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January 1967

# INTERNATIONAL POLICE ACADEMY REVIEW



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**OFFICE OF PUBLIC SAFETY  
AGENCY FOR INTERNATIONAL DEVELOPMENT**

SEP 24 1999

# Messages . . .

I am confident that the *International Police Academy Review* will make a significant contribution to the achievement of A.I.D. objectives.

The rapid changes in our societies are inevitably accompanied by new and serious problems of internal security. These problems have immeasurably increased the responsibilities of law enforcement officers. The International Police Academy provides a forum for discussions of solutions to these problems by public safety officials of the Free World.

The *Review* will help us to keep this forum alive and remind us that we are engaged in a common effort, a common cause, and a common belief in the dignity of man. We are working together to build a world of greater freedom, a world of democracy, a world of more opportunity, and above all, a world of peace.

WILLIAM S. GAUD, *Administrator*  
Agency for International Development



The purpose of the International Police Academy is to provide an academic environment where police officers of the Free World can compare experiences and gain an insight into the solutions of the problems facing the police in the world today.

The publication of this *Review* is a logical extension of this purpose.

In view of its historical significance, this issue of the *Review* is largely devoted to the beginnings, objectives and activities of the Academy. Subsequent issues will emphasize professional developments in law enforcement throughout the world as well as information about officers who attended the International Police Academy, the Inter-American Police Academy formerly located in Panama, and those who participated in special training programs.

We welcome suggestions from our readers concerning the *Review*.

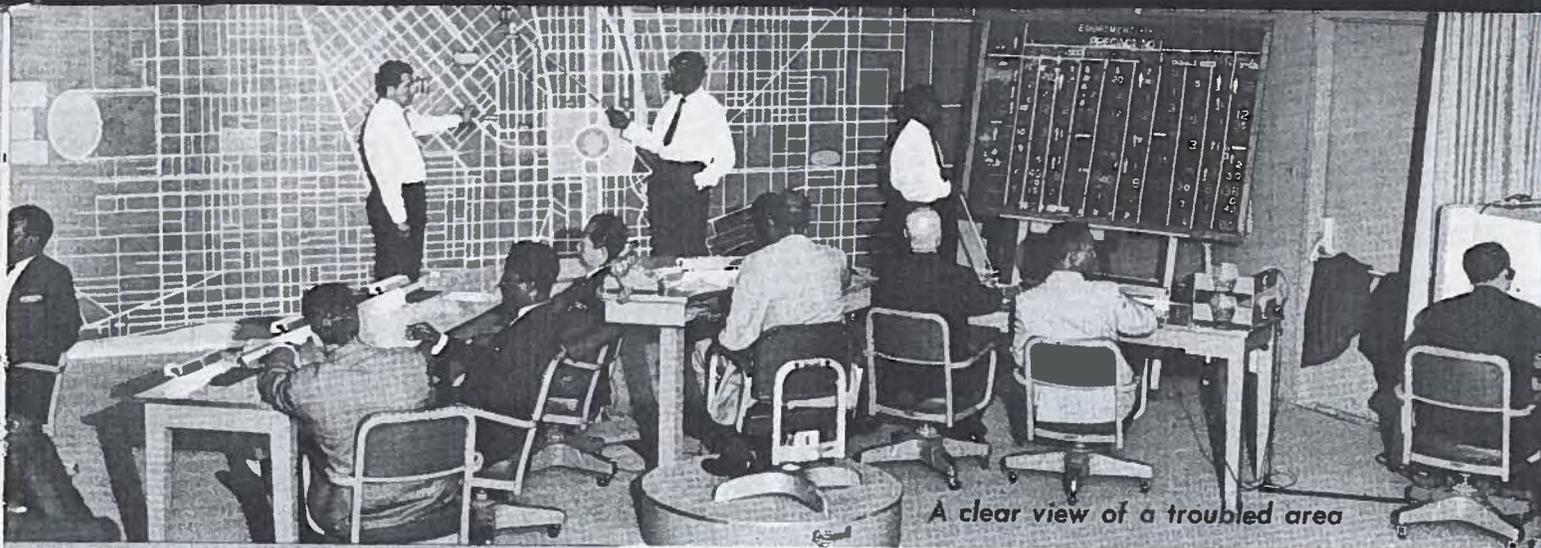
BYRON ENGLE, *Director*  
Office of Public Safety

# INTERNATIONAL POLICE ACADEMY REVIEW

vol. 1  
no. 1  
January  
1967



Office of Public Safety  
Agency for  
International Development  
Department of State  
Washington, D.C. 20523  
United States of America



A clear view of a troubled area

## Operations Center Gives Practical Training

# THE POCC STORY

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It's a game but . . .

Within the grey and green Police Operations Control Center, the Commander of the Police Department checks latest intelligence reports.

On the ten by twenty-five foot wall map of a simulated city and surrounding rural areas, police officers move magnetized symbols illustrating the route of a growing demonstration, possibly an incipient riot.

Subversives in control of the demonstrators appear to be forcing a confrontation with the police. Emergency telephone and radio traffic to the Center is heavy.

The Commander orders the Patrol Chief to disperse the marchers. The order goes to the Field Commander at the Mobile Command post. A Liaison Officer contacts the Army. The National Police Commander is kept informed via a "hot line", and he, in turn, advises the responsible minister of government.

The marchers' intent is revealed by the intelligence mosaic. Roadblocks are ordered. The personnel status board shows police reinforcements available in Precincts No. 9 and No. 6. They are ordered out.

The demonstrators, now unruly, break out Molotov cocktails and missiles. A police barrage of chemical munitions dissuades the mob. Police formations fragment the mob. Agitators are arrested. The Commander orders anti-looting patrols. The Police Information Officer releases facts to the news media.

The weary police staff reviews the action and counter-actions for successes and mistakes, so an even more professionally effective job can be done next time . . . if and when it comes.

By

**THOMAS K. FITZPATRICK**

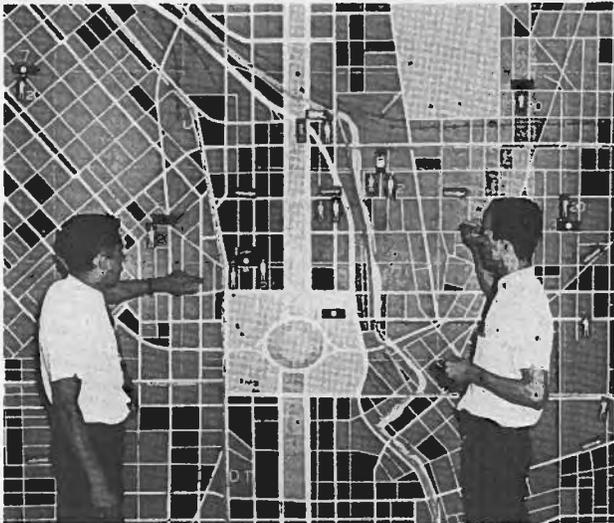
*Office of Public Safety*



Use of funds for printing this publication approved by the Director of the Bureau of the Budget June 2, 1966.



*Participants play staff roles*



*Mapboard reflects mobility*



*Radio is one information channel*

It was a game . . . played at the International Police Academy. More than 700 foreign police officers from many countries, participants in the Academy training program, have contributed to the development of this police-politico exercise since the Control Center went into operation.

Gaming is a relatively new teaching concept for police, although military forces have practiced gaming for centuries.

The Academy's Police Operations Control Center (POCC) aims to (1) aid in the training of foreign police and U. S. technicians going abroad, and (2) to serve as a prototype to encourage use of the simulation training concept by the police of other nations.

An international survey of military and government training installations by Michael G. McCann, Director of the Academy, produced convincing evidence that role-playing and gaming could effectively assist the traditional forms of instruction. Now, all applicable courses at the Academy are adapted to the POCC.

POCC activities emphasize the importance of intelligence, liaison, communications, staff and, above all, planning. Timing is important in a crisis and planning helps assure that no unnecessary delays are caused by indecision.

The three major components of the International Police Academy curriculum—management, police operations, and internal security—are phased into the POCC operations, when practical. For example, patrol procedures and theories are taught by assigning participants to the role of precinct watch commander, where they develop a beat system, both foot and vehicular. An area saturation patrol problem is presented, and it allows considerable latitude for participant creativity in its solution.

For civil disturbance problem solving, a Police Commander is elected by his classmates, and a Deputy selected. These two pick a staff to operate the Control Center.

Then the game begins. The Center is equipped for radio, telephone, teletype, and courier communications. The faculty Control Team comprises a programmer who feeds in scenario information, a radio operator, switchboard operator, floor monitor, and an umpire. It is the purpose of the faculty Control Team to act as commanders of the field forces and related outside agencies, including those in the political structure. One objective of the POCC is to emphasize the political significance of police actions.

Participants are free to use any tactics they wish. No faculty solution is projected, although if there is an obvious weakness, such as leaving a flank exposed, the Control Team will exploit this logically and realistically to prompt a correction.

*(Continued on page 15)*

## *For Free World Police*

# INTERNATIONAL FORUM

The International Police Academy, familiarly known as the IPA, is unique in the world.

As Byron Engle, Director of the Office of Public Safety, has stated, it is an "international forum" for police administrators. It provides an opportunity for officers of the Free World, temporarily relieved of their operational responsibilities, to meet and discuss today's law enforcement problems.

The strength and the success of the IPA depend upon the experience, competence and participation of those who attend. A number of its graduates are the heads of national police forces and the great majority hold responsible command and staff positions. The IPA is the sum of the contributions of its students and graduates.

Competent, responsible enforcement of the law is essential to assure a social climate of stability and security necessary to political and economic development.

This is the axiom which guided the aspirations of Mr. Engle in the creation of the International Police Academy, and which governs the conduct of the Academy.

The IPA opened its doors in December, 1963 and since then hundreds of ranking police officers from more than 40 countries have contributed information and experience to the Academy reservoir—and each has found benefits in this exchange.

A successful regional predecessor of the IPA was the Inter-American Police Academy, established in Panama in 1962 for Latin American Police officers. The Panama institution was later incorporated in the IPA, where classes are now conducted in English, Spanish, and French.

IPA instructors have previously served with city and state police forces, sheriffs' offices, military police organizations, and federal law enforcement agencies. Most have overseas experience. Visiting lecturers and speakers enable the IPA to offer a well-rounded curriculum of police subjects. They include law enforcement specialists from the Departments of Justice, Treasury and Defense, city and state police officers, university professors, and visiting foreign police officials.

Courses ranging from 14 to 17 weeks in length are offered for senior and mid-career level officers.

The faculty guides training in *Police Administration and Organization*, in municipal and rural *Police Operations*, and in *Internal Security* (border control, civil disturbances, prevention and control of riots, etc.).

These subjects are discussed in an academic atmosphere emphasizing the need to prevent subversion and to maintain law and order under humane civil concepts and controls. The program is designed to provide visiting officers with the professional and technical knowledge to strengthen the capability of the police in their respective countries, to maintain public order with a minimum use of force, and at the same time to improve the public image of police.

The Academy is adjacent to famous Georgetown University, near downtown Washington. Classrooms are well equipped with audio-visual training aids and interpreting equipment. Seminar rooms encourage the officers in forthright discussions on the problems of police forces—and their solutions. The large "Police Operations Control Center" is described on page 1. A firearms range, a reference center with a library of professional books and publications, and a modest gymnasium are located on the premises. English language lessons are offered at nearby Georgetown University.

Each class of 25-40 officers travels by chartered bus during an eight-to-ten day observation tour of city and state police forces. On these bus tours, the visitors converse with police officers in various communities about common problems and practices. They are invited to dine in the homes of local families. Most visiting officers enjoy the true United States way of life revealed on these trips, and described in greater detail on page 6.

By  
**MICHAEL G. McCANN**  
Chief of  
Training Division  
and  
Director of Academy



With completion of the general courses, participants have opportunity to train for several additional weeks in preselected specialized subjects related to their responsibilities within their home countries, such as crowd control and border control.

The graduation exercises are colorful with many officers wearing the uniforms of their forces. Speakers are selected from the highest levels of political and international leadership, and have included such officers as W. Averell Harriman, United States Ambassador at Large, Vicente Huerta Celis, Commanding General of the Chilean Carabineros, Senators Robert F. Kennedy, Joseph M. Montoya, and Joseph D. Tydings. Filling the Academy auditorium are Ambassadors of countries represented by the graduates, other diplomats, distinguished university and law enforcement officials, and hundreds of friends.

Graduation marks the cementing of international friendships which will continue through the years.

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*The Washington International Center provides an orientation to living in the United States and social activities for officers attending the Academy.*

## *In Memoriam*

Major LUIS R. LUCIANO  
MARTINEZ CASTRO

National Police, Dominican Republic  
died as a result of a traffic accident  
on October 6, 1966  
while a member of  
Inter-American General Course No. 23

Inspector JUAN JOSÉ  
BRAGA ALVAREZ

Headquarters Police, Uruguay  
died of a heart attack  
on November 10, 1966  
while a member of  
Special Inter-American Course No. 24

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*These outstanding officers  
will long be remembered by  
their fellow officers and  
the staff of the Academy.*



## Some Former Participants Speak . . .



"At this Academy, the techniques analyzed and discussed in a free exchange of ideas, information and experiences; the climate of good will and understanding which is felt in every activity; the mutual comprehension among teachers and students; the earnest attitude of all regarding the task of

studying; the competence and dedication of the teaching and administrative staff; the respect for the police organizations of other countries and the culture of the people they represent; all these constitute a true and lasting monument to the memory of the man (the late President John F. Kennedy) who inspired and founded it."

General Vincente HUERTA Celis  
Director General  
Carabineros of Chile

\* \* \*



"The police in many areas of the world are the most far-flung arm of the government and perhaps the only branch of the government in daily contact with both the government and the people. The police have the ability to keep the government advised of the daily temper of the people, and

can also keep the people advised, on an almost daily basis, as to what the government is trying to do for them. . . . In developing countries, where normal communications, between government and people . . . are scant or in some cases non-existent, the filling of this communications gap can be one of the most important factors for the creation of an atmosphere in which a developing country can really have a chance to grow and develop."

Brigadier General Mohamed ABCIR Mussa  
Commandant, Somali Police Force  
Somali Republic

\* \* \*



"We came from very great distances in Africa, Asia, and South America, and temporarily left our families, friends, and jobs seeking education and knowledge to raise the standards of our learning and training. We gained the education and knowledge from our instructors, according to the program planned by the Academy from discussions of the students with their varied background and experience."

Ali Osman HEGAZI  
Lieutenant Colonel of Police  
United Arab Republic



"Let us not forget the days spent here. That will be enough to help us to go on because we will know that somewhere deep in the tropical jungles or in the shadow of the pyramids or on the banks of the Euphrates or on the shores of the Caribbean or the Pacific seas, there will be our friends and counterparts, also fighting and suffering for the same goal—to build a better world."

Inspector Jose Maria GUIBADO  
Federal Police of Argentina

\* \* \*



"This Academy is . . . the first police academy of an international scope. It is the first institution which has addressed itself to the common problems of the law enforcement agencies all over the Free World. It is the first institution which has brought together senior and experienced law enforcement officers from so many countries of the world."

Muhammad Abdul HAQUE  
Deputy Inspector General of Police Pakistan

\* \* \*



"We are grateful for the opportunity of meeting police officers from other countries . . . we have come to realize that we have similar problems and we have learned from each other that these problems can be met in more ways than our own."

Orlando V. CONSING  
Chief of Police  
Dumaguete City, Philippines

\* \* \*



"It is quite evident that all of the policemen of your countries will not have the opportunity to benefit from the Academy participation. It will be up to you to apply, the art of communication, the art of teaching, which has been imparted to you. . . . It is by the application of this knowledge that you will prove that your stay in the United States has not been wasted."

Precinct Commander Alphonse MULELI  
Provincial Police of Katanga  
Lubumbashi, Democratic Republic of the Congo

*Students Observe  
Police Activities*

## FIELD TRIPS

The opportunity to observe law enforcement activities and installations on the scene is the purpose of an eight-to-ten day bus trip through several Eastern states taken by each Academy class. Practices and techniques which they previously discussed in lectures and seminar rooms are seen in actual operation in state, metropolitan and rural police organizations.



*Officers greeted at a field trip stop*

For example, they compare their lessons in jail administration with the activities of a warden in a federal penitentiary.

The group may visit an industrial plant to study security procedures. The activities of rural police operations are contrasted to municipal operations and functions of the participant's home organization.

Discussions with officials of a citizens' organization for reducing crime and delinquency reveal the practical results of prevention efforts.

They may see records and identification systems maintained by state police, and an operations center and communications system in a university school of police administration.

Side trips may bring the officers to the United Nations in New York to hear international debate, and to an automobile manufacturing plant to see the production of police vehicles. Scenic and historical sites justify brief stops, especially for amateur photographers.

In many cities volunteer hospitality organizations arrange for the visitors to be entertained in homes of local citizens.

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*Boarding charter bus*

## Officers Keep Busy Schedule

# ACADEMY ACTIVITIES

The police officer attending the International Police Academy is a busy visitor.

In the Academy he is known as a "participant" because he is expected to "participate"—to give of his own experience and knowledge in exchange for the benefits of this association.

The lunch hour is about all he can call his own during the academic day from 9 a.m. to 5 p.m. followed by study at home and extra curricular activities. Many officers take English language classes in nearby Georgetown University, starting at 8 a.m.

After a week of orientation to life in the United States at the Washington International Center, the participant starts his course at the Academy with a study of *Police Management*, launched with a lecture on *The Changing Society*. Formal classroom presentations proceed through such subjects as *Police Leadership*, *Police Organization*, *Personnel*, and *Command and Staff Relationships*.

Meantime, his class has been divided into seminar groups of eight or ten officers from different countries. Although open discussion is invited in classroom sessions, it is in seminars that participants are most active.

The participant is soon introduced to the *Workshop in Police Organization*, the first of a series of exercises leading to a complex hypothetical operational situation in the Academy's Police Operations Control Center. It is this practical gaming activity that draws each officer into an active role. (See page 1)

Classes and seminars proceed through *Police Operations* (Patrol, Investigation, Criminalistics, Narcotics Control, etc.) and *Internal Security* (Targets of Insurgency, Planning for Riot Control Formations, Special Equipment, etc.)

The officer changes into an Academy-furnished "sweat suit" for his more physically demanding activities. In the IPA gymnasium he learns the most effective use of the police baton and the techniques of unarmed defense. Emphasis is placed on defensive tactics. He practices police combat firing. He learns firsthand that plastic bullets are economical for his own force for practice shooting. Physical fitness training completes his "sweat suit" education.



Interwoven through this program is thesis writing. Each officer works with a faculty advisor in developing a thesis on a subject determined by participant-faculty consensus. He has access to the Reference Center library where technical books and publications assist his research. The Library of Congress is available for deeper studies in allied subjects.

His thesis completed, the officer orally gives a presentation of it to the members of his class and a panel of faculty members, followed by a lively discussion.

One field trip takes the class to the John F. Kennedy Special Warfare Center at Fort Bragg, North Carolina. The participant studies civil-military relationships in counterinsurgency operations and police support in unconventional warfare.

(Continued on page 11)

The day begins  
in the classroom  
and flows  
through a series  
of activities designed  
to enrich the mind  
and sharpen skills.  
The between-classes  
recess offers  
library reading  
and a game  
of chess.



*The s*



*First aid for the emergency*



*Pra*



*Making bullets can cut costs*



*Firing practice*





*Commands attention*



*Between classes*



*All learn baton defense tactics*



*Exercise in riot control*



*The library has its attraction*



*Each thesis is discussed by panel*



*Good food—good fellowship*

All activities lead to the class graduation and the preceding class banquet. The banquet is the final informal get-together before the participants depart. There are smiles, and songs, and handclasps.

# POLICE EXECUTIVE TRAINING



*Director Engle (center) greets distinguished visitors*

The Police Executive Training program of the Office of Public Safety is designed to acquaint high-level officers with police systems and practices in the United States. These visitors, who are unable to attend the Academy Senior Course, thus may observe police operations, participate in conferences and seminars, and make comparative studies of the organization and administration of federal, state, county and municipal law enforcement agencies.

A briefing at the International Police Academy precedes the study tour. Hundreds of senior officers have participated in this program, with many timing the trip to attend the annual conference of the International Association of Chiefs of Police in the fall of the year.

Meeting with United States police officials and the friendships established contribute greatly to international cooperation in law enforcement.

# TECHNICAL SPECIALIST TRAINING

A police officer with responsibility in a very specialized technical area of law enforcement may come to the United States to update his knowledge. This is an extension of the work of the International Police Academy.

Training grants are limited to short courses where there is a demonstrated need and the training cannot adequately be provided in the cooperating country. Strict English language requirements are applied to assure maximum benefit to the individual technician. Group training, however, may be arranged in a foreign language in some specialties.

Some training is conducted at the International Police Academy. Other courses are provided by other organizations under contract arrangements. All visitors receive orientation at the International Police Academy before training starts.

## Examples:

► A course in Questioned Document Examination, including such subjects as typewriting identification, forgeries, extortion, counterfeiting docu-

ments, micro-chemical analysis of inks and papers.

► Courses in Police Records Management, Traffic Police Administration, Police Telecommunications Management, and Maritime Law Enforcement.



*Special skills for police efficiency*

*Draw on Many Resources*

## THE IPA FACULTY



*Mr. McCann introduces guest lecturer*



*Instructor guides seminar discussion*

The Academy faculty members go far beyond formal lectures to stimulate reactions and encourage discussions in this forum of experienced police officers from many countries.

The instructors are drawn from law enforcement agencies throughout the United States. They have usually had overseas experience as Public Safety Advisors in cooperating countries, which enables them to understand the practices and techniques in other countries. Abroad they have worked with local officers, thus can better comprehend the problems of the officers visiting the United States.

Important to the visitors and to the success of the Academy program is the counseling staff. Each class has a bilingual counselor, usually with overseas experience, the better to identify and seek solutions to problems confronting the visitor, whether an academic frustration or a purely personal difficulty.

The resources of cooperating federal, state, and city organizations and universities contribute additional specialties to the curriculum. For instance, the United States Treasury Department provides narcotics control instruction. The experience of the United States Army in counter-insurgency is available to the participants during a three-day stay in Fort Bragg, North Carolina.

Law enforcement agencies in small towns, big cities and states provide demonstrations to the visitors during tours of the city-town complex in the eastern United States. The workings of the bomb disposal squad in New York City are revealed as comprehensively as the functions of a small town police force.

The federal penal institution in Lorton, Virginia, is a one-day "classroom". The metal doors of Sing Sing prison have swung open to the officers for observation of prison administration.

Guest lecturers come from other federal agencies. Chemical warfare and unarmed defense tactics are taught at a nearby Army installation. Military police and Navy shore patrol provide the special lessons of their experience. Guest speakers who are experts in many fields related to law enforcement supplement the program.

While the faculty and visiting lecturers provide the nucleus of the training, the most important trainers are the participants themselves, through mutual and objective exchange of their knowledge and experience.

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### *Academy Activities—from page 7*

In an eight-to-ten day bus tour to six or more eastern United States towns and cities, the officers observe the operations of state, municipal and local police forces, plant security, penal institutions, and a cross-section of civilian life in the United States.

When Academy classes are over, officers in the General Course begin four weeks of training in a specialization appropriate to their jobs back home. This training may be in riot control, firearms, records management, instruction methods, criminal and security investigation, or other subjects.

Finally, the participant puts on his uniform, and with his classmates receives his diploma, a graduate of the International Police Academy.

# CURRICULUM

## POLICE STUDIES OFFERED AT THE ACADEMY

### Police Management

The Changing Society  
Police and National Security  
Comparative Police Systems

Police Management  
Police Leadership  
Police Organization  
Command and Staff Relationships  
Personnel  
Police Training  
Workshop in Police Organization

### Police Public Relations

Police and Modern Society  
Crime Prevention  
Police Planning  
\* Police Communications Systems,  
Management  
\* Logistics  
\* Fiscal Management  
\* Field Observations

### Related Training:

Firearms Training  
Unarmed Defense

Police Physical Fitness  
Communication Skills  
Thesis Program  
Washington International Center

### Police Operations

Police Patrol  
Police Communications Systems  
Investigations

Criminalistics  
Counterfeiting  
Customs Control  
Narcotics Control  
Forensic Medicine  
Control of Vehicular Movement  
Special Operations

### Border Control

Police Intelligence  
Records and Identification  
Detention and Confinement  
Juvenile Delinquency

† First Aid  
Police Patrol

† Principles of Police Photography  
† Field Observations

\* Offered in Senior Course only  
† Offered in General Course only

### Internal Security

Introduction to Internal Security  
Nature of Insurgency  
Basic Framework for Counter-Insur-  
gency Policy

Operational Views on Insurgency  
Introduction to Civil Disturbances  
Records and Internal Security  
Planning for Riot Control  
Riot Control Formations  
Photography in Civil Disturbances  
Special Equipment for Control of Civil  
Disturbances

Workshop in Control of Civil  
Disturbances

Police Baton  
Chemical Munitions  
Explosives and Demolitions  
\* Environmental Factors of Insurgency

\* Economic Views on Insurgency  
\* Legal Considerations in Crowd and  
Riot Control

Targets of Insurgency  
† The Internal Security Services

† The Threat to Latin America  
† Tactical Communications in Control  
of Civil Disturbances

\* Crowd and Mob Psychology  
Counter-Insurgency Intelligence  
The Police and Resources Control  
Terrorist Counter-Measures  
Causes and Characteristics of Riots  
Field Instructional Tour

Professional training of foreign police officers is undertaken by the International Police Academy, 3600 M Street, N.W., Washington, D.C., U.S.A.

The Academy is a function of the Training Division, Office of Public Safety, Agency for International Development, Department of State.

Training programs conducted at the Academy, in specialization facilities, or by Public Safety Advisors abroad, are coordinated by the Training Division of the Office of Public Safety.

The Academy offers:

Senior Course (English language only)—for police executives with minimum police rank of Lieutenant Colonel or civilian equivalent. Fourteen weeks.

General Course (English, Spanish, and French languages) for commissioned police officers through the rank of Major or civilian equivalent. Thirteen weeks, plus up to four weeks of specialized training.

Information concerning attendance at the Academy, or participating in other training programs, can be obtained through the United States A.I.D. offices or United States Embassies and Consulates in the various countries.

*Conveniently Located and Well Equipped*

## PHYSICAL PLANT

Some of the streets of Washington's historic suburb, Georgetown, are still cobbled and they lead to the large, 71-year-old building of the International Police Academy.

On the freeway it is just a few minutes to downtown Washington and handy to the residential section where many participants live.

The cavernous building with six-foot thick concrete floors, once a streetcar barn, tunnels into a bluff. The front steps lead down to the Potomac River. The roof-level rear door leads to the campus of Georgetown University.

Between these two entrances are classrooms equipped with chalkboards, movie projectors, simultaneous interpreting equipment and other training aids; seminar rooms for small group discussions; and a large lounge area for relaxing and for coffee and cake receptions following graduations and guest speaker presentations. In the center of the lounge area is a reference center with a library of approximately 5,000 police books and publications. Participant theses fill several shelves in the center.



*Participants keep fit*

Off the lounge area is the Police Operations Control Center, described in detail on page one.

A large auditorium, seating more than 500 persons, is the scene of graduation ceremonies and of workouts in unarmed defense and baton wielding. An adjoining gymnasium offers showers and lockers and facilities to keep fit. A smaller auditorium, seating 160, serves also as a lecture hall and motion picture theater.

*(Continued on page 15)*



*Reference center for trainees and faculty*



*Scores are settled on the football field*

### *Not All Study*

## LIFE OUTSIDE THE ACADEMY

The participant's life outside the classroom ranges from sightseeing—to home cooking—to enjoying Washington's many attractions—to meeting fellow countrymen—to playing football (soccer) in the Georgetown University stadium.

Everyday living arrangements are soon settled, with the participant making his selection from a list of rooms and apartments available to him. Most popular is the housekeeping apartment shared by two or three officers. This arrangement permits home cooking of their customary foods. Washington, a city of Embassies, has many stores offering exotic ingredients for the dishes of many lands.

Quarters are a reasonable distance from the Academy, and the participant can ride inexpensive public buses—itself an orientation into American life.

The Washington International Center, a private institution devoted to hospitality for foreign visitors, offers entertainment and facilities for relaxation. The first week he is in Washington, the Center introduces the officer to the ways and manners of the United States. It provides lectures, motion pictures, music, games, folk dancing, sightseeing trips, library and letter writing facilities, and camaraderie with visitors from many parts of the world.

The Center has a list of United States families pleased to invite participants to their homes, take them to a ball game or otherwise entertain them. Many of the officers take advantage of this opportunity to meet local families and participate in typical United States social activities.

The officer broadens his perspective through contacts with officers from other countries as well. On the official Academy field trip to other cities and towns, he will have many other opportunities to experience life in the United States and often to make lasting friendships.

Places of worship of many religions in Washington are open to the officers.

Medical facilities are available for any illness or injury. The Academy maintains a list of Spanish and French speaking doctors in addition to English speaking specialists. Medical insurance normally covers the cost of treatment.



*The sounds of music are universal*



Washington offers treasures for sightseers

### ***POCC Story—from Page 2***

In the Control Center the huge mapboard, showing streets, principal buildings and installations of the imaginary city and outlying areas, is the focal point of operations. Fluorescent symbols representing police, crowds, equipment, etc., are color-coded and illuminated by ultra-violet light to show the disposition of personnel and equipment. Filmstrip and motion picture film projectors flash realistic action scenes on two screens. Color slides are used for operational planning and briefings.

A microphone input-output system gives the control booth direct communication with the POCC and allows the faculty Control Team and observers to hear the action of the play. Two status boards (personnel and equipment) exhibit information in the three instructional languages of the Academy: English, Spanish, and French.

The POCC concept is one of centralized control and direction, as lack of central command frequently results in chaos. As a vital point of crowd control is prevention, operational planning plays a key preventive role. The POCC allows for clear-cut chain of command, for perspective of the overall problems, for strengthening of coordination and liaison, for correct deployment of resources, and for elimination of duplication and contradiction of command decisions.

The Academy emphasizes, in POCC operations, that *training* is important, not equipment. A spartan POCC has been constructed to demonstrate that the concept can be adopted with minimum equipment at low cost, which can be produced locally by any police force. This model uses a photo-mural of a city map covered with plexiglass. Movements and deployments are marked by grease pencil. Telephones and radio are the basic communications equipment, but couriers are used to the maximum with this spartan model.

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### ***Physical Plant—from page 13***

A new feature of the Academy is a firing range on the ground floor where high ceilings once permitted streetcars to turn around.

From 20 shooting booths, made safe with bullet-proof steel and acoustic board, participants can fire at automatically-controlled targets. The range operator can set the targets at 7, 15, or 25 yards so the participants need never leave the firing booths.

Adjoining the range is an "amphitheater" classroom for reloading training and hand manufacture of bullets.

*Beginning—  
Not the End*

# GRADUATION DAY

*"In the United States a 'graduation' is commonly referred to as 'Commencement', that is, the graduation is not the end of an era but the 'commencement', the 'beginning' of a new one. I am confident that today's exercises mark the beginning of new eras for each of you in the continuation of your professional careers already so firmly established."*

*IPA Director MICHAEL G. McCANN  
... at graduation exercise*

Graduation is the climax of each Academy course, a resplendent ceremony with the uniforms of many countries pictured against a background of flags for every nation represented among the participants. The red-coated United States Marine Band sets the ceremony cadence.

Diplomats, friends and government dignitaries fill the hall.

Graduation speakers are distinguished in the field of law enforcement or international relations. They have included General Vicente Huerta Celis, Director General of the Carabineros of Chile, Senators Robert F. Kennedy, Joseph M. Montoya (speaking in Spanish), and Joseph D. Tydings, United States Ambassador at Large W. Averell Harriman, and Commissioner George B. McClellan of the Royal Canadian Mounted Police.

Representatives of the classes give a valedictory.

Newspaper and radio reporters and television cameramen record the event and distribute the news and photographs to the homelands of the graduates.

At long last each officer receives his diploma emblematic of his entrance into the exclusive society of IPA graduates.

Following the ceremony, the reception in the student lounge, amid the plaques presented by departed classes, is the scene of lingering farewells.

Graduation day, however, notes not the end but the strengthening of friendships.



*A happy moment for the graduates*



