, THE	ROWLEY, James J.	January, 1968	4
USE OF NINHYDRIN IN THE DEVELOPMENT OF LATENT FINGERPRINTS, THE	GRODSKY, Morris	October, 1968	10
WADA-GIR, EFFECTIVE COMMUNICATION (Somali Republic)	ABDI, Nur Yussuf	July, 1968	5
WITH A DESIRE TO SERVE (Ecuador)	CONSTANTE, Gabriel	January, 1971	1

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