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**A SURVEY  
of the  
MAJOR POLICE  
FORCES of  
ARGENTINA**

**SECTION I**

**Federal Police of Argentina  
Provincial Police of Buenos Aires  
Other Provincial Police**

**February 1966**

**OFFICE OF PUBLIC SAFETY  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
DEPARTMENT OF STATE, WASHINGTON, D.C.**

REVIEWED AND DECLASSIFIED by Lauren J. Goin, Director, OPS, January, 1975

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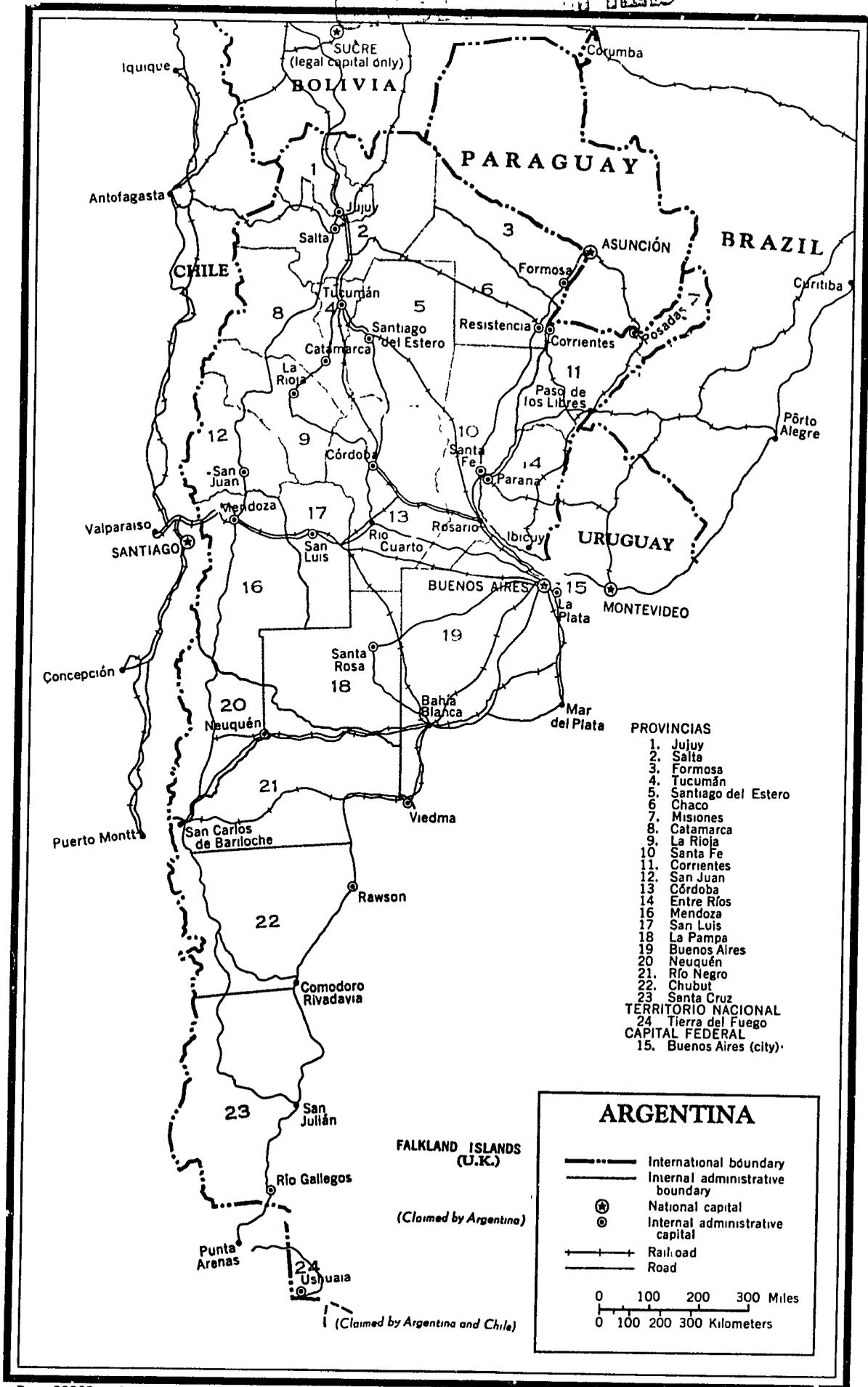
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**A Survey of the Major Police Forces of Argentina**

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Provincial Police of Buenos Aires  
Other Provincial Police**

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## FOREWORD

This survey of the major police forces of Argentina was conducted by the Office of Public Safety of the Agency for International Development of the United States Government, at the request of the Ministers of Defense and Interior of the Argentine Government. Local arrangements for the survey were completed through the U. S. Embassy and USAID Mission in Argentina.

Field work on the survey was started in Argentina by the Survey Team on October 10, 1965 and completed December 22, 1965.

The information contained herein was obtained as a result of extensive studies and field observations of the respective police forces, plus discussions with their officers and men and with various governmental officials, military personnel, representatives of the U. S. Embassy and USAID Mission in Argentina. This information is for the official use of the governments concerned in determining the feasibility of developing a joint police assistance program.

The survey is not intended to be critical of any person or group, but, rather, to be a factual statement of existing police problems and recommendations for their solution. The Survey Team covered the high points of each force and has prepared recommendations regarding the most urgent problems.

All of the information in this report has been thoroughly checked. However, with the many complexities of police operations, the broad scope of the survey, language, and translation difficulties, it is possible that certain mistakes may exist. For these, the Survey Team accepts full responsibility and hopes that they cause no serious difficulties or misunderstandings.

Sincere appreciation is expressed to the many persons who assisted in the conduct of the survey and who helped to make the Survey Team's stay in Argentina more enjoyable. These include the officers and men of the respective police forces, officials of the Argentine Government, the Ambassador and staff of the U. S. Embassy, the Director and staff of the USAID Mission in Buenos Aires, the U. S. Consul in Cordoba and many others.

Appreciation is expressed to Mr. Paul Katz of the Office of Public Safety, AID, Washington, Mr. Herbert Hardin, Chief U. S. Public Safety Advisor in Colombia, Mr. Robert L. Barnes, U. S. Area Public Safety Advisor in Brazil and Mr. Adolph Saenz, Chief U. S. Public Safety Advisor in Uruguay, who came to Argentina and assisted in certain aspects of the survey. Special thanks are expressed to Comandante Hector D. Yemmi of the Gendarmeria, Inspector Hector V. Morel of the Federal Police, Prefecto Nestor Mario Alonzo of the National Maritime Prefecture and Inspector Guillermo Remos Mejia of the Buenos Aires Provincial Police. These officers rendered invaluable service as the liaison representatives of their respective police forces and in many other important respects.

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The members of the Survey Team appreciated the opportunity to participate in this important project and they hope that the survey will be useful in helping to solve the problems toward which it was directed.

Joseph L. Lingo, Chief of Survey Team  
Marion N. Hardesty, Associate

January 25, 1966

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PART I

THE FEDERAL POLICE OF ARGENTINA

CHAPTER 1

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. The Federal Police is a highly professional civil police agency composed of experienced and dedicated officers and agents, who are attempting to do a capable police job under extremely difficult conditions.

During recent years, the Federal Police have been forced to limit and curtail many basic police operations, due largely to serious shortages of manpower, facilities and modern police equipment. The tremendous growth of population in the Federal Capital, together with social, political economic developments throughout the country, has created a multitude of new problems for the Federal Police. These problems are further intensified by increased threats to the country's internal security and a rapidly rising crime rate. Although police officials are generally aware of these problems, they have not been provided with even the minimal facilities and equipment needed for their solution. In trying to keep up, the police have been forced to resort to partial and piecemeal solutions which have proven far from adequate. This failure on the part of the government to provide financial backing and support for police efforts has resulted in a steady lessening of police effectiveness, which has reached alarming proportions and could be a serious factor in the country's internal security situation.

2. The threat of civil disorders, subversion and terrorism in the Federal Capital and Provinces is potentially serious and calls for the best efforts of the police. It is believed that the police will have a good capacity to deal with these problems if additional technical assistance, training, and modern equipment is provided.

3. The present system of written court trials is less efficient than the oral trial system and places an undue burden of report preparation and bureaucratic activity on the police.

While this report does not include a study of the judicial processes of Argentina, it is believed that this is a valid conclusion which has a direct relation to police operations. Consideration should be given to changing the court system along lines of oral trial procedures now used in many countries.

4. The basic organizational structure of the Federal Police is sound and meets the needs of the service in most regards.

Duties are well defined and police functions seem to be allocated along logical lines in the various Directorates. There is, however, some question

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regarding the wide span of control now exercised by the Chief of Police who has at least 15 persons reporting to him.

5. Due to the difficulties encountered in recruiting new police and civilian personnel, low salaries and other problems, there has been a tendency in recent years to assign trained police officers and agents to various administrative and service activities at the expense of actual police operations like patrol and criminal investigation. The relatively low police salaries have also not been conducive to the recruitment of the best quality of personnel for the police service.

6. Traffic control and supervision in the Federal Capital leaves much to be desired and does not even meet the minimal needs of a large metropolitan city. This situation is rapidly becoming chaotic as more and more vehicles go on the streets.

7. The Riot Squad and Mounted Police units have a long record of effectiveness in the prevention and control of civil disorders, mobs and riots.

Training is good, and personnel are well disciplined and efficient. Additional communications equipment, chemical agents and weapons are needed if these units are to be expected to operate effectively.

8. One of the serious defects in police service at present is the lack of effective foot and motor patrol operations in the city.

While this is due in part to shortages of manpower and equipment, it is believed that more effective use could be made of the patrol vehicles presently available and used only for reserve or special purposes.

9. There is a need to strengthen and enlarge the facilities of the police records and identification service into a center for the entire country to expedite the issuance of passports and other identity documents and to coordinate criminal identification and record activities on a countrywide basis.

Such a project would help to coordinate and strengthen federal, provincial and other police identification and record activities and would provide a valuable uniform crime reporting service for the police of the entire country. At present, separate criminal records are maintained by the Federal Police, the National Gendarmeria, the National Maritime Prefecture and the 22 Provincial Police forces. If a person from the interior is arrested in Buenos Aires, for example, it is necessary to communicate with the respective police agencies to get full information on his criminal record or background.

10. Investigative operations have become highly specialized by type of crime and each of the specialized investigative squads has been allowed to build up its own particular activity with little or no coordination with the other squads.

Each squad maintains its own special records, photographs and files. There has also been a lack of coordinated action between the investigative squads, the police precincts and the various patrol forces. There is a vital need for additional investigative equipment and for vehicles to allow investigators to operate effectively.

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11. The countrywide responsibilities of the Federal Police have not been allowed to reach the potential necessary to deal effectively with federal crimes in the entire country.

While the Directorate of Federal Coordination has operated successfully in regard to its information gathering and intelligence duties, it is believed that additional legislation and expanded police effort to deal with federal crimes is a vital need on a countrywide basis. Such additional effort could be extremely effective in dealing with such crimes as contraband, auto theft, transport of stolen goods across provincial boundaries and others.

12. Basic training for agents and officers is well developed but limited in both quality and quantity of practical police subjects.

There is a definite need to improve training facilities, teaching methods and materials. More audio-visual aids should be provided and more practical police-type subjects included in the training programs.

13. The Survey Team believes that the basic responsibility for dealing with the problems mentioned above rests with the people and government of Argentina. The Team also believes that a joint program of police assistance with the Office of Public Safety of the Agency for International Development of the United States Government would prove extremely useful in helping to supplement local efforts toward police improvement and would aid in making both the crime and security aspects of police operations more effective.

14. While the management and technical competence of the Federal Police Communications organization is more advanced than most of the Latin American countries, the enormous communications responsibilities placed upon this organization without proper budgetary support have seriously limited their capability of providing rapid and reliable communications.

15. The Federal Police administrative and security country-wide radio network cannot provide the reliability or traffic capacity required for the following reasons:

a) This communications network operates for the most part in the radio-telephone mode and subsequently can not handle the traffic load required.

b) An insufficient number of technical supervisory personnel at the field offices, and the use of antiquated equipment contribute to the general unreliability of this network.

16. The operational capability of the radio patrol car communication system is far less than that required to support Federal Police operations in Buenos Aires. Over 75% of the radio equipment in use, both mobile and base, is obsolete and unreliable. While Control Center facilities are presently inadequate, the police are constructing a new control center which, when completed, will satisfy their current requirements.

17. Tactical communications equipment presently kept at the Communications Directorate Headquarters and issued to the riot squad and other tactical police elements only when required was probably initiated as result of the radio equipment antiquity and lack of reliability. Another problem experienced

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with the use of this radio equipment is the requirement for special batteries not locally available.

18. The police teletype network providing service to each of the police precincts and several GOA agencies employ female civilian operators who display reasonable skill and accuracy in their typing. Present teletype printers (Olivetti) are in good condition. However, a lack of ancillary equipment to provide "torn tape" relay (semi-automatic) operation decreases message handling capability and increases the number of operators required.

Recommendations on Federal Police

1. That the Government of Argentina provide more backing and financial assistance to the Federal Police to allow it to obtain the manpower, facilities and equipment needed to meet its responsibilities for crime control and internal security.

2. That a joint program of police exchange and assistance be developed between the Governments of Argentina and the United States which would serve to supplement local efforts toward police improvement along lines of technical assistance, training, and the provision of limited amounts of modern police equipment. Such a joint program should give particular attention to the basic problems and needs which are outlined in this report and which should be used as a basis for determination of the scope and extent of any joint program agreed upon by the two governments.

3. That a factual study be made by the General Planning Department of all police manpower in relation to present assignments, with emphasis on reassignment of trained police personnel to operational activities like patrol and investigation. More civilians should be used to replace such police personnel in administrative and service activities.

4. That the span of control of the Chief of Police be narrowed to not more than five persons reporting directly to him and that basic police functions be more clearly divided (by Directorates) into administrative, service and operational activities, with a deputy chief in charge of each. This group should also serve as the top level advisory council to the Chief of Police.

~~5. That~~ 5. That the activities of the General Planning Department be expanded to include both operational and administrative planning activities and that the Director of this Department be included in the top level advisory council of the Chief of Police.

6. That both foot and motor patrols be expanded and all patrol assignments be planned on a selective and coordinated basis as determined by factual information on the time, place and type of crimes. The present electronic processing equipment should be utilized in the development of such information.

7. That, in patrol activities, greater emphasis be placed on the preventive aspects of policing and all patrols be thoroughly trained in matters of courtesy and public relations.

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8. That all patrol policies and planning be supervised and coordinated by the Director of the Public Safety Directorate on an overall citywide basis of factual need and in full cooperation with the police precincts.

9. That the traffic control and enforcement operations of the Federal Police be expanded to include an effective accident investigation and prevention program. All traffic control and enforcement activities in the Federal Capital should be coordinated and conducted by the Federal Police.

10. That additional tactical communications equipment for the riot squad and mounted police be provided. Additional chemical agents, gas masks and gas weapons should also be provided for use of the riot squad.

11. That the identification and records activity of the Federal Police be expanded to serve as a center for the entire country. Such a project would supplement both the civil and criminal identification activities of the provincial police and would provide much needed civil and criminal information on a countrywide basis. A system of uniform crime reports should also be developed in full cooperation with all police agencies in the country.

12. That adequate special investigative equipment and vehicles be provided to allow investigators to patrol high crime areas, to check crime scenes and to quickly complete their investigations. In addition to the assignment of investigators on a selective basis, definite plans should be developed for operations to deal with unusual criminal activity in areas, including saturation techniques. Such plans should be coordinated with both foot and motor patrol activities.

13. That additional personnel and equipment of the entire Technical Police Division be provided to allow the Federal Police to more effectively handle its work, particularly in the scientific crime laboratory. This laboratory should be developed and expanded to serve not only the needs of the Federal Police but also to provide highly technical services for provincial police forces which have only limited crime laboratory facilities.

14. That the legislation needed to include additional federal crimes be enacted and that the manpower and facilities of the Federal Police be expanded (Directorate of Federal Coordination) to deal with such proposed federal crimes as auto theft, fugitive flight across provincial boundaries, inter-provincial transport of contraband, stolen goods and others.

15. That more practical police-type subjects be included in all civil police training programs, including the use of case studies, field problems and shooting practice.

16. That an effective audio-visual aids program be developed to supplement police training efforts and provide modern visual-aid equipment and teaching materials, including books and films.

17. That special short courses dealing with problems on which countrywide police agreements have been developed be conducted by the Federal Police and that representatives of provincial units and other police agencies be invited to attend such courses.

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18. That the present program of police public relations be expanded and especially designed to develop public support for police objectives and a better public understanding of police problems and needs. This program should include internal police matters as well as activities with news and information media.

19. That the police administrative and security country-wide radio network be modernized to provide independent radio circuits with voice and teletype capabilities between the Police Headquarters in Buenos Aires and subordinate Zone Headquarters at Tucuman, Cordoba, Bahia Blanca and Comodoro Rivadavia. This would provide a needed permanent written record of all security traffic and provide the reliability, speed and accuracy required in police operations.

20. That the police assign technical personnel to each of the zone stations and establish an efficient records and message handling capability in conjunction with the proposed teletype circuits. Standard operating instructions have been prepared to assist the police teletype operation and are included in this report under Section III.

21. That when operational, the police radio teletype network service be made available to the National Gendarmeria and the Maritime Prefecture to supplement their tactical radio networks.

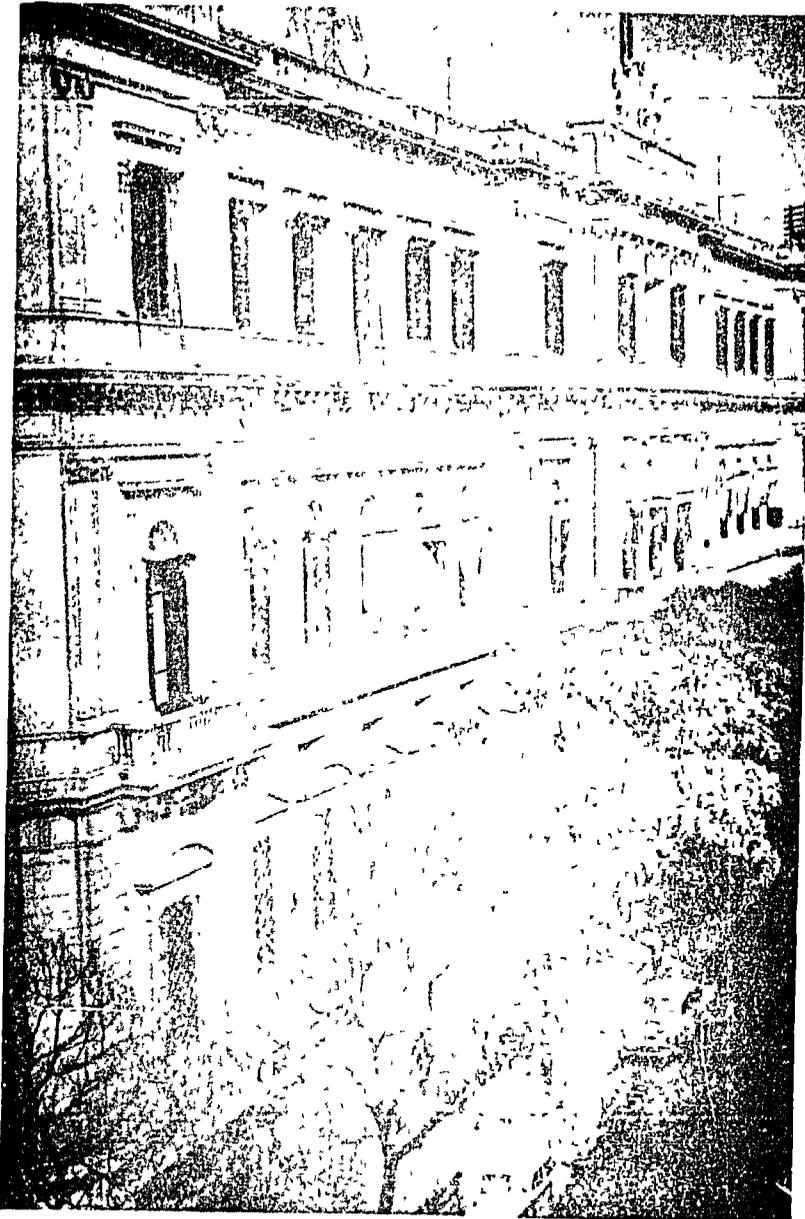
22. That the Communications Directorate receive a combination of GOA and U. S. assistance to permit the gradual and systematic replacement of old and obsolete radio equipment.

23. That additional tactical communications equipment be provided as recommended in paragraph 10 and that this radio equipment be physically located at the tactical police elements.

24. That efforts be made by the police to secure automatic teletype printers and ancillary equipment such as tape perforators in order to increase the traffic capacity between the Police Headquarters and police precincts.

25. That the radio dispatcher at the control center record on IBM cards all complaints received and actions taken. These cards can then be processed through existing electronic processing equipment to develop factual information on the time, place and type of crimes. Sample forms on IBM cards are included in this report.

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FEDERAL POLICE HEADQUARTERS  
BUILDING  
BUENOS AIRES

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CHAPTER 2

BACKGROUND INFORMATION

The Country

Argentina is the eighth largest country in the world and second largest, after Brazil, in Latin America. It covers an area of 1,084,000 square miles and is about the size of that part of the United States east of the Mississippi River.

The population is approximately 21 million, of which about 15 percent are foreign born. Predominant nationalities include Italian, Spanish, Polish, German, Yugoslav, French and Portuguese. Argentina, like the United States, is an ethnic melting pot. Literacy is estimated at 90 percent, the highest in Latin America.

Although largely an agricultural and pastoral country, Argentina has eleven cities with populations over 100,000 and over 60 percent of the population is urban. Buenos Aires, the Federal Capital, is the largest city in the Southern Hemisphere with a metropolitan area population of over seven million persons.

The country's northern frontiers are roughly on the Tropic of Capricorn and its southern shores are lapped by Antarctic waters. It is bordered on the west by the Andes Mountains and on the east by the South Atlantic Ocean; on the north and northeast by several rivers, including the Uruguay, Parana and Rio de la Plata. Climates vary from the heat of the subtropical northern provinces to the subarctic cold of the Patagonian south.

The Argentine Republic consists of 22 provinces, one territory (Tierra del Fuego) and the Federal Capital which is the city of Buenos Aires. The form of government is similar to that of the United States with power exercised by executive, legislative, and judicial branches. There is a two-chamber Congress; the Senate has 46 members and the Chamber of Deputies 187 members. Two senators are elected from each province with deputies elected on the basis of population. The president is elected for six years, senators for nine years and deputies for four years.

The Constitution

The Constitution of 1853 is patterned closely after the U. S. Constitution with much authority being granted to the federal government. It states that the provinces shall provide their own governmental institutions and elect their own officials without interference of the federal government. The provincial constitutions must be in accordance with the principles of the federal constitution, which specifies a republican and representative system of government. There are a number of broad

powers granted to the federal government and explicitly denied to the provinces. All powers not delegated to the federal government, or expressly reserved to it by special laws, are retained by the provinces. The Constitution (Article 6) also provides that the federal government may intervene in a province in order to guarantee the republican form of government, to repel foreign invasion, or when so requested by provincial authorities. Such intervention requires the naming of an interventor by the federal government and he may remove all provincial officials, who are replaced by Federal officials, with full authority to administer provincial affairs, including elections.

#### Federal-Provincial Relationships

Federal authority over the provinces has also been strengthened through the years by a number of procedures through which the local governments have given up some of their autonomy to the federal government. The provinces depend on the federal government to collect and grant to them their share of national taxes. The provinces also levy and collect certain taxes at the provincial and municipal level.

Although each province has a local police force, the national government helps to insure internal security in the interior through local units of the Federal Police, the National Gendarmeria, the Maritime Prefecture and the armed forces. Even though the national government plays a role in provincial affairs, the relative importance of the provinces depends upon their individual population, resources, and other factors. The Governor of the Province of Buenos Aires, for example, is often considered to be second only to the President in prestige and power. When a Peronist won this seat in 1962, this fact was a major consideration in the subsequent annulment of the results of the election by the national government.

#### Judicial Process

Argentine jurisprudence is based chiefly on Roman law with trial by jury contemplated in the Constitution but rarely practiced. Justice is administered by federal and provincial courts with the seven-man supreme court as the highest body of the judicial system. Each province also has its own supreme court. The federal government and the provinces each have a parallel system of courts of first instance and courts of appeal. The federal appellate courts correspond generally to the federal circuit courts of appeal in the United States. These courts, both federal and provincial, supervise the courts of first instance and also hear appeals from them. There are 37 federal courts of first instance outside the Federal Capital which have original jurisdiction in crimes committed on federal property, crimes involving national sovereignty and security, national income, posts and mails, national elections, falsification of currency and others of a federal nature.

In the Capital, criminal courts have jurisdiction over the most serious crimes while violations of a lesser nature are tried by the Municipal Tribunal of Misdemeanors or by direct action of the Federal Chief of Police. These minor tribunals try only the less serious cases (contraventions) in which imprisonment is limited to less than 30 days; the Municipal Tribunal cannot assess fines of more than 10,000 pesos and the police court fines of more than 1,200 pesos. Court procedure before the police court is written and summary, with the privilege of appeal to a higher court.

Each province as well as the federal government has its own code of trial procedure. Most are based on old Spanish written trial procedures and, despite much agitation for a change to the more effective type of oral trial, Argentina is one of the few countries still using the written form of trial procedure. The oral system is being established in a few of the provinces and is partly in force in the Province of Buenos Aires.

### Brief Political History

What is now Argentina was discovered and settled by the Spaniards in the sixteenth century. During the early period, the country was subject to the Viceroys of Asuncion and Lima and its growth was slow. In 1776 the Viceroyalty of Rio de la Plata was established and Buenos Aires became a flourishing port.

First steps toward freedom from Spanish rule came in 1810 with the so-called "May Revolution." Full independence was formally declared on July 9, 1816, which was followed by five years of fighting against Spanish forces. The leader of this campaign was General Jose de San Martin, the Argentine national hero.

After the defeat of the Spaniards, Argentina experienced a long period of political uncertainty and insecurity. In 1853, following the defeat of dictator Juan Manuel de Rosas and the subsequent adoption of a federal constitution, a degree of political unity was achieved. Conservative political forces dominated until 1916, when the Radical Party won control of the government. In 1930, the Conservatives again seized power through a military coup. Another military uprising occurred in 1943 which marked the beginning of the era of Colonel (later General) Juan D. Peron. Elected president in 1946 and re-elected in 1951, Peron was finally overthrown by a military revolt in 1955. An interim government under General Eduardo Lonardi and Pedro E. Aramburu held power until 1958, when free elections were won by the Intransigent Radical Party (UCRI) candidate, Arturo Frondizi. After repeated clashes with the military, Frondizi was removed from office on March 29, 1962, and the President of the Senate, Jose Maria Guido, was designated as his successor. National elections were held in July 1963 in which the present President, Dr. Arturo Illia of the People's Radical Party (UCRP) was elected. The incumbent President Illia took office October 12, 1963.

### Communist Party

The Communist Party (DCA), while actually legal in Argentina at present, has had a long history of recurrent repressions since its organization in 1918. Its latest repression by legal action was during the period between 1959-1964. This decree was repealed late in 1964, making the party legal but with many of its actions restricted. The Electoral Court has prohibited its participation in national elections and it has been generally unable to obtain police permission to hold large public gatherings or demonstrations. A number of party headquarters are maintained in the greater Buenos Aires area and in several of the provinces. Closed party meetings are held with little or no official interference.

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Party membership is estimated to be in excess of 60,000 active members, made up chiefly of urban workers, students, lower middle class workers and a few professionals and intellectuals. There are also several relatively small Communist splinter groups in Argentina, of which the Trotskyite Labor Party is the most influential.

Soviet-bloc diplomatic missions in Argentina include USSR, Poland, Hungary, Bulgaria, Rumania and Czechoslovakia.

### Conintes Plan

In 1960, a plan was developed by the armed forces and the police to take vigorous action in case of serious threats to internal security. This was known as the Conintes Plan (contraction of "Conmocion Interna del Estado"). The plan provides for combining the forces of the police and military for joint action under army command. It also suspends certain constitutional guarantees, allows for arrest of subversives by authorities, and authorizes trial by military courts. The plan has been placed into effect only for a few brief periods since it was established in 1960 and has been used chiefly against Peronist terrorists and other potentially insurgent groups.

### Economic Problems

Argentina has suffered from inflation almost continuously for more than a decade. Causes are multiple and too complex to be explored in this report. The movement of the official cost of living index (based on 100 in 1960) for an average worker's family has been as follows:

<u>Date</u>	<u>Index</u>	<u>Percentage of increase over previous figures</u>
June 1961	112.4	—
June 1962	144.7	28.7
June 1963	177.4	22.6
June 1964	219.1	23.5
December 1964	249.2	14.2

During the past twelve months the government's official figures show a 33.7 percent decrease in the purchasing power of the peso.

These figures serve to emphasize one of the basic problems of the Argentine police with regard to the recruitment and development of capable personnel in view of the relatively low salaries paid during such an inflationary period. While there are regulations to the contrary, most policemen (especially in the lower ranks) must have a second job or some outside income in order to support their families (see salary scales).

CHAPTER 3

BRIEF HISTORY OF FEDERAL POLICE

In 1573 the Spanish explorer, Juan de Garay, led an expedition down the Parana River to establish the city of Santa Fe and, in 1580, the first permanent settlement where Buenos Aires stands today. Prior to this time, the Spaniards had been sending successful expeditions into the territory east of the Andes from both Peru and Chile. The economic life of the Spanish settlements was chiefly in areas which prospered and flourished while Buenos Aires languished in economic backwardness for nearly 300 years. The long and expensive haul from Lima over the Andes made European goods in Buenos Aires costly and insufficient for the needs of the population.

Large-scale smuggling became common and Spanish attempts to prevent the contraband export of local products, chiefly hides and tallow, were largely ineffective. These and other problems of public order served to emphasize the need for police vigilance beyond the type being supplied by the Spanish soldiers. The Cabildo (town council) was generally responsible for police functions which were carried out by both soldiers and citizens who acted as watchmen.

In 1777, Viceroy Vertiz strengthened the powers of the police and placed their administration under the neighborhood mayors who served as chiefs of police for their areas. Later, with the coming of the Republic, the mayors were designated as police comisarios and their forces were composed of soldiers loaned from the army and by citizen watchmen. They still operated under the local cabildos or town councils.

The police regulations of 1812 created the first police intendent general who was responsible to the new government. In 1813 a police corps called "Watch Force" was established and in 1821 this force was reorganized and called "Pioneers of Police." This constituted the first real police agency with full legal backing of the government and marked the beginning of effective police in the country.

Under the dictator Rosas (1833-1852) the police were chiefly of a military nature with the main job of helping to keep the dictator in power. One chief of police of this period lasted for ten years. When Rosas fell in 1852, a most difficult period for the police of the country followed. Reorganization followed reorganization and there were seven chiefs of police in succession who lasted less than three months each during this period.

In 1880, the city of Buenos Aires became the Federal Capital and police functions were divided between the federal and provincial police. In 1895, a project to reorganize the police of the Federal Capital was begun, which established a police agency based largely on the French system. It was not too successful and was difficult to adapt to the basic needs of Argentina. Other major reorganizational projects were started in 1911 and 1915. In 1939 a major police reorganizational

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program was instituted, which established many basic elements of the present police structure. In 1943, the police of the Federal Capital were given countrywide jurisdiction over federal crimes and their activity in this area was extended to include the entire country.

In 1906, under Colonel Ramon Falcon, the first police school was established in the Federal Capital.

The influence of the armed forces on the police has traditionally been strong and a military man has frequently served as chief of police.

In 1962, a law was enacted which provided that any qualified person could serve as Chief of Police and Director of the Directorate of Federal Coordination. This law reversed a former decree (1958) which required that these positions be filled by members of the armed forces. The present chief of police is a career police officer while the director and sub-director of the Directorate of Federal Coordination are members of the armed forces. This situation has created some difficulties and has served to weaken the authority and control of the chief of police, through divided administrative responsibility.

CHAPTER 4

CRIME TRENDS

The Problem

The Federal Capital is facing an alarming increase in crimes of all types with the greatest rise in crimes against property, including automobile thefts. Since 1949 the rate of crime increase has been constantly up with crimes against property increasing over four times. In 1950 there were 335 cars stolen in the Federal Capital; in 1964 this number was 3,670, or more than ten times greater than in 1950. Crimes of all types totalled 14,551 in 1955, 23,945 in 1960 and 27,773 in 1964. This averages approximately 2,400 reported crimes each month in the Federal Capital, or about 200 per day.

	<u>Total Reported Crimes</u> <u>Buenos Aires</u>
1955	14,551
1960	23,945
1964	27,773

These are major crimes and do not include contraventions or lesser crimes like most traffic offenses, drunkenness, fights and others.

Actual average of security police personnel on the streets of the capital on any one shift is between 500 and 600 patrolmen, 25 to 40 patrol cars and 30 to 50 motor-cycles.

The following charts show the total crimes against persons and crimes against property over a period of years:

Crimes 1930-1964

Year	Against Property	Against Persons	Total
1930	6,261	4,380	10,641
1940	4,553	4,893	9,446

**Crimes 1930-1964 (Cont)**

<b>Year</b>	<b>Against Property</b>	<b>Against Persons</b>	<b>Total</b>
1949	5,447	4,420	9,887
1950	6,747	3,979	10,726
1960	19,419	3,865	23,284
1962	22,072	4,624	26,695
1964	22,252	4,125	26,377

The drastic rise in the number of crimes against property during the past decade is illustrated in the following chart:

Number of Crimes Against Property



Such crimes have almost tripled during this ten-year period while police enforcement personnel have actually decreased in number over the same period.

Vehicle Theft

The number of vehicles in Argentina is increasing each year. There are, at present, slightly over one million motor vehicles in the country; or about one vehicle for every 20 persons. The Federal Police authority with regard to stolen vehicles is limited to the Federal Capital and any such activity outside the Capital must be handled in cooperation with the provincial police. At present, vehicle theft (even when the vehicle is driven from one province to another) is not considered a federal crime.

The drastic increase in vehicle thefts is illustrated by the fact that in 1950 a total of 335 vehicles were stolen in the Federal Capital. In 1963, the total was 3,493; in 1964, it jumped to 3,670, and during the first eleven months of 1965 to 3,814. The Federal Police in 1964 had a recovery rate of 64 percent for stolen vehicles.

Most vehicle thefts are by organized gangs or experienced criminals who quickly take the vehicle out of the Greater Buenos Aires area. To date, the problem of juvenile "joy ride" thefts has not been too serious; however, this problem is increasing, especially on week-ends.

In Argentina, vehicles are registered by the City of Buenos Aires and by the various provinces. Recently, a National Vehicle Registry has been established which now registers only new vehicles in the Federal Capital. It is planned that the National Registry will eventually serve as the central vehicle registry for the entire country.

CHAPTER 5

POLICE POWERS AND DUTIES

The basic mission of the Federal Police is to perform judicial and security functions in accordance with the Constitution and laws of the nation. It has the major responsibility for the maintenance of law and order in the Federal Capital of Buenos Aires and for the control and repression of specific federal crimes in the entire country. The latter responsibility was added in 1943 by Decree 17,550 which gave the police federal jurisdiction (fuerza federal) over crimes of a federal nature, including political offenses and internal security violations. Additional country-wide responsibilities include: cooperation with other police agencies in the vigilance and protection of national boundaries; cooperation with military forces in civilian defense activities; and, assistance to judges in the adjudication of court cases, when requested. Federal crimes also include matters affecting the safety and protection of officials and property of the federal government and of foreign diplomatic missions in Argentina. Additional country-wide duties of the Federal Police include the issuance of passports, the identification of persons and the issuance of identity documents. In the Federal Capital, additional duties include: enforcement of police edicts and regulations; assessment of penalties for minor law violations; regulation of private police and watchmen; control of the sale and transfer of weapons; the exercise of vigilance over hotels, boarding houses, public meetings and sporting events; control and repression of illegal gambling and vice and assistance in the protection of minors. In the Federal Capital the police have jurisdiction over the entire area with the exception of the large dock and port area which is under the jurisdiction of the National Maritime Prefecture. They are also responsible for fire fighting and fire prevention duties in the Federal Capital.

Under Argentine law, the Federal Police operate as an auxiliary arm of the Judicial Power but are directly dependent upon the Executive Power. They are subordinate to the president through the Minister of Interior. Under the Criminal Procedures Code, the police, in the investigation of a crime, act under the instruction of a judge who may require various types of evidence, expert testimony, statements, confessions, and other information in the total report (sumario) of the case.

The law provides that the police may hold persons for identification purposes for up to 24 hours when it is deemed necessary. In minor cases, the Chief of Police has the power to assess fines of not more than 1,200 pesos and jail sentences of not more than 30 days. In serious crimes, the police must give immediate notice to the judge who has competence over such cases. They then act under his direction in the further investigation of the case and the preparation of the summary report.

The law further provides that the Federal Police may carry weapons and use them properly for self-defense or to protect the rights of others; they may exchange statistical data, records and information with other police agencies and also develop

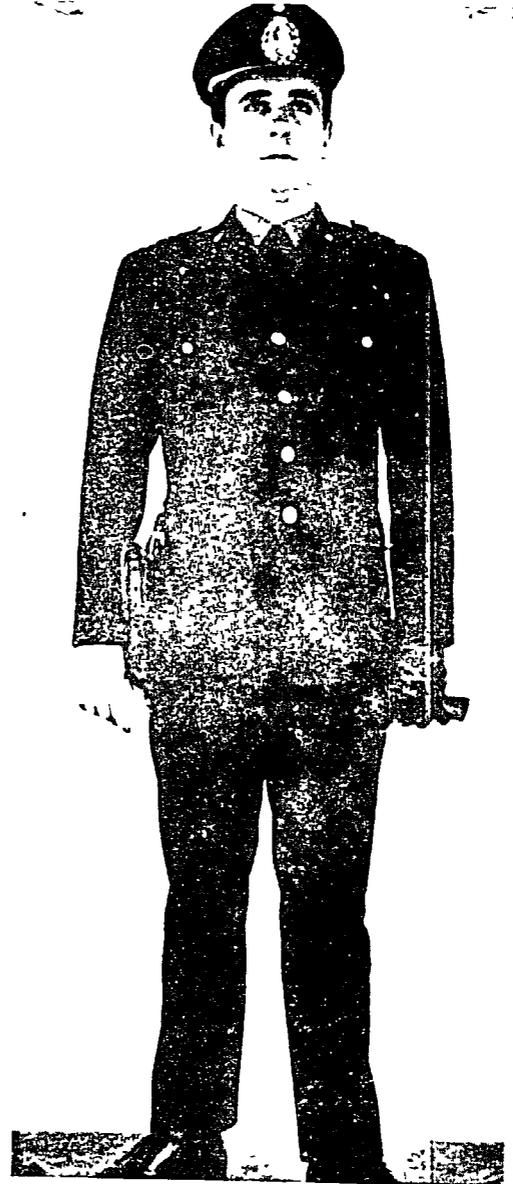
desirable means of coordination; they may maintain relations with foreign police authorities, particularly with the police of neighboring countries, to prevent and repress crime; they may take action within provincial jurisdiction, in the absence of local authority, in order to perform urgent needs or to prevent crime or to detain violators. The law also provides that the Federal Police may not be used for any partisan political activity at any time.



SUBALTERN AGENT  
UNIFORM



FEMININE POLICE  
UNIFORM



OFFICER UNIFORM

CHAPTER 6

POLICE PERSONNEL, RANKS AND SALARIES

Ranks and Number

Federal Police personnel is composed of officers, sub-officials, and agents (patrolmen) and civilian employees. The officers' group is made up of senior officers, chief officers and officers and is responsible for most of the command functions of the police. Officers attend the Cadets Training Center for two years while agents attend the Subaltern Training Center for three months as recruits. While in theory it is possible for an agent to later become an officer, there is very little probability that this will occur.

Total personnel of the Federal Police is 22,560 divided as follows:

Officers	3,204
Sub-Officials and Agents	15,812
Civilians	<u>3,544</u>
TOTAL	22,560

This total includes firemen, women police, musicians and others.

Ranks in the police are indicated in the list that follows. Among the senior and chief officers, an inspector general is in charge of a directorate (except Federal Coordination); an inspector major is usually second in command of a directorate; a comisario inspector is usually in charge of a group of precinct stations or chief of a major division; a comisario is usually in charge of a police precinct station or of a section.

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Total personnel by ranks are listed below:

OFFICER PERSONNEL

Ranks	Officers	Technical and Professional	Total
Inspector General	11	—	11
Inspector Mayor	9	—	9
Comisario Inspector	33	1	34
Comisario	153	3	156
Sub-Comisario	224	3	227
Officer Principal	535	13	548
Officer Inspector	750	12	762
Officer Sub-Inspector	822	—	822
Officer Adjutant	331	—	331
Officer Sub-Adjutant	<u>304</u>	<u>—</u>	<u>304</u>
TOTAL	3,172	32	3,204

SUBALTERN PERSONNEL

Ranks	Safety	Firemen	Musicians	Comm.	Total
Sub-Official Principal	53	4	—	—	57
Sub-Official Adjutant	106	12	5	—	123
Sub-Official Escribiente	155	21	9	3	188
First Sergeant	382	70	21	21	494
Sergeant	1,453	107	24	62	1,646
First Corporal	2,282	198	26	74	2,580
Corporal	3,526	459	36	60	4,081
Agent	3,656	409	47	123	4,235
Agent (Conscript)	<u>2,408</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>2,408</u>
TOTAL	14,021	1,280	168	343	15,812

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CIVILIAN PERSONNEL

<u>Rating</u>	
Technical - Professional	46
Semi-Technical - Sub-Professional	604
Welfare - Technical	254
Chaplains - Nuns	24
Clerks	1,585
Custodial - Service - Other	<u>2,031</u>
TOTAL	3,544

SALARIES

OFFICERS

<u>Rank</u>	<u>Salary (Pesos)</u>
Chief of Police	97,900 -
Deputy Chief	96,200 -
Inspector General	91,000 - 95,700
Director Federal Coordination	95,700 -
Inspector Major	87,500 - 92,200
Comisario Inspector	83,300 - 88,000
Comisario	66,700 - 75,900
Sub-Comisario	57,200 - 64,600
Principal Officer	45,500 - 48,200
Inspector	36,400 - 40,700
Sub-Inspector	28,800 - 34,300
Adjutant	24,500 - 30,000
Sub-Adjutant	22,000 - 27,500

(One U. S. dollar = 190 pesos)

The above amounts include basic salary, professional risk allowance, normalization by rank, and years of service. Deductions include welfare, library, retirement, and officers' club. All police receive a special Christmas bonus of a sum slightly less than one month's salary. This bonus is frequently not received until after Christmas and may be paid in installments.

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SALARIES

SUB-OFFICIALS - AGENTS

<u>Rank</u>	<u>Salary (Pesos)</u>
Sub-Official Principal	39,700 - 43,300
Sub-Official Adjutant	35,600 - 39,200
First Sergeant	28,900 - 32,500
Sergeant	25,000 - 28,600
First Corporal	21,520 - 26,320
Corporal	19,200 - 25,100
Agent	17,300 - 23,200
Agent Conscript	1,200
Cadet	3,500

(One U. S. dollar = 190 pesos)

Includes basic salary, professional risk allowance, normalization in rank and years of service. Payroll deductions include small amounts for welfare, library, retirement, and police recreation club.

Comments

A major problem of the Federal Police is the shortage of effective police patrol on the streets and areas of the city. Even with all the personnel listed above, it is estimated that, on an average police shift, only enough foot patrolmen are available to cover 546 patrol beats in the entire city. Comparative personnel statistics in relation to the number of police patrols and population follow:

<u>Year</u>	<u>Patrol Beats</u>	<u>Population</u>
1930	1,453	2,153,200
1940	1,453	2,508,587
1950	1,838	3,290,300
1960	1,233	3,875,700
1965	546	4,500,000

This comparison shows that while the city's population has more than doubled since 1930, the number of effective police patrols has been reduced by more than half.

Personnel in the special units of mounted police, riot control unit, and traffic squad have also declined seriously in recent years. In 1945, a total of 3,049 officers, sub-officials, and agents were in these special units. In 1956, the total personnel was 2,320, and in 1964, the total was approximately the same. This

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situation clearly indicates the need for a thorough study of manpower needs and assignments with additional emphasis on police patrol and other operational activities. It is believed that many of the police agents and officers now being used on administrative and service tasks could be assigned to operational duties and replaced by civilians. With the constantly increasing crime experience and the decreasing number of effective security police personnel on the streets, it is becoming more and more difficult to control crime in the city. The problem becomes more serious each day and serves to emphasize the vital need for additional patrol forces, adequately equipped with modern vehicles and communications.

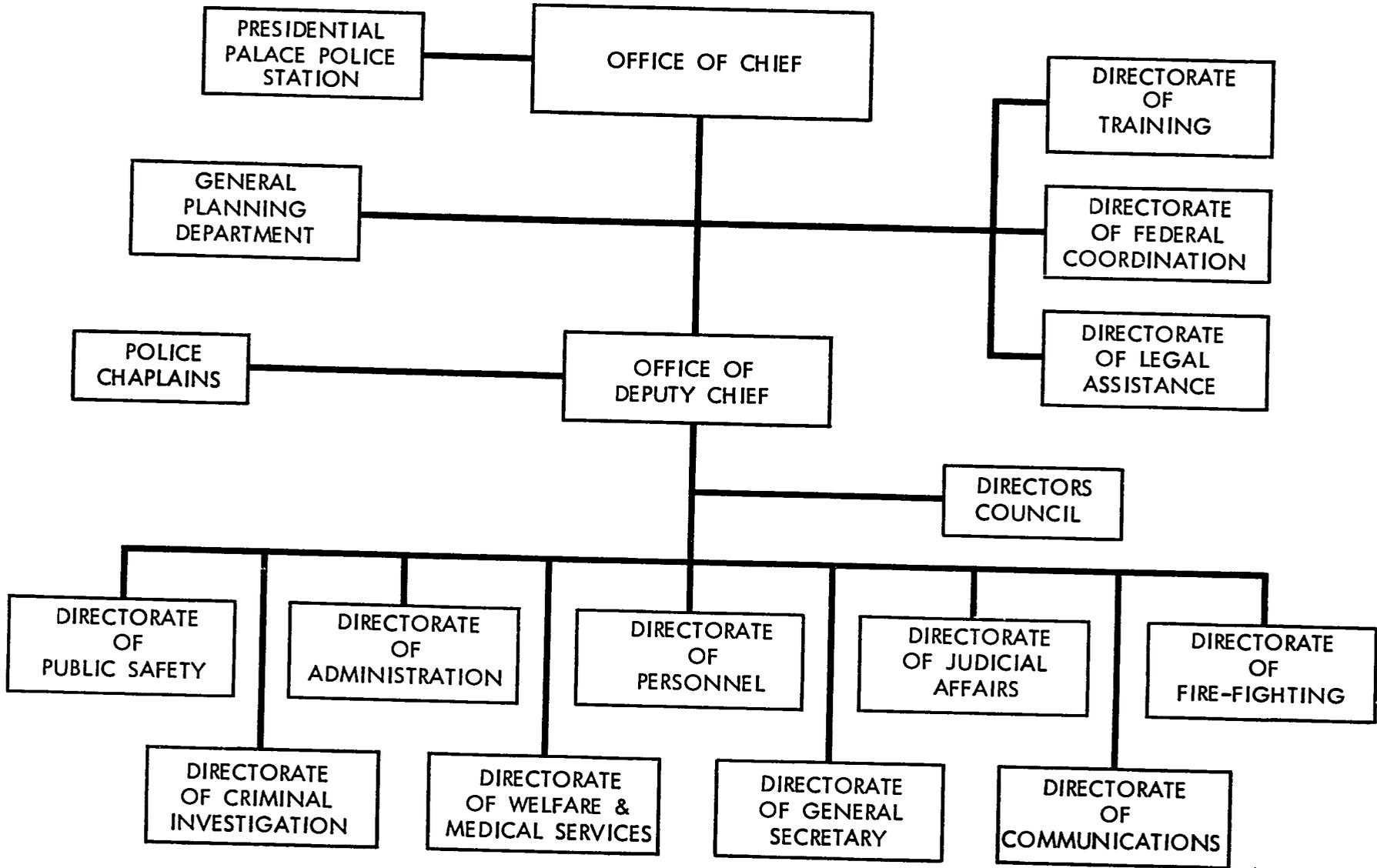
Although much progress has been made in recent years in the selection and training of police personnel, emphasis is still largely on quantity rather than quality, especially in the lower ranks. Part of the reason is due to low salary scale which has been in effect during this highly inflationary period. Salaries are much too low to attract the best quality of police recruit and it is usually necessary for in-service personnel in lower ranks to have a second job or other outside income in order to support their families. This situation is not conducive to good police morale. Police personnel should be selected on a basis of quality rather than quantity, given thorough training, paid adequate salaries, have equal opportunities for advancement and a real sense of security.

Salary comparisons are difficult at best but it is interesting to note that, on a dollar basis, a patrolman in New York is paid a salary of about ten times that paid to an agent in Buenos Aires and in London about four times that paid locally. In 1940, a bank clerk in Buenos Aires was paid approximately 150 pesos per month and a police agent received 210 pesos. Today, a bank clerk is paid 22,000 pesos while a police agent receives 16,000. This helps to explain why the police lost twice as many men last year as joined the force.

The basic unit of any police force is the patrolman on the beat. He not only serves to prevent and control crime but he is, in the minds of most of the people in the area, the official representative of the government. His competence and the manner in which he performs his duties will determine, in large measure, the success or failure of the overall police mission.

# FEDERAL POLICE ORGANIZATION

CHART 2



CHAPTER 7

ORGANIZATION AND ADMINISTRATION

The Federal Police of Argentina is a civil police force of officers, sub-officials, agents, and technical and civilian personnel numbering approximately 22,560 persons. It operates under a chief administrator (Chief of Police) who is assisted by a Deputy Chief. Top level administrative authority is largely centralized in the command and in the directors of the twelve major units of the organization.

Overall Organization

There is one Command, including a general planning unit, and 12 separate Directorates as follows:

1. Command
  - Chief of Police
  - Deputy Chief
  - General Planning Department
  
2. Directorates
  - Federal Coordination
  - Public Safety
  - Investigations
  - Training
  - Legal Advisor
  - General Secretary
  - Personnel
  - Judicial Affairs
  - Welfare and Medical
  - Communications
  - Administration
  - Firemen

The overall organization is shown in Chart 2. Details on each Directorate will be listed in separate sections.

The Command

Includes the Chief of Police, Deputy Chief and General Planning Department.

The Chief of Police is appointed by the Executive Power and functions directly under the Minister of Interior. The Chief is responsible for the overall administration and operation of the Federal Police. He also serves as a judge in the handling of certain minor offenses. The incumbent Chief is a career policeman, appointed from the ranks and serves at the pleasure of the Executive Power. The President may, however, appoint a civilian or military person to serve as chief or as deputy chief.

The Chief of Police is responsible for the appointment of major department heads from among the ranking career police officers except the Directorate of Federal Coordination. In this special unit, the Director and Deputy Director are appointed by the Executive Power with the concurrence of the Chief of Police. At present both these functions are being performed by ranking military officers. Still another exception is the appointment of the Legal Advisor who is also appointed directly by the Executive Power with the concurrence of the Chief of Police.

The Chief is responsible for the operational and administrative control of the entire police organization and the external representation thereof; he acts as judge in matters of contraventions; issues identity and good conduct documents; proposes legislative reforms and issues rules and regulations concerning internal police services.

The mission of the Deputy Chief is to participate in the control and inspection of the units under his command; to assist the Chief in the conduct of his functions and to serve in the absence of the Chief to administer the organization.

Directly under the Chief of Police is a small police detachment located in the presidential palace. This unit is primarily responsible for the protection and security of the presidential palace and also assists in ceremonial activities of the President and high ranking government officials. Functioning directly under the Deputy Chief is a Chaplain's Office for religious guidance and assistance of police personnel.

General Planning Department

The General Planning Department, operating directly under the Chief of Police, is responsible for a wide variety of planning activities. This department is directed by a Comisario Inspector and has a total personnel of 29 officers, sub-officials, and agents. The department is located in the police headquarters annex located at 1417 Moreno Street. The General Planning Department serves as a planning and advisory unit for the Chief of Police and was established in 1962. Major duties to date have included the planning and supervision of police scholarships and studies in Argentina and various foreign countries; maintenance of information materials; and the preparation of special studies and reports as directed by the Chief of Police or as instigated by the department. The department also maintains an extensive library of police information material. This important police unit was designated by the Chief of Police to handle the major details and liaison necessary for the conduct of the present study of the Federal Police.

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Since its organization, the Department of General Planning has completed a total of 39 studies and reports on various police problems, including the creation of new police precincts, new police laboratory facilities, improved patrol operations, legal reforms and other problems. Unfortunately, much of this planning has not yet resulted in definite action, due largely to shortages of budgets, manpower and equipment. The department has made effective use of various ideas and suggestions proposed by police officers following study trips to other countries and those who have attended special courses in Argentina. It also serves as a clearing house for suggestions from police personnel of all ranks.

### Inspection

While it is the responsibility of all supervisory officers to make inspections as a part of their routine duties, specific inspection duties are carried out by comisario inspectors. In precinct station operations, there are six comisario inspectors who work out of the district precinct offices. Each one inspects the operations of from seven to nine precincts. In the Federal Coordination Branch, inspections are the responsibility of the Field Section Divisions which check on the operations and administration of the various field offices. In precinct operations and other police activities, inspections are the responsibility of officer inspectors.

### Comments and Suggestions

It is believed that the organizational structure of the Federal Police is basically adequate to provide effective law and order in the Federal Capital. This structure appears to meet the basic principles for effective police organization which follow:

- 1) The structure of an organization must depend on its purpose.
- 2) The effectiveness of the organization must depend on the effectiveness of its respective parts.
- 3) The organization, to function effectively, must have a flexible structure that can easily be changed to meet new problems and needs.

Lines of authority are clearly drawn and understood. Delegation of authority is well executed and subordinates are given the authority necessary to the carrying out of a specific duty or responsibility.

There is, however, considerable evidence to indicate that the span of control and chain of command of the Chief of Police is much too broad to provide for the most effective supervision and control of such a large organization and the direction of its activities along lines that give proper emphasis to administrative, service and operational activities. In the Federal Police, it appears that operational activities have suffered at the expense of the others. The chief purpose of a police organization is to carry out those line functions which include: the prevention of crime; the maintenance of law and order; the patrolling of streets and the investigation of crimes. Service functions are designed only to assist the line units in performing their activities more effectively and they include such activities as record keeping, identification and crime laboratories. Administrative functions are those concerned with directing and controlling the other two and involve such

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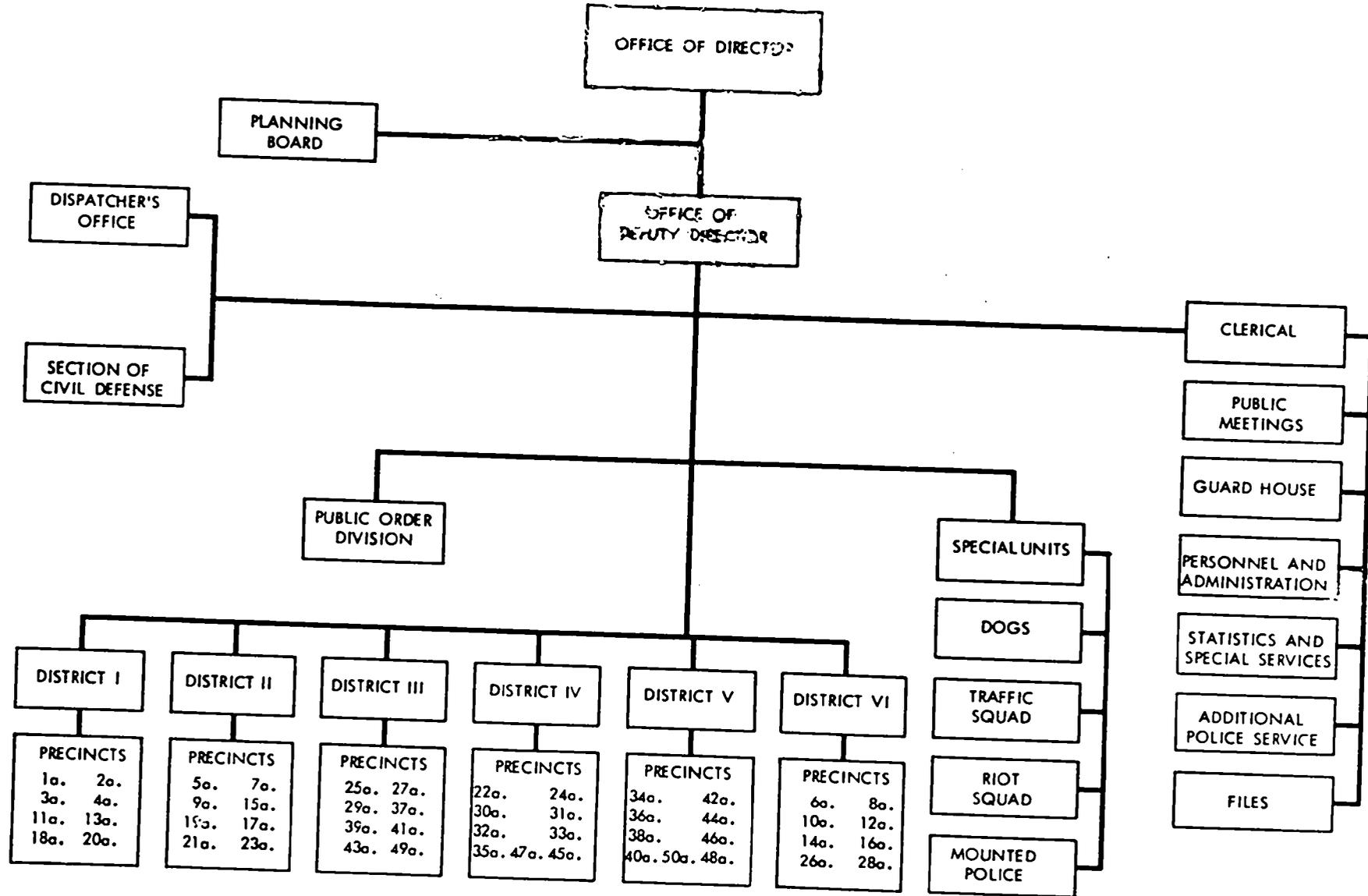
activities as training, personnel management, budget control and planning. At present, the Chief has 15 persons (including the Deputy Chief) reporting directly to him. These include the Director of the Planning Department, Legal Advisor and the heads of the twelve operating directorates. No one person can possibly have the time to adequately deal with this large number of subordinates and their problems. It is suggested that consideration be given to the possibility of establishing three deputy chief positions in the organization: one to be in charge of all police operations, the second to supervise all police services, and the third to handle administrative matters. Such a plan would allow for a better grouping of police activities by function; it would provide more effective top level planning and coordination and would serve as a basic policy council for the Chief of Police. The span of control would be reduced from 15 at present to no more than 5 persons and equal attention could be given to operations, services and administrative matters.

It is also suggested that the Director of the General Planning Department be included in this top level council in order to more effectively study, plan and implement its decisions. The Federal Police has recognized the value and importance of planning in the creation of this important top level Planning Department. Through this unit, police planning has been given the attention it deserves. However, it is suggested that additional operational planning responsibilities be assigned to it which should include:

- 1) Proposal and planning of improvements and modernization of police operating methods, including investigation and patrol.
- 2) Analysis of crime and accident data to be used as a basis for manpower assignments and selective enforcement operations.
- 3) Periodic review of all departmental plans to insure that they are adequately coordinated, suitably recorded and up-to-date.
- 4) On the basis of this planning, to propose to the Chief of Police projects for operational, as well as administrative improvement.

# DIRECTORATE OF PUBLIC SAFETY

CHART 3



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CHAPTER 8

DIRECTORATE OF PUBLIC SAFETY

Mission

To carry out the security and judicial police functions needed for the prevention and repression of crimes and the maintenance of public order and safety in the Federal Capital.

Organization

This Directorate is the uniformed branch of the Federal Police and handles most of the patrol and traffic duty in the city of Buenos Aires. It also is responsible for the control of mob actions, other disturbances, and for general security measures. Its overall organization is shown in Chart 3. The Directorate is headed by an Inspector General who has offices in the central police headquarters building. He is assisted by an Inspector Major. There is a small Planning Board which assists the command in planning special activities.

The Radio Dispatcher's Office, also located in the central headquarters, serves as the central office for the despatching and control of radio patrol cars in the entire city. It also maintains contact with the 50 police precinct stations, the special units, and with the Buenos Aires Provincial Police. The Office is in the charge of a Sub-Comisario and is located in the main police headquarters building (see Communications Section). The Dispatcher's Office provides 24-hour daily emergency telephone answering service for public calls. The central police number (37-1111) has been widely publicized for the use of the public in emergency situations. Although the Dispatcher's Office is operated by the Directorate of Public Safety, it depends on the Communications Directorate for basic equipment, repairs, and maintenance.

The Section of Civil Defense is under the Deputy Director and is responsible for special activities related to this subject. A Comisario is in charge of this Section. The Section prepares plans and information on civil defense matters and cooperates closely with military authorities in these activities.

The Clerical Section is also directly under the Deputy Director and is responsible for clerical and guard duties of the Directorate. It is commanded by a Comisario. Major duties include the maintenance of files and records, preparation of correspondence, special statistical reports and plans, guard service and authorizations for public meetings. This Section also handles additional police details, through which special police service is provided to protect persons or institutions who wish to contract and pay for such service. Sub-officials and agents may work on

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such special details if they so desire during off-duty hours. They receive special pay for this service through the Clerical Section.

The Public Order Division is directly under the Deputy Director and has supervision over the 50 precinct stations through six regional district offices. Each region is in the charge of a Comisario-Inspector who supervises the precinct stations in his district. Each precinct station is commanded by a Comisario.

The Special Units Division supervises the overall activities of several special police units. These include the police dog unit, the traffic force, riot control force, and mounted police branch. This Division is commanded by a Comisario Inspector with a Comisario in charge of each of the special units, except dogs, which is in the charge of a Sub-Comisario.

Personnel

This Directorate is the largest unit of the police with a total of 11,037 officers, sub-officials, and agents--more than half the total personnel of the police. Personnel of the Directorate include:

<u>Officers</u>		<u>Sub-Officials and Agents</u>	
Inspector General	1	Sub-Official Principal	22
Inspector Mayor	1	Sub-Official Adjutant	42
Comisario Inspector	8	Sub-Official Escribiente	106
Comisario	58	First Sergeant	196
Sub-Comisario	77	Sergeant	967
Principal Officer	286	First Corporal	1,550
Inspector	336	Corporal	2,769
Sub-Inspector	285	Agent	2,280
Adjutant	136	Agent (Conscript)	<u>1,666</u>
Sub-Adjutant	<u>251</u>	TOTAL	9,598
TOTAL	1,439		

Personnel strength of the Directorate, and especially that used for operational purposes has not increased in proportion to the population. Still another problem was created some 15 years ago when the three-shift daily system, then in effect, was changed to a four-shift daily system without adding additional personnel. This problem is further demonstrated when it is realized that in 1912 each uniformed foot patrolman was responsible for vigilance over about 8 square blocks and 850 people. In 1964, each agent was responsible for an average of 26 square blocks and 7,200 persons, not to mention many other police duties which did not exist in 1912.

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### Operations

This Directorate is the major operational center of the entire police agency with regard to the preservation of public order and security in the Federal Capital. The Director and Deputy Director exercise overall supervision and planning for operations. For special operations, they exercise direct planning and supervision. These include major disturbances, visits of important persons and other activities which require a degree of overall coordination and planning beyond the jurisdiction or competence of a precinct station or one of the special units. This command is also responsible for keeping the Chief of Police informed on daily police problems and activities in the Federal Capital.

The next operational units in the chain of command are the Public Order Division and the Special Units Division. Details on the operations of these units follow.

### Public Order Division

The command of this Division exercises direct supervision over the six regional districts under which the 50 precincts operate. This entire Division, including the precincts, is a major operational unit of the police. Through this unit and the precincts, both foot and motor patrols are provided for the entire city. The precincts also serve as local area police stations and perform a number of other duties as follows:

Police Precinct Station, commanded by a comisario, usually has a total of approximately 120-130 officers, sub-officials and agents who operate on a four-shift (six-hour) basis per day.

Each precinct has an office for the comisario, an office for the sub-comisario, guard office, and complaint desk for the public; office for the principal officer, office for judicial summaries, administrative office, depository for weapons, and a small jail. Each precinct usually has one comisario, one or two sub-comisarios, four principal officers, four inspectors, four sub-inspectors, and six sub-adjutants and adjutants. Duty hours are divided among the comisario and sub-comisario. One each of the other officers usually work on the separate shifts. Except for the inspectors, much of the time of the other officers is spent in administrative activities and on the preparation of judicial summaries. The precinct stations handle all foot patrol operations and most motor patrol activities in the area of the precinct as well as the required clerical, administrative, and judicial functions. Agents also handle traffic supervision, special vigilance and crime scene protection until an officer or technician can take over at the scene.

Foot Patrols - Established on a fixed-beat basis, which has been traditional for many years, due to shortages of manpower and call box or radio equipment. Efforts to improve foot patrol procedures have been tried but were reported as unsuccessful. The comisario of each precinct is responsible for the determination and planning of patrol operations under the supervision of the regional and headquarters command. This activity is carried out directly under the supervision of an inspector who conducts roll calls for each shift before it goes to the street. This inspector is also responsible for the street inspection and control of agent personnel. There is usually a total of 15 to 20 agents actually on foot patrol in the area of the



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precinct during each shift. Patrols are generally assigned on a basis of apparent need as determined by officers of the precincts and rarely on the basis of crime incidence or other information. Selective patrol and enforcement is made extremely difficult by the large number of special details and services which the agents are expected to accomplish. These include details in hospitals, government buildings, railways, important persons, water, telephone, and other utilities. About the same number of agents is used for patrol activities on each shift, depending on the number on vacation, sick leave, and special commissions. It was reported that a total of only 546 effective foot patrols are presently operating in the entire city during each police shift.

Motor Patrols - Operate within the precinct area and are under the administrative supervision of the comisario. An officer is usually in charge of a motor patrol unit which also may include a driver and two or three sub-officials and agents. Motorcycle patrols are handled by sub-officials and agents. There is usually one motorcycle patrol in each precinct area, at least for part of the day. Motor patrols operate on an area basis in accordance with the needs of the service and the number of vehicles and personnel available. Each precinct usually has from one to three motor car patrols in operation on each shift. Cars are equipped with two-way radio and operate in contact with the central dispatcher's office. There is little or no coordination between the foot and motor patrols in operational activities. In every precinct, one motor patrol is utilized on each shift for the inspection and control of foot patrol personnel.

Other Precinct Functions - Include the preparation of judicial summaries and service as an adjunct to the judicial power; handling complaints from the public and identification of persons arrested, issuance of special certifying documents, custody of arrested persons and effects, and certain social services provided by feminine employees of the police. A typical yearly workload for a precinct station includes the following activities:

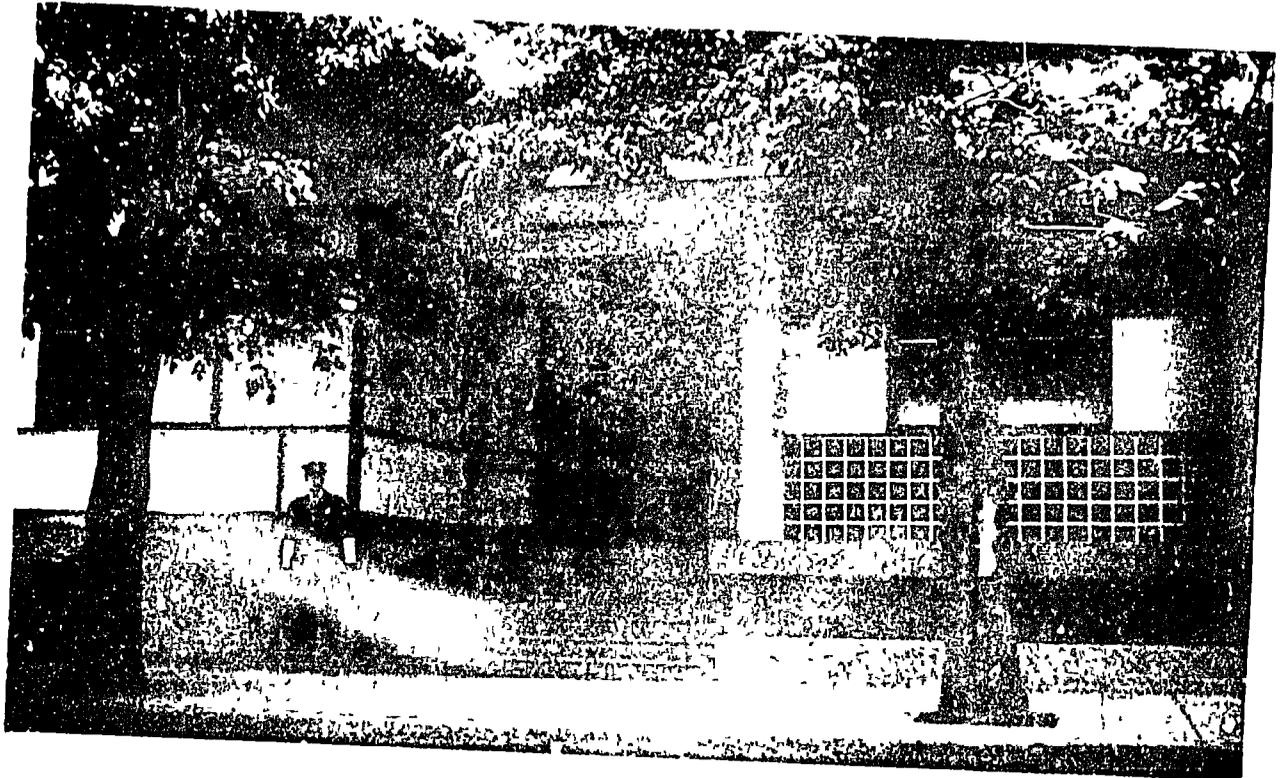
Preparation of Judicial Summaries	550
Preparation of Minor Offense Summaries	1,550
Complaints from Public	1,400
Attending Public at Precinct	5,800
Arrests, Identifications, etc.	4,800

Equipment of Precinct Stations

Most precinct stations are located in rented buildings that have been adapted to the needs of police service. Some are in good condition but about half are very poor and do not meet the needs. It is customary for the precincts to depend on the good will of various persons in the neighborhood to assist in providing certain elements for police use. These include vehicles, special forms, office equipment, and building repairs and supplies. This assistance may be in the form of personal donations from individuals or groups or neighborhood efforts for the collection of money to assist the police.

Each precinct station usually has a total of two or three cars and one motorcycle. It is customary for at least one of these vehicles to be provided through the donations of neighborhood groups.

LIMITED OFFICIAL USE



TYPICAL POLICE PRECINCT BUILDING

**BEST DOCUMENT AVAILABLE**

## LIMITED OFFICIAL USE

Weapons in the precincts generally include three or four carbines, four rifles, three or four machine guns, and a very small supply of tear gas. These are in addition to the usual weapons carried by officer and subaltern personnel.

Each precinct has a teletype, police internal telephone, public telephone and two-way VHF radio transceiver connecting with the central dispatcher's office. At present there are approximately 20 police call boxes that are in actual operation in two precinct areas. Some 200 call boxes were installed in 1924 but most are no longer in operation.

Other precinct equipment includes the usual clerical files, typewriters, desks, and supplies.

### Comments on Police Patrol

Police patrol is an indispensable service that plays a major role in the accomplishment of the police objective. The police officer on the beat or in the patrol car is the basic and most important unit of this service. The shortages of manpower and equipment for patrol service has been discussed in other sections of this report.

The present method of patrol assignment, largely based on the apparent needs in each of the 50 precincts, is wasteful and ineffective. There is practically no top level coordination of foot or motor patrol assignments above the precinct level and no coordination between the various types of patrol. Inspection of patrols is difficult due to the shortages of vehicles and manpower. Patrol assignments are not made on a selective basis of need with regard to the time, location and type of crime.

There is a great need for a complete study and evaluation of patrol operations and needs in the city and for the establishment of a modern plan of patrol in which both foot and motor patrols are utilized. Such a plan should be based on the time, place and type of criminal experience as reflected by crime statistics and records. It is believed that the high speed electronic machines presently being used by the Administrative Directorate could also be utilized for the preparation of such information. It is also believed that a number of the trained police officers now assigned to bureaucratic and judicial activities in headquarters and in the precincts could be utilized for street service in the new patrol plan.

### Special Units

#### Dogs

This unit is composed of 72 dogs and is located in one of the buildings of the Mounted Police. The unit is in charge of a Sub-Comisario. Dogs are mostly German shepherds and they are used chiefly for accompanying an agent on patrol in the outskirts of the city, in parks, and in certain other dangerous areas. Dogs are not used for riots or crowd control operations. Equipment is chiefly small pens for housing the dogs.

### Traffic Force

This unit is composed of 661 officers, sub-officials, and agents and is headed by a Comisario. It is located in a large reconverted bus garage at Avenue General Paz and Madariaga Street. The squad operates with 22 patrol cars, pickups, and trucks, most of which are in very poor condition. There are 112 motorcycles of which only 35 are in actual operation. The force is responsible for the general motor patrol enforcement of traffic laws in the city of Buenos Aires. It also handles other motor patrol duties when necessary. This force cooperates with the precincts in overall motor patrol activities when requested. It does no intersection or fixed-post traffic duty except in emergency cases. The squad does not investigate traffic accidents but reports such accidents to the precincts for their action. Operations consist chiefly of planning and implementing special services which involve traffic. These include escorts for dignitaries, parades, ceremonies, large sporting events, and schools. The squad also has a small group of women police agents who work with children on traffic safety education activities. This group of 25 women operate from the central office of the squad. The squad maintains a small shop for the emergency repair of its own vehicles. It also conducts in-service training for motorcycle riders.

The Traffic Force maintains no special accident files or spot maps and does not engage in traffic engineering activities.

Other traffic operations in the Federal Capital are handled chiefly by a group of approximately 500 agents of the municipality (known as Grey Foxes) and by Federal Police agents working out of the respective precincts. The municipal agents have police authority limited entirely to traffic, including parking enforcement and the issuance of traffic tickets. These agents also do fixed-post intersection control work in certain areas. There is no coordination or joint planning of traffic assignment between the municipality and the Federal Police. In certain instances, agents from both agencies may work traffic at the same intersection. This situation has caused severe problems for the Federal Police and has resulted in making overall traffic control less effective.

All traffic engineering activities in the Federal Capital, including the installation of signs, signals and markings, are handled by the municipal authorities. No accurate traffic accident investigation statistics or enforcement information is used as a basis for such activities and the city is facing serious congestion and an overall traffic problem.

### Comments on Traffic Force

Traffic supervision and control is a basic responsibility of the Federal Police. However, for various reasons this responsibility has only been partly assumed and implemented to date. There has existed a divided responsibility for traffic supervision and management between the city and federal authorities which has made the development of an effective traffic control program impossible. The result has been an almost chaotic situation of traffic congestion, delays and accidents resulting in inconveniences, dangers and staggering economic losses.

The effective control of traffic is accomplished through the study of accident and congestion causes and use of these facts as a basis for effective enforcement, engineering and educational programs. Accidents must be thoroughly investigated

## LIMITED OFFICIAL USE

by the police if facts are to be made available as a basis for solving traffic enforcement, engineering and educational problems. Congestion problems and matters of street design, construction, illumination and markings must be given thorough attention by competent traffic engineers and the public must be made constantly aware of the need for accident prevention by the most modern educational methods. The police must play a basic role in all of these activities if effective traffic control is realized.

The present traffic control operations of the Federal Police and the divided responsibility for effective traffic management in the city are not conducive to solving this problem. It is suggested that serious consideration be given to the establishment of a top level Traffic Planning and Coordination Council made up of representatives of the Federal Police, the city of Buenos Aires, the federal government, the schools, business and industrial interests and the general public to study various traffic matters and to support the police in the development of a basic traffic program which would include:

1) A complete city-wide traffic survey by a competent traffic engineering firm that would be used as a basis for street and road design, traffic signs, signals and markings over a long-range period.

2) The development of much-needed legislation to give the Federal Police the power and authority to investigate all reported traffic accidents and to use such information as a basis for an effective program of selective traffic enforcement and supervision.

3) Combining the traffic supervisory and control duties of the Federal Police and the city of Buenos Aires into a strong traffic enforcement unit operated entirely by the Federal Police.

4) Enlarge and expand police and other efforts to educate school students and the general public in accident prevention and traffic safety.

### Riot Control Force (Guardia de Infanteria)

Control of civil disturbances in the Federal Capital is primarily the responsibility of the Riot Squad and the Mounted Police. These are special units of the Directorate of Public Safety and operate under the Director.

The Riot Control Force is a quasi-military police unit with a total personnel of approximately 1,500 officers, sub-officials and agents. The Squad uses special water-throwing vehicles, chemical agents, and various types of weapons. Training is good and the standard-type tactical formations are well executed by the Force. The Comisario in charge of the Force recently attended a special course at Fort Gordon, Georgia, and Washington, D. C. , under AID auspices. Much of the information he acquired is now being used in local training and practice sessions of the Force. Personnel in the Force are assigned from all other units of the police and may be assigned either on a voluntary or required basis.

The Riot Control Force is organized into companies of 50 to 60 men each. Companies usually have three sections, each with about 20 men. The strength of these sections will vary in accordance with personnel available. The reserve unit counts on six companies of trained personnel which are available for riot

## LIMITED OFFICIAL USE

control (approximately 360 men). This is far less than the total strength of the unit due to the separation of the Guardia into two groups. One group represents the forces for riot control and the other group is called general services (servicios generales). Personnel from general services are used as guards for government facilities, buildings, football games, and other similar duties while the riot control group remains in the headquarters as a reserve force.

For riot control purposes, personnel which form part of the sections are basically armed with the police service .45 caliber pistol. Other equipment includes 36-inch batons, tear gas guns, and/or automatic weapons. Normally a section is armed with six Federal tear gas guns, chemical munitions, six 36-inch batons, and four to six rifles or automatic weapons. Sections can also operate as two squads of ten men each. Sections use standard tactics or riot control formations such as the wedge, line and diagonal right or left. Modifications such as the wedge with general or lateral support are also employed.

The Riot Control Force places great emphasis on the use of water-throwing vehicles. There are four reinforced water-jet vehicles that can knock down a person from 20 feet with a powerful stream of water. Vehicles can carry 3,000 liters of water (750-800 gallons). As a psychological factor, colored dye is often mixed with the water to mark rioters. These vehicles are protected by wire mesh over the windshield and headlights and additional metal plating on the sides. Windows are also reinforced. These vehicles, however, represent a target for the mob during disturbances and contain several bullet holes as a result of gunfire during riots. It was reported that "Molotov cocktails" had also been thrown at them.

Mobility for riot control is considered good. The Force has five troop-transport vehicles which can transport 15-20 men each. Troop transports afford some protection for personnel in that they are reinforced with metal plates and bulletproof windows. Five buses, three of which are new, add to the mobile capacity of the Force. The Riot Control Force has recently developed an additional capability for controlling mobs by using 36-inch wood batons. Only 180 batons are available and only a small percentage of personnel have actually been trained in their use.

Over a third of the chemical munitions stock of the Force is outdated. Officials complain that malfunctions frequently occur. Storage of chemical munitions is considered inadequate. Due to the humidity in Buenos Aires, which will hamper effectiveness of such munitions, dehumidifiers are needed in storage facilities. It was noted that storage rooms reeked of tear gas. Stock also requires renovation with different types of grenades and projectiles including CS-type chemical munitions. Present stock contains an excessive amount of CN-DM (sickening gas) chemical agent which are not recommended for use in controlling riots. Such agents can prove extremely dangerous and, if used in an unventilated space, may cause death.

The Riot Control Force does not have a written plan which is followed in emergencies. A general plan, however, does exist at the Directorate of Public Safety. This plan outlines the use of Force units and Mounted Police in emergencies. All organizations or groups that intend to have a public meeting or demonstration must obtain a permit from the Directorate of Public Safety. The request for a permit must indicate the time, place, date and objective of the meeting. Upon approval by the Director, Riot Control Force personnel are assigned by a written order to control the public meeting or demonstration. Any demonstration held without

## LIMITED OFFICIAL USE

the necessary permit is dispersed by the Force on the basis that it is illegal. Demonstrations held without permits are called "manifestaciones relampago" (lightning demonstrations). These are common occurrences in the Buenos Aires area.

Operations to control disorders or crowds are usually supervised by officers at the scene. There is usually no direct radio communication with the Chief of the Riot Control Force. Units at the scene normally communicate with the radio dispatcher through the mobile radio units in police vehicles. Tactical use of communications is almost nil. In the event of a more serious disturbance, control of operations is assumed by the Director through the use of a command center located in the headquarters office. Radio equipment is installed in the Director's office and large maps of the capital are used to control and coordinate operations. Information on potential riots or disturbances is provided by Coordinacion Federal and patrol officers on the street.

### Comments on the Riot Control Force

The Riot Control Force has a long record of effectiveness in the control of disorders and civil disturbances. Training is practical, effective, and utilizes modern techniques and procedures. Personnel are well disciplined and morale is excellent in the entire Force. There are usually enough volunteers available to fill the Force's complement, although other personnel may be assigned if necessary.

While there is considerable evidence to doubt the effectiveness of the water-throwing vehicles, local officials like them and feel that they have value in handling mobs and riots. Some officials also expressed the opinion that these vehicles would be even more effective if more water pressure were available. The Survey Team believes that this might prove counter-productive by increasing the danger of injury or death and by producing martyrs for the mob. The same applies to the addition of more vehicles of this type for future use in the control of civil disturbances.

The 36-inch baton is handled very well by the personnel that have been trained in its use; however, a 26-inch wood baton would provide a more standardized and effective police weapon. It would also be more useful in conjunction with tactical formations. The 36-inch baton does not permit the close-knit, compact formation needed. Personnel require added interval or space between them to use the long 36-inch baton effectively. The use of the baton in formations is somewhat unorthodox. In the wedge formation, for example, the first six persons carry batons, the rest are armed with automatic weapons and tear gas guns, giving very little strength to the people with batons. Formations would be more effective if all personnel in the formation carried batons and the tear gas and automatic weapons were used as supporting elements "inside" the formation or as separate groups.

Personnel of the Federal Police receive general instruction in the control of civil disturbances during recruit and cadet training. Personnel assigned to the Riot Control Force receive additional training in control of disturbances at the headquarters. Training is divided into practical exercises and classroom instruction which includes the following subjects:

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Police Organization	Patrol Methods
Police Planning	Geography of City
Revolutionary Warfare	Use of Tear Gas
Police Riot Control Formations	Use of Force
Use of Firearms	Urban Police Problems
Control of Civil Disturbances	Civil Disturbances
Use of Water-Throwing Vehicles	Juvenile Delinquency
Mob Psychology	Communist Tactics
Public Relations	Sociology
Communications	Civil Defense
Police Ethics	Arrest Procedures
Raids	Police Intelligence



FEDERAL POLICE RIOT SQUAD SECTION



MOUNTED POLICE SQUAD

**DOCUMENT AVAILABLE**

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Personnel receive training in riot control formations functioning as squads, platoons and companies. The personnel assigned to handle chemical munitions receive practical training in the use of chemical agents. Chemical munitions with expired dates are often used for training purposes. In-service training is continual and the squad has adequate classrooms for training. It also has a fairly good firearms range. There is the usual shortage of training materials and audio-visual aids.

### Mounted Police (Cuerpo de Policia Montada)

The Mounted Police are representative of an active police reserve. Their principal mission is to assist riot squad units in controlling civil disturbances or any alteration of the public order. These forces are a quasi-military cavalry unit and are responsible to the Special Units Division which is under the Public Safety Directorate. Well known for their riding ability, mounted police personnel are also well known for their vigorous application of force during civil disturbances. They serve to back up the usual riot control units. As a secondary mission, the Mounted Police control crowds at important events, parades, ball games, and are also used to patrol parks and suburban areas.

Total strength of the Mounted Police is 600 officers and men. About 350 horses are available for police duties. Personnel are organized by sections with each section being composed of 30 to 33 men. Sections are commanded by an inspector or principal officer. When there is a need for their services, Mounted Police personnel are assigned by the Director.

Mounted Police facilities are located near the center of the capital in a large residential area. The building and facilities were noted to be in excellent condition. Police officials stated that the facilities were donated by a wealthy benefactor on the condition that they be used only for the Mounted Police.

The Mounted Police do not use riot control equipment other than sabres and sidearms. The principal method used to control riots is by using their horses to push and their sabres to strike. Personnel are armed with a sabre about 36 inches long, and they strike by using the flat of the blade. Some personnel also carry a "fusta" (a leather quirt about a meter long). The Mounted Police have proven very effective in the control of crowds and in providing riot control assistance. This is due primarily to the urban nature of the people of Buenos Aires, many of whom are afraid of horses. The hard-charging troops of the Mounted Police add to the effect. Personnel appear to be very well disciplined and competent. The Mounted Police are all volunteers; consequently, there is very good morale.

When in the field, personnel have no communications with the Mounted Police Cuartel or with other units. Horses and personnel are transported long distances by horse vans which have a capacity to transport 20 horses each. For short distances, horses are normally walked to the scene. Gas masks are non-existent for the Mounted Police even though tear gas is often used by Riot Squad units in joint operations. Tear gas does not affect horses but it does affect the riders.

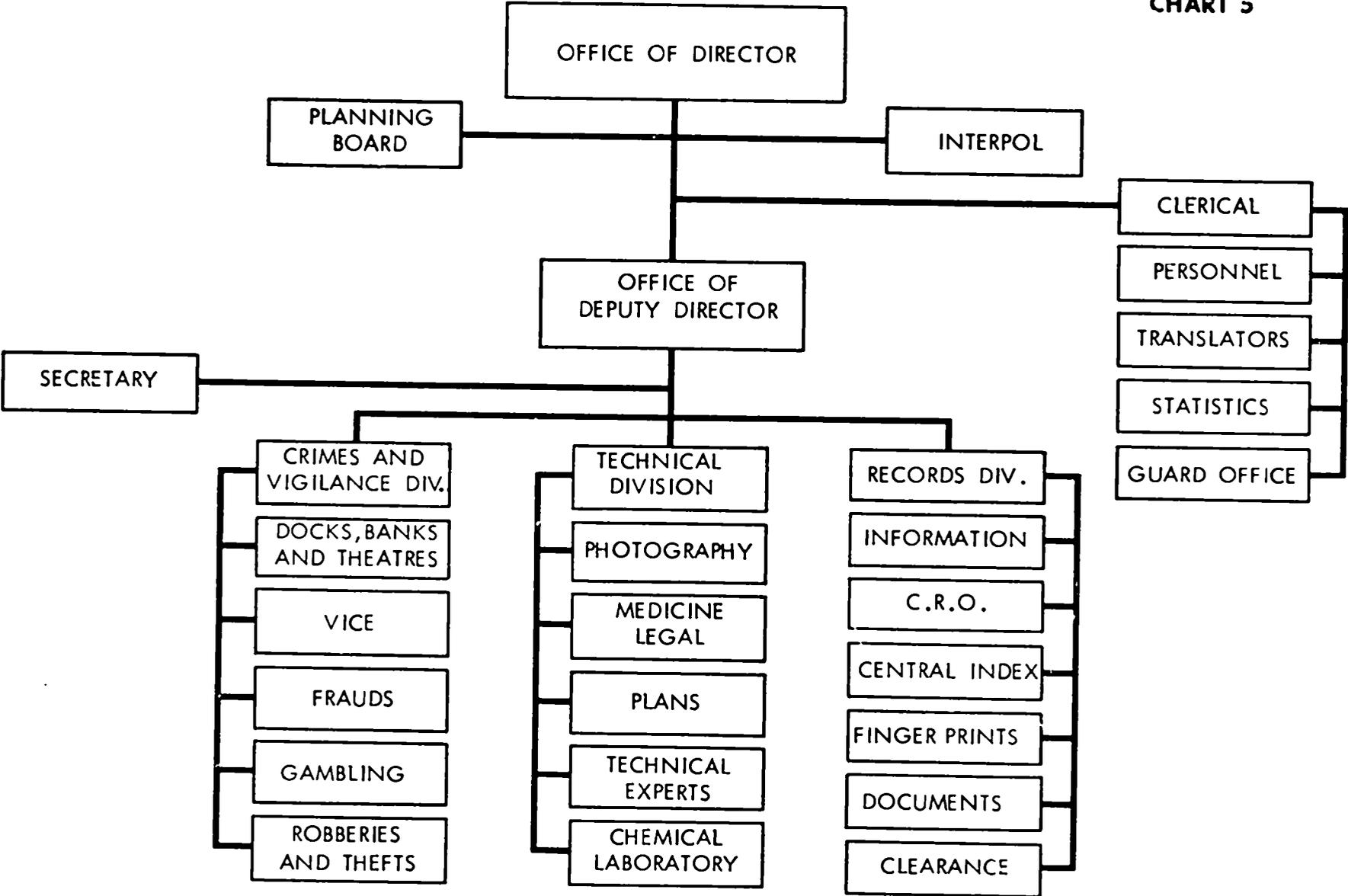
Although training is mostly to improve riding abilities, horses and riders are trained for crowd control. Training sessions include jumping barricades, harassment tactics such as noise, and the use of horses to control crowds. During riots, barricades have often been erected by the rioters at street intersections and

LIMITED OFFICIAL USE

refuge taken behind the barricades. Mounted Police personnel have jumped the barricades on horses. When personnel are not employed in crowd-control tasks or disturbances, they are training, caring for horses, cleaning leather equipment, stables, or on leave.

# DIRECTORATE OF INVESTIGATIONS

CHART 5



LIMITED OFFICIAL USE

45

LIMITED OFFICIAL USE

CHAPTER 9

DIRECTORATE OF INVESTIGATIONS

Mission

To accomplish the specialized security and judicial police functions necessary for the prevention and repression of crimes in the Federal Capital. To investigate crimes and to provide technical services to aid in the detection of crimes and in the identity of persons.

Jurisdiction

While basic jurisdiction of this Directorate is limited to the Federal Capital, country-wide jurisdiction may be exercised under the following conditions:

- 1) When the Federal Police field office cannot provide the necessary technical services.
- 2) When ordered by the Chief of Police.
- 3) Extension of investigations which were started in the Federal Capital.

Organization and Duties

This is the plain-clothes or detective division of the police and is organized along lines as indicated in Chart 5.

There is a grand total of 1,640 officers, sub-officials, agents, civilians and technicians who work at the central office of the Directorate located in police headquarters.

The Directorate is headed by an Inspector General with a Deputy Chief who is an Inspector Major. Both are appointed from the ranks, by the Chief of Police. Directly under the Director is a small Planning Board which has the duty to plan overall operations and to advise the Director. The Director also exercises supervision over the local unit of Interpol. This unit is composed of nine officers and twenty-two sub-officials and agents. It not only represents the Federal Police in Interpol affairs but is the liaison with the provincial police in such matters. Major operations include activities dealing with robbery and theft, narcotics, sexual crimes, white slavery, contraband, forgery, frauds, on an international exchange basis. Files are maintained on each of these types of crimes, including "modus operandi" and international dossiers on known or suspected criminals. This unit

also maintains liaison with the Foreign Office and other police organizations for information and extradition matters.

The Clerical Office, with 15 officers, 53 sub-officials and agents, and 2 civilian translators also serves directly under the Director. This unit handles the usual clerical duties, including the office of the guard.

### Crimes and Vigilance Division

This Division is responsible for the control of the respective investigative units under the administrative supervision of the Director. The Division is headed by a Comisario Inspector and the Command Office includes 4 officers, 7 sub-officials and agents. In the Division are the following investigative squads which give special attention to various types of crimes:

- 1) Docks, banks, and theaters
- 2) Vice
- 3) Frauds
- 4) Gambling
- 5) Robbery and theft

Each squad is composed of plain-clothed investigators who are expected to be specialists in dealing with the respective crimes. Each unit also has its own administrative section and guard office. The investigators work on their special types of crimes in all parts of the city. They have no regular hours of duty, but may be given special assignments at any time. In general, one man will investigate one case until completed. Each squad maintains its own special records, including a "rogues gallery" of known criminals. They also make use of the central files of the Directorate, including identification and fingerprint records.

There is a total of 169 officers and 324 sub-officials and agents in the five investigative squads. Personnel may be transferred from one squad to another in cases of need. A comisario is in charge of the work of each squad and also serves to coordinate the squad's activities with those of the other squads through the Chief of the Division.

There is no clear division of responsibility between the specialized squads and with the local police precincts regarding the investigation of a case. Due to the extreme shortage of personnel in the squads, it is often necessary to limit their work to only the most important cases. The vice squad, for example, is composed of 37 officers, and 72 sub-officials and agents. It has the basic responsibility for the control of this activity in the entire city of five million persons. This duty must be carried out with only four vehicles in use at any one time. There is a similar shortage of personnel, vehicles, and other equipment in each of the specialized squads. Many times it is impossible for detectives to get to the scene of a crime within a reasonable time due to the shortage of transportation facilities.

## LIMITED OFFICIAL USE

The Docks, Banks, and Theaters Squad is responsible for general vigilance in these special areas. Detachments are located in five railway stations, the national airport, and docks where ships arrive and depart, and in movie houses and theaters.

The Vice Squad handles problems of narcotics, prostitution, and other vice. They have special patrols and investigators which attempt to cover the most important vice areas of the city. They also have a special brigade which handles the investigation of homicide cases in the city.

The Fraud Squad is responsible for frauds, swindles, confidence games and similar crimes. They also handle bad checks, falsification of documents and counterfeiting.

The Gambling Squad is charged with the repression of all types of gambling. They exercise special vigilance at horse race tracks and in areas where gambling is prevalent. They also are responsible for the vigilance and enforcement of the compulsory military service laws, for vigilance over stores where lottery tickets are sold and for authorizing special raffles and other activities in which gambling is involved.

The Robbery and Theft Squad handles the investigation of these crimes within the limits of available manpower and vehicles. They have special units assigned in several banks and they check motor numbers on all vehicles before a license can be issued. The Squad also has a special unit of some ten officers and agents who deal specifically with auto thefts. This unit cooperates closely with the Municipal Automobile Registry and the National Vehicle Registry.

### The Technical Division

This Division is organized as follows:

- 1) Chemical Section
- 2) Technical Expert Section
- 3) Plans Section
- 4) Legal Medicine Section
- 5) Photography Section

This Technical Division, with a total personnel of 301 officers, sub-officials, agents and technicians, serves as the scientific crime laboratory and technical expert section of the police. It is located in the main headquarters building. The Division is headed by an Inspector Major.

The Chemical Laboratory is responsible for performing chemical, physical and biologic analyses and furnishing scientific advice within its specialty, to the police. It also performs functions of cooperation with other sections when so required. This section has one officer, 8 sub-officials and agents, and 16 technicians. The chief of section is a chemist and civilian employee. During 1964, this section performed the following services: 955 expert examinations for the Federal Police; 84 expert examinations for the judicial power and other institutions. In addition a

total of 18,100 analyses were completed for the police and 1,625 for the judicial power and other institutions. The section has no vehicles, and a very limited supply of chemicals and other equipment. The section has recently acquired a new chromatograph for special analysis of liquids and a spectrofotometer for infra-red analysis of solids and textiles.

The Technical Expert Section is responsible for expert examination of documents, ballistics, tool marks, handwriting, typewriting, and forgery of currency, stamps and documents. Personnel includes 10 officers, 15 sub-officials and agents. There are no civilian technicians in this Section since the police feel that this type of work can be effectively done by specially trained and experienced police officers. The Section handles approximately 85 cases per month for both the police and judicial power. Its personnel have improvised and developed much of the equipment now in use. The Section has one car. Other equipment includes a comparison microscope, two film enlargers, two ultra-violet lights, special ballistics testing device, trigger testing device, special photo equipment for ballistics comparison, testing equipment for typewriters and a small photographic laboratory.

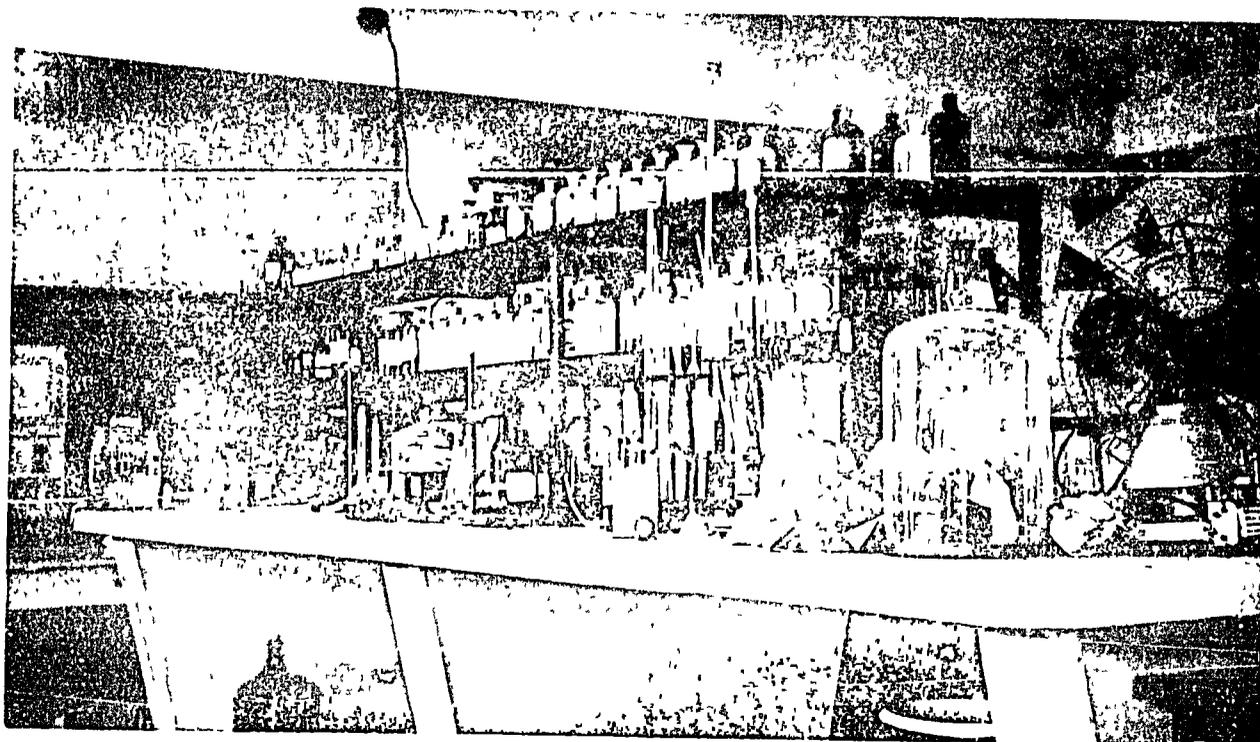
The Plans Section is responsible for the preparation of drawings, plans, diagrams, and other materials needed in the preparation of case reports and for other purposes as required. They also make reconstructed drawings of wanted criminals. This Section is headed by a comisario and includes 4 officers, 22 sub-officials and agents and 3 civilian draftsmen. Equipment includes a few drafting tables and a machine for making blueprints. This Section has a very heavy workload and a shortage of personnel. During 1964, the Section prepared 8,457 different works for the police and other agencies.

The Legal Medicine Section, located in police headquarters, is under the command of a doctor with the rank of Comisario. Total personnel includes 3 officers, 14 sub-officials and agents, 19 doctors and 11 nurses. Small medical offices are maintained in the central headquarters and in four precincts where the doctors carry out their duties. Other doctors work out of the main office and go to the scene of crimes, to the precincts or other places as necessary.

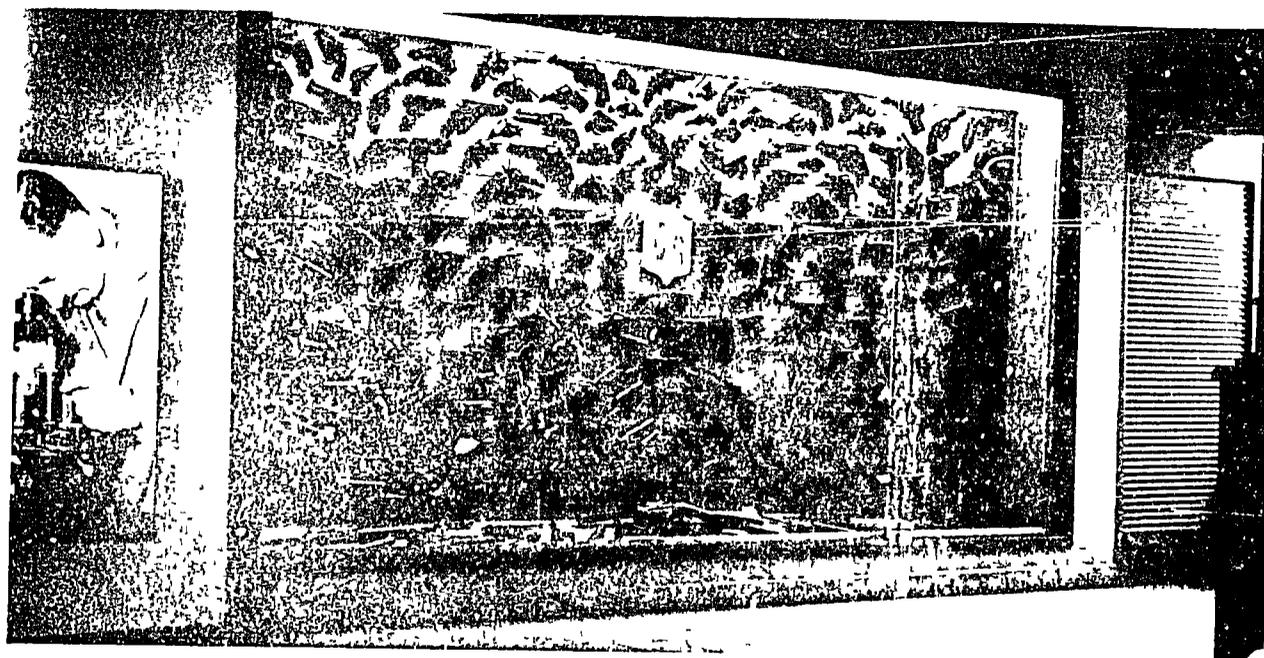
Duties include medical advice in all judicial matters requiring it; special examinations of persons injured or killed in connection with criminal acts; examinations of corpses and determination of cause and time of death; examination of fetuses, suicides, human remains; examination of persons suspected of sexual crimes, abandoned persons, minors, beggars, mental cases; examination of intoxicated persons, drug addicts and others required as part of the proof of a crime. The Section has one vehicle and very little equipment of any type. During 1964, a total of 24,066 cases and examinations were reported by this Section.

The Photography Section is responsible for the obtaining and developing of all photographs needed in the investigation of a crime or for the preparation of case reports. It also takes photographs of suspects and law violators sent in by police precincts and investigation squads when required. It cooperates with all police units in the taking of photographs as needed, including ceremonial activities. The section is in the charge of a Comisario and has 9 officers, 57 sub-officials and agents, and 11 civilians. The section has one car, 16 cameras (35 mm), 2 Rolleiflex cameras, 4 enlargers, one 16 mm projector, one microfilm camera, one microfilm reader, developing equipment for microfilm, 12 electronic flashes, 6 spot lights, and general supplies for use in the darkroom. This section also has a huge workload, limited

LIMITED OFFICIAL USE



FEDERAL POLICE CHEMICAL LABORATORY



WEAPONS SECTION - FEDERAL POLICE LABORATORY

equipment, and a shortage of personnel. It also must use public transportation to the scene of a crime or for other duties away from the central office, due to a lack of vehicles. During 1964, this section handled a total of 72,333 services for the police or judicial agencies.

### Records Division

This important Division is the central records office for information and identification purposes for the Federal Police. It is located in police headquarters and is headed by an Inspector Major. There are 120 officers, 262 sub-officials and agents, and 288 civilian employees in the Division. There are a total of six different operational sections in the Division as follows:

1. Information Section
2. Criminal Record Section
3. Central Index Section
4. Fingerprints Section
5. Documents Section
6. Clearance Section

In this Division are records of persons whose identity is important for police purposes plus information about persons who have received various identity documents, including passports. The Division makes this information available to the courts; to national, provincial, and municipal authorities when requested; to other police organizations, including Interpol. All records in the Division are maintained in such a manner that it is possible for the police precincts and other units to check the past record of a suspected law violator in a short period of time.

In actual practice, the record system operates as follows: when a suspect is arrested and taken to a precinct station or police headquarters, fingerprints are taken and his identity documents checked. Fingerprints are sent to Central Records where an immediate check is made. If the suspect has an identity document, the checking procedure is greatly simplified. If not, a thorough check is made of fingerprints and other information. Results are then sent to the precinct or person requesting the check. The Division also maintains fingerprint cards and dossiers on persons for civil identification purposes. These records are also checked for suspected law violators.

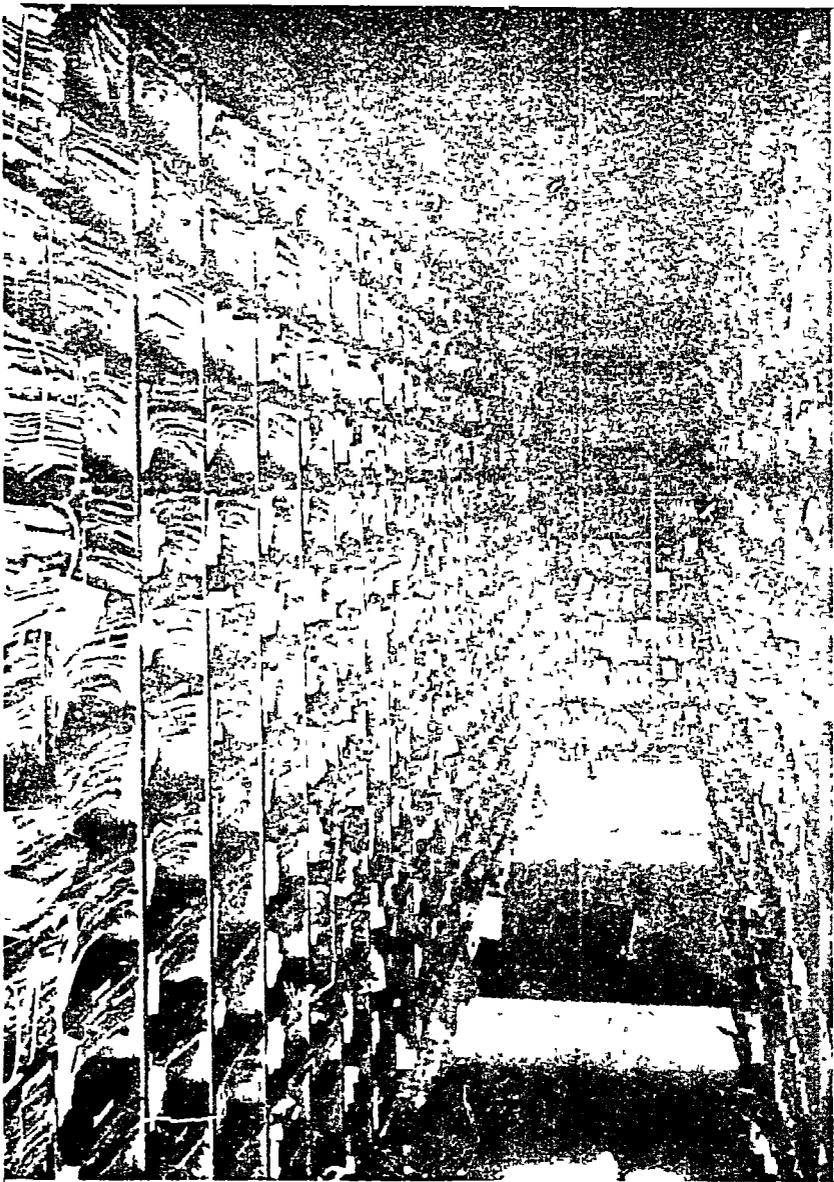
The Division checks daily bulletins and other information from some provincial police agencies for wanted persons and prepares files and cards on such people. These become a part of the overall records for future checking.

Information Section - Is responsible for supplying information to police and other qualified persons or agencies which may request it. It is in the charge of a Comisario and has 27 officers, 41 sub-officials and agents. The Section maintains book files for general informational use but depends on the other sections to supply additional information. It has only one car and the usual office equipment.



LIMITED OFFICIAL USE

FINGERPRINT SECTION  
FEDERAL POLICE



IDENTIFICATION FILES  
FEDERAL POLICE

## LIMITED OFFICIAL USE

Criminal Records Section - Is responsible for the maintenance of security and classification of both civil and criminal dossiers. In the charge of a Comisario, this section is staffed by 9 officers, 86 sub-officials and agents. The file presently contains about seven million criminal and civil dossiers, chiefly of persons in the Greater Buenos Aires area. These files are maintained in open shelves on several floors of the police headquarters building. Equipment consists chiefly of shelving and general office materials (See photo).

Central Index Section - Is responsible for the development and filing of a central card index for both civil and criminal purposes. Cards are filed by name and by "modus operandi" of known criminals. Information on these cards is useful for making quick checks of persons and for reference to other more detailed files. The Section is headed by a Comisario and has 14 officers, 29 sub-officials and agents. Equipment is chiefly file cabinets and office material.

Fingerprint Section - Is responsible for the maintenance of fingerprint files and records; classification of fingerprints, and technical services at the scene of crimes. The Section is in the charge of a Comisario and includes 35 officers, 18 sub-officials and agents, and 88 technicians and classifiers. This Section maintains fingerprint cards for both civil and criminal identification purposes. It was reported to the writer that over eight million cards are presently in the files, chiefly from the Greater Buenos Aires area. The Provincial Police of Buenos Aires also use these files at times and provide duplicate cards on certain criminals. Other provincial police make only limited use of the fingerprint files and provide very few duplicate cards. A single print file is maintained for use in checking latent prints at the scene of a crime. Palm prints are maintained for certain known criminals. Fingerprints are classified and filed in accordance with the system developed by Juan Vucetich of Argentina. The Section conducts in-service training courses for technical personnel and also cooperates with the various police schools in teaching courses on the theory and practice of fingerprints. The Section has only one car, and technicians must usually use public transportation to go to the scene of a crime. Equipment is chiefly files and the usual office materials. Special equipment for crime scene activities is extremely limited. In 1964, the Section received 396,568 fingerprint cards from the Federal Police and 3,434 from the provincial police and other agencies.

Documents Section Is responsible for the actual preparation and issuance of various types of documents, including identity cards, trip certificates, conditional freedom carnets, private watchmen cards, passports and other special documents. It is in the charge of a Comisario and has 32 officers, 76 sub-officials and agents, and 211 civilians and technicians. It has one car, one machine for making plastic coverings for documents, usual office equipment, supplies and material. This Section is where the public goes to apply for various identity documents and also to obtain the actual documents when ready.

Clearance Section - Is responsible for issuance of clearances to persons who have previously been involved in criminal activities and for certain types of vigilance and parole activities. Clearances are issued on the basis of good conduct over a period stated by police regulations and when so requested by the person. It removes the stigma of a past criminal record and makes it easier for the person to obtain employment and other benefits. Actually, the past record is still maintained in the files of the police but is not available to the public. It is in the charge of a Comisario with 8 officers, 7 sub-officials and agents. It has the usual office equipment and no vehicles.

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Vehicle Equipment

In this entire Directorate, there are only 29 vehicles of all types in actual operation out of a total of 64 actually assigned. The remainder are out of service for repairs, lack of spare parts or general old age. Cars used by the various investigative squads and technicians are not equipped with radio. It is estimated that a total of 84 radio-equipped cars, 18 pick-up trucks, one wrecker, and one ambulance are the minimum vehicle needs of this Directorate.

Comments and Suggestions

This Directorate is facing a critical problem in relation to both personnel and equipment. In neither aspect has the personnel or equipment been increased in line with the expanded population and the new and complex responsibilities of the police. For example, in 1945, this Directorate had a total personnel of 2,100 with the population of 2,300,000 persons in Buenos Aires. Today, with a population of 5,000,000 the Directorate has a total personnel of 1,640 persons. The police can hardly be expected to render effective service while personnel of such an important Directorate have decreased over 20 percent during the past two decades, in the face of a 100 percent increase in population. Further evidence of this problem is presented in the following chart:

PERSONNEL OF DIRECTORATE OF INVESTIGATION

Year	Officers	Sub-Officials and Agents	Technicians	Civilians	Total
1962	393	1,057	278	105	1,833
1963	402	994	324	135	1,855
1964	398	949	303	150	1,800
1965	374	848	288	130	1,640

There is a vital need for additional personnel, facilities and vehicle equipment to provide effective criminal investigation, crime laboratory and other technical services, including identification activities. There is also a need to develop better working relationship and procedures between the criminal investigators in this Directorate and the officers and agents of the precincts with regard to the types of crimes investigated and procedures at the scene of a crime. Investigative operations have become highly specialized by type of crime and each of the special squads has tended to build up its own specialization with little or no overall coordination with other units. Each squad maintains its own special files, photographs and other information. There has also been a lack of coordination between the specialized squads, the police precincts and the various patrol forces.

This Directorate is responsible for the highly important civil and criminal identification procedures in the Federal Capital. It is suggested that this activity be expanded and enlarged to provide a strong center of identification for the entire country. This would greatly expedite both the criminal and civil identification procedures and make it unnecessary to check with the various provincial police units when certain types of identification information was needed. Such a plan would serve to supplement

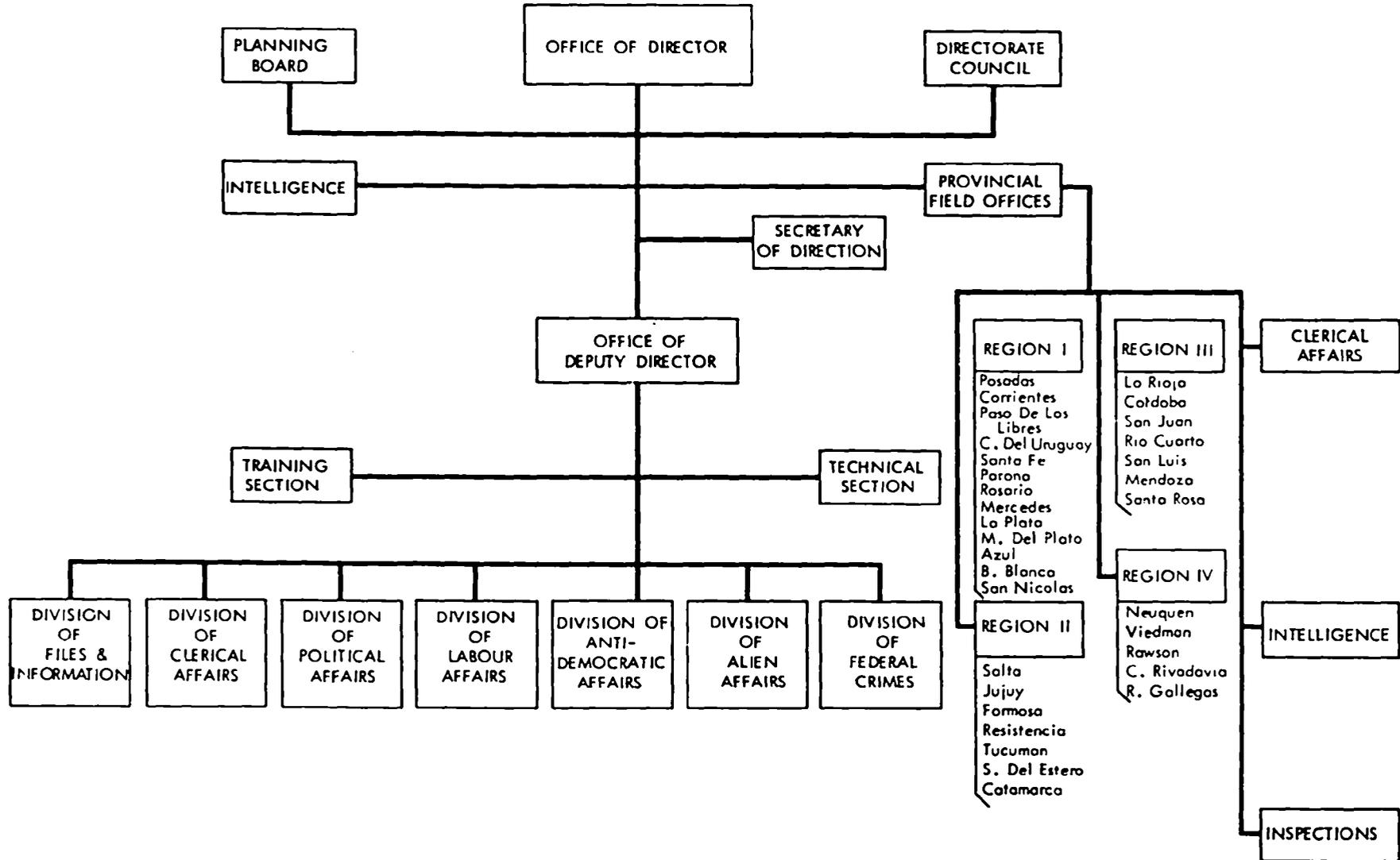
## LIMITED OFFICIAL USE

the identification activities of the provincial police and provide to them, as well as to the Federal Police, much needed information for civil and criminal identification purposes. The provincial police should send a copy of fingerprint cards and other pertinent data to the Federal Identification Center and they should use the services of the Center to check on criminals or for other needed information. As a result of this information from all police agencies, the Center should develop a system of uniform crime reports that would be distributed and used by all police of Argentina.

There is also a need to expand the facilities, manpower and services of the Technical Division of the Federal Police, including the crime laboratory, legal medicine and photographic activities. Present facilities and capabilities in these activities are not adequate to meet even the present needs of the Federal Police. It is suggested that as these activities are expanded, the services of the scientific crime laboratory be made available for the use of provincial police in cases requiring highly technical examinations or studies. The Federal Police might also assist local provincial police units in the establishment or expansion of local crime laboratory facilities by providing technical assistance when requested.

# DIRECTORATE OF FEDERAL COORDINATION

CHART 6



LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

CHAPTER 10

DIRECTORATE OF FEDERAL COORDINATION

Mission

To proceed in all the national territory on its own or jointly with other national or provincial organizations to counteract surreptitious acts on the part of foreign powers, subversive groups, or persons who represent a threat to national security. In addition, to accomplish the functions of judicial and security police in the provinces on matters within the jurisdiction of the federal government.

Organization

The Directorate is commanded by a Director with the rank of Lieutenant Colonel of the Army. The Sub-Director is also a military man and has the rank of Vice Commodore of the Air Force. These officers, appointed by the Executive Power, constitute the command of the Directorate. They are not career police officers. All other officers, sub-officials, and agents are members of the police career service assigned to the Directorate (see Chart 6).

There is a small Planning Board and Council made up of the chiefs of various sections to advise the Director on special problems and operations. There is also a special intelligence unit composed of a representative of the Army, Navy and Air Force which serves as liaison between the Directorate and the various information services of the respective agencies.

The Director exercises supervision over the 32 provincial field offices (Delegaciones) located in all provincial capitals and in other important cities of the country.

Under the Deputy Director is a Training Section for the instruction of officers and agents in certain specialized subjects dealing with the work of the Directorate. This Section also cooperates with other units of the Federal Police in supplying this type of special training when needed. Personnel of the Directorate or from other units of the police may apply to attend these courses. The central operational divisions of the Directorate also are under the Deputy Director and are as follows:

1. Division of Files and Information
2. Division of Clerical Affairs
3. Division of Political Affairs
4. Division of Labor Affairs

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- 5. Division of Anti-Democratic Affairs
- 6. Division of Alien Affairs
- 7. Division of Federal Crimes

Personnel

Personnel of the Directorate are assigned from other units of the Federal Police. Assignments are made in the same manner as those in other Directorates. The Directorate, due to the specialized nature of its work, has a special budget and employees who are not listed on the regular personnel roster.

The personnel of the Directorate, including the central office and provincial field offices include:

<u>Officers</u>		<u>Sub-Officials</u>	
Comisario Inspector	7	Principal Sub-Official	6
Comisario	35	Adjutant Sub-Official	16
Sub-Comisario	43	Escribiente Sub-Official	8
Principal Officer	62	First Sergeant	57
Inspector	129	Sergeant	167
Sub-Inspector	140	First Corporal	349
Adjutant	28	Corporal	405
Sub-Adjutant	<u>3</u>	Agent	307
TOTAL	453	Agent (Conscript)	<u>67</u>
		TOTAL	1,382

Operations

Operations are coordinated and supervised by the Director and are implemented through the respective Divisions as follows:

Division of Files and Information - Receives, classifies, registers, and files all types of information material. The Division also makes special information available to other authorized agencies when required. Maintains both index files and document files. Provides liaison with central police files of the Investigation Directorate.

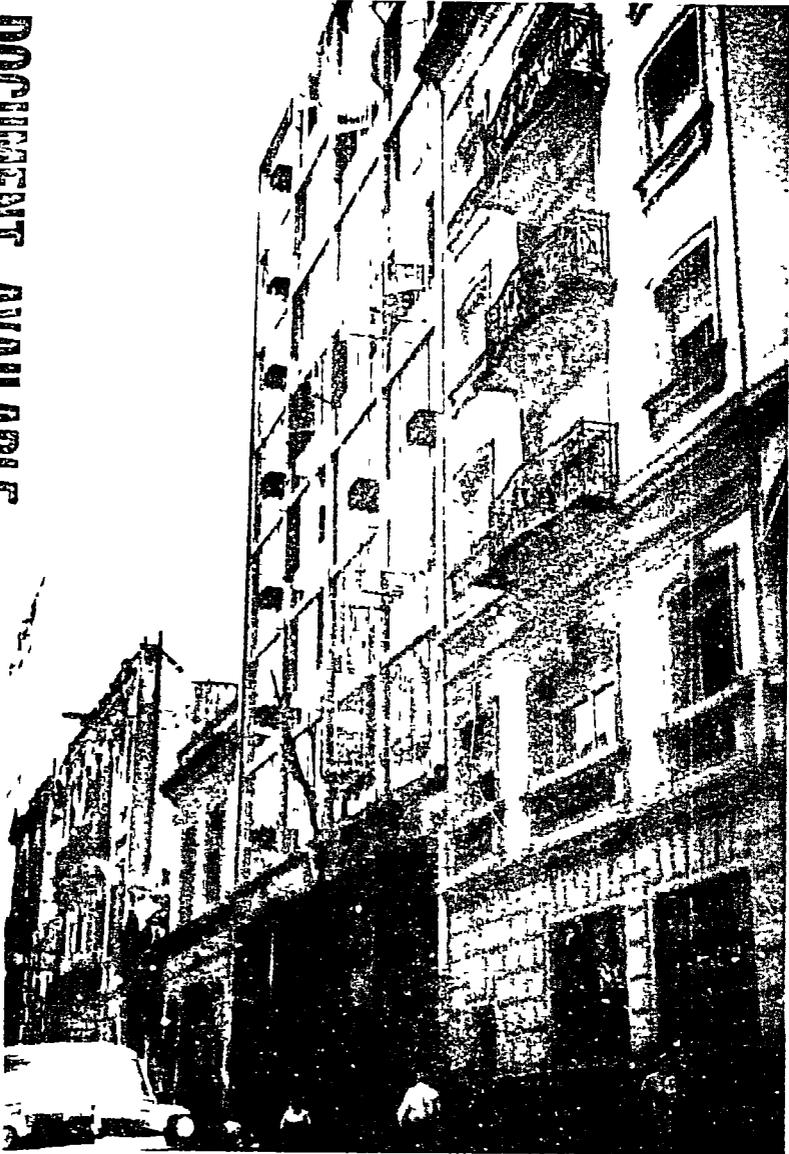
Division of Clerical Affairs - Receives, classifies, and sends correspondence; handles identification of arrested persons, juridical notes and orders, administrative problems including maintenance of vehicles, building, and guard office.

Division of Political Affairs - Gathers, evaluates and disseminates information about political activities of persons and groups, leaders, entities, and organizations who may desire to act against existing political organizations or against the security

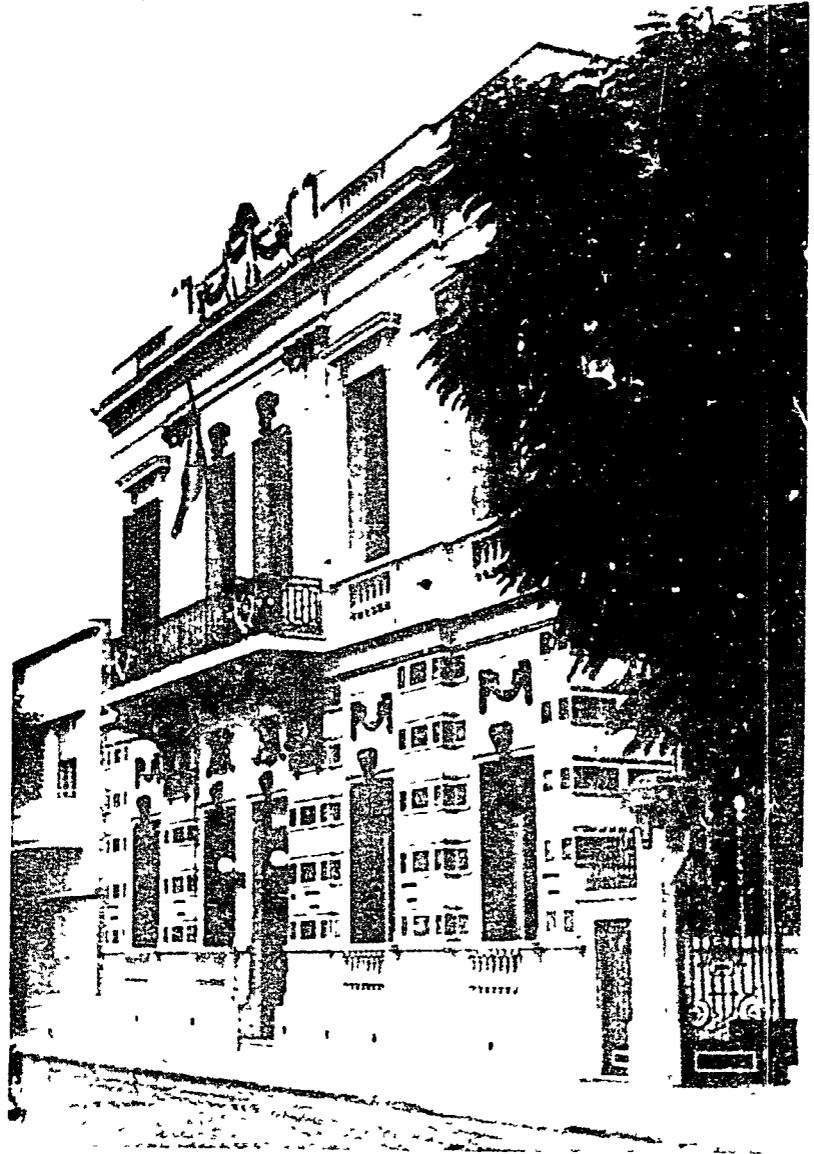
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HEADQUARTERS OF DIRECTORATE  
OF FEDERAL COORDINATION



TYPICAL FIELD OFFICE  
DIRECTORATE OF FEDERAL COORDINATE

LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

of the government. It is responsible for the close supervision of political parties and their leadership. It handles matters of foreign interference in domestic matters and the preparation of evidence to be used in the prosecution of persons or groups charged with subversive crimes.

Division of Labor Affairs - Gathers, evaluates and disseminates information on labor and student activities of persons and groups, leaders, entities and organizations and unions whose intentions or actions may be detrimental to public or state security.

Division of Anti-Democratic Affairs - Searches, compiles, evaluates, and disseminates information about activities and intentions of persons, groups, entities, leaders, organizations, foreign powers, and others who engage in anti-democratic activities or who are proponents of communist ideology or conduct activities against the security of the nation. It is responsible for penetration of the Communist Party and for obtaining information on party and front activities. It also carries out certain psychological warfare activities against anti-democratic groups and ideologies.

Division of Alien Affairs - Gives special attention to the gathering, recording, evaluation, and dissemination of information on foreigners in Argentina, both legal and illegal, who active or potential threats to internal security. In addition, the Division gives attention to secret cults and societies, certain non-Catholic religious groups, foreign elements and settlements.

Division of Federal Crimes - Gathers, evaluates, and compiles information on activities and intentions of persons, groups, entities, and organizations which may or do commit sabotage against federal property or against the public, social, labor, economic or industrial order; regulates the activities of private investigation agencies, commercial information, credit agencies and travel agencies; control and registry of weapons and explosives.

Technical Section - Cooperates with other divisions and units in technical services needed at any time. Such services include photography, expert assistance, locksmith, credentials, depository and guard office.

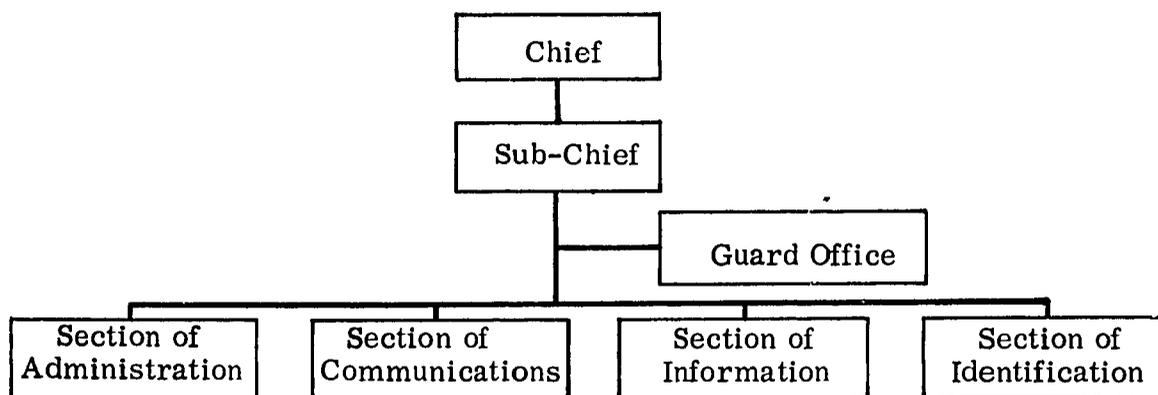
Intelligence Center - Not shown on Chart but serves as a center for the coordination and evaluation of information and as a planning and advising group to the Director. Members include the chiefs of the respective divisions.

Division of Field Offices - Exercises supervision over the 32 field offices of the Directorate located in various parts of the country. The Division is divided into three major sections for operational purposes: (1) clerical, (2) intelligence, and (3) inspections.

Each field section office is in the charge of a delegado (comisario) and has the responsibility for all of the activities included in operations of the central divisions, in its particular area of jurisdiction. The field offices handle both security and judicial police functions involving federal crimes. The major responsibility of the field offices is to gather information on various activities and individuals which may threaten the national security, and to take whatever action is necessary and to use such information effectively.

LIMITED OFFICIAL USE

A typical field office is organized along the following lines:



The chief (delegago) is in charge of all operations of the field office and is assisted by a deputy chief. The Section of Administration handles the clerical service and administrative activities of the office, including the preparation of judicial summaries. The Information Section is responsible for intelligence activities and maintains its own files and records. The Section of Identification is responsible for the issuance of identity documents and passports. The Section of Communications is usually a small office with radio contact with the central office at Buenos Aires. Radio communications may be scrambled if so desired in contacts with the central office. Field offices were visited by a member of the Survey Team in La Plata, San Nicolas, Rosario, and Cordoba. All buildings were in good condition but the offices were critically short of equipment, including vehicles, weapons, and special equipment for information gathering purposes. In the large office at Rosario, for example, there was a staff of approximately 70 officers, sub-officials and agents operating with only two vehicles in working order. Files and records are maintained along the same basic lines in the field offices as in the central headquarters with information being sent to the office in Buenos Aires. Special files and dossiers dealing with local persons and activities are maintained in each of the field offices with copies going to the central office. In each of the field offices visited there was considerable interest expressed regarding the need to improve filing and record procedures. Relations between the field offices and the provincial police in all areas visited appeared to be good and, in most cases, were based on close personal relationships between officials of the agencies concerned.

Information School - This school is operated by the Directorate and conducts various courses dealing with specialized information gathering functions. The school is in the charge of a Comisario and is located in the same building at 1417 Moreno Street. The school has a small staff of both active and retired information specialists, including members from the armed forces.

The school offers six different courses and major subjects include: Information Techniques, Search Procedures, Techniques, Social and Political Theory, Public Relations, Legal Procedures, Communications, Administrative Regulations, Report Writing, Physical Education, and Shooting. Courses are offered for civilian personnel, for personnel of the Directorate and for other police personnel who wish to study in this specialized area. Courses last for eight months and have an average of 12 students in each. During 1965, a total of 72 students attended the various courses offered by the school.

## LIMITED OFFICIAL USE

Equipment in the school includes: 1 film enlarger, 4 cameras, 1 photocopy machine, film developing equipment, 1 mimeograph machine in bad condition. The school also has 5 revolvers (38 caliber), and 5 pistols (45 caliber) for shooting practice.

### Equipment and Facilities of the Directorate

The main building of the Directorate is located near the central police headquarters and is relatively new. The Directorate occupies eight stories and has a guard office on the first floor. There are 32 field office buildings of which 28 are rented. Most are in older homes which have been refurbished and adapted to meet the needs of this service.

A total of 10 vehicles are assigned to the central office of the Directorate and are used by the various divisions and sections.

In the field offices there are a total of 80 vehicles, including jeeps and pick-up trucks. Practically no special equipment is available for use of field office personnel.

Weapons include the usual pistol or revolver assigned to police personnel. The Clerical Division at headquarters has a small weapons depository which includes: 10 halcon 9 mm machine pistols; 10 gas pistols; 192 revolvers (32 caliber); and a small supply of gas grenades. An average of two or three machine pistols are assigned to each of the field offices.

Other special equipment includes one small photographic darkroom, fingerprint equipment, a few tape recorders, cameras and projectors, and a mimeograph machine.

### Comments and Suggestions

The Directorate of Federal Coordination, although created to handle a wide range of federal crimes throughout the entire country, has never been able to realize this potential for a variety of reasons which include: (1) serious shortages of manpower, facilities and equipment have made it necessary to limit its mission chiefly to information gathering activities; (2) lack of specific legislation establishing additional federal crimes and giving the Federal Police power to deal with them; (3) problems of relationship and autonomy with the provinces which have tended to limit the powers and jurisdiction of the Federal Police; and (4) outside influences which have emphasized intelligence activities at the expense of other police type activities.

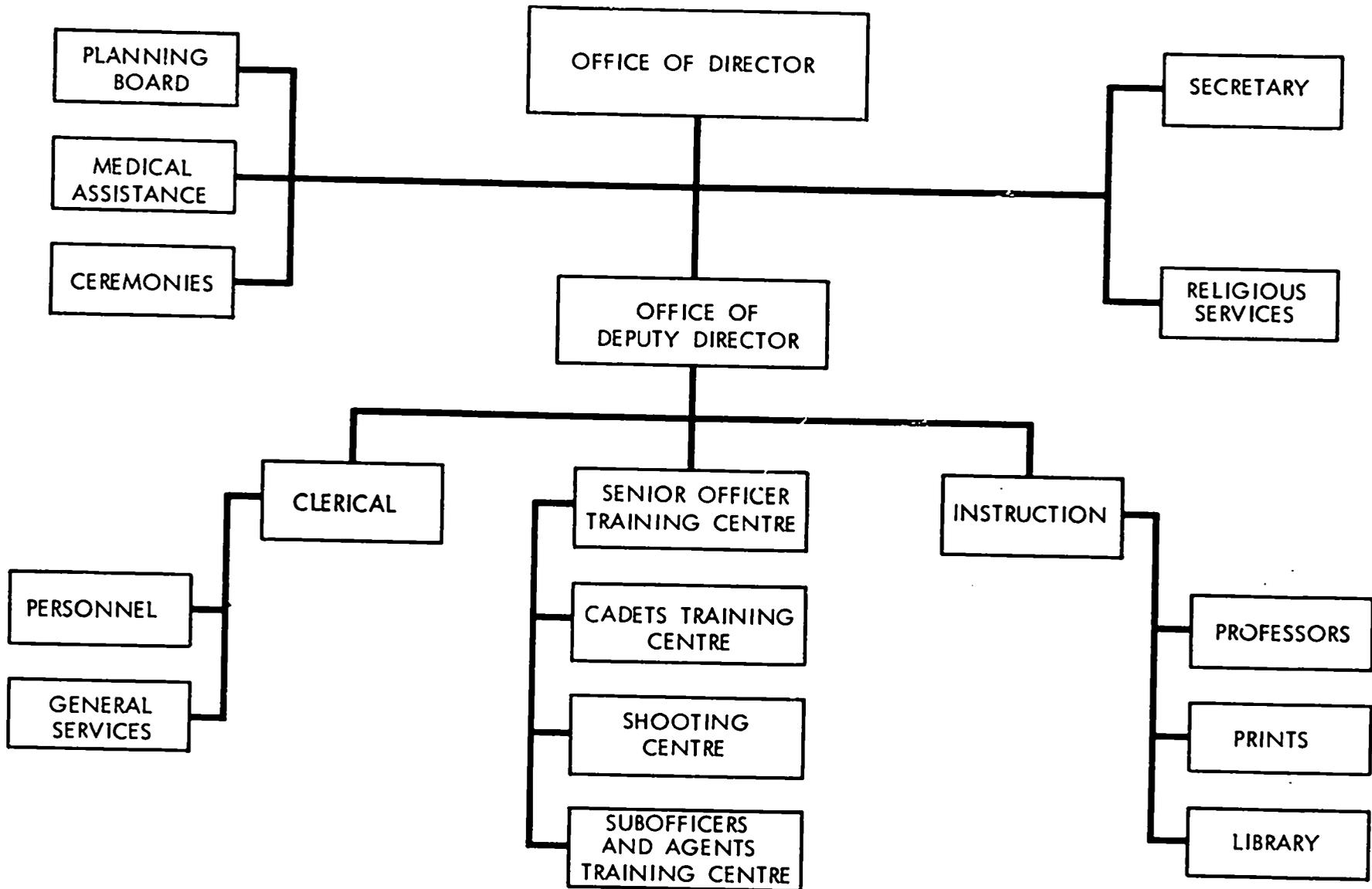
There is little doubt that this Directorate is doing a good job with regard to its information and intelligence activities. However, there appears to be a vital need to expand its activities to include security and judicial police functions dealing with additional crimes like auto theft, fugitive flight across provincial boundaries, inter-provincial contraband, narcotics, white slavery and others. There is also a need to provide the legislation necessary to make such offenses specific federal crimes or to clarify ambiguities in existing legislation regarding certain of the offenses. It is strongly recommended that these steps be taken to strengthen the present Directorate of Federal Coordination and allow it to expand its responsibilities and duties as a truly national police agency along lines similar to the Federal Bureau of Investigation in the United States.

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Personnel in the headquarters office and in the various field offices of this Directorate appear to be competent and well trained. Relationships with provincial police agencies appear to be good and often on a personal basis between officials of the field offices and local police. The shortages of personnel, equipment and facilities, especially in the field offices, has reached serious proportions and is certain to seriously impair the morale and effectiveness of the entire organization unless corrected.

# DIRECTORATE OF TRAINING

CHART 7



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CHAPTER 11

DIRECTORATE OF TRAINING

Mission

To train and develop superior officer and subaltern personnel of the police through theoretical and practical instruction and physical education.

Organization

This directorate is in the charge of an Inspector General and has a total of 533 officers, sub-officials, agents and professors. The Office of the Director is located in the Senior Officers' Training Center at Jose M. Moreno and Rosario Streets in the Federal Capital. In this Office there is a small Planning Board, Medical Assistance Office, and Office of Ceremonies. There is also a Secretarial and Religious Service Office. (See Chart 7.)

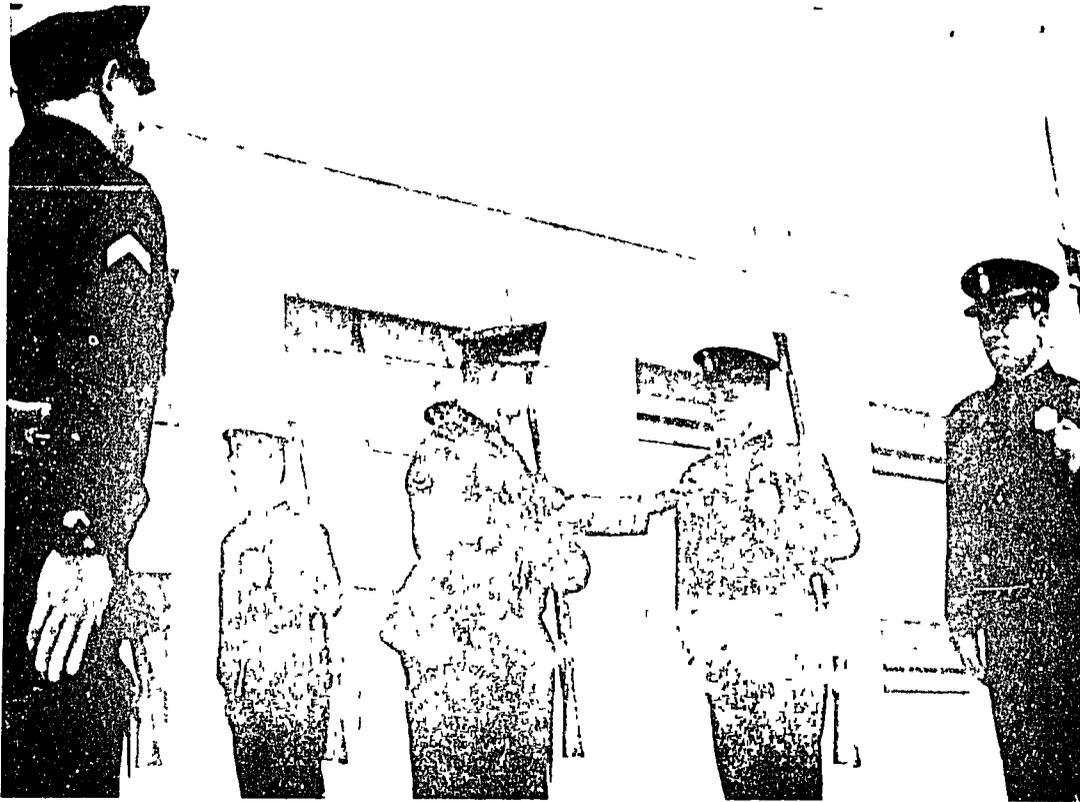
The instructional program is carried out through four major training centers as follows:

1. Senior Officer Training Center
2. Cadet Training Center
3. Shooting Training Center
4. Sub-Officials Training Center

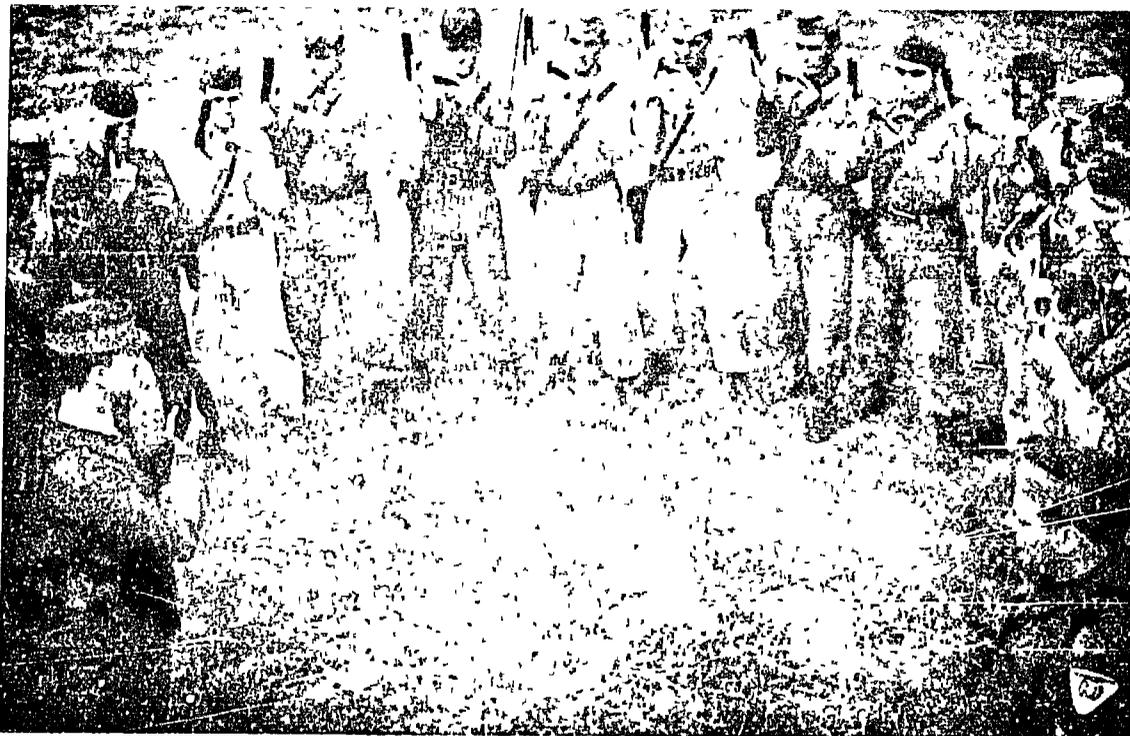
Each center has its own staff and facilities, including professors. Teaching materials, visual aids and other equipment are very limited and will be described in the section dealing with the respective centers. There are only 2 cars, 2 buses, 1 pick-up truck, 2 jeeps and 1 truck in the entire Directorate, including the respective schools

Subaltern Training Center

This center is responsible for the training of agents, corporals and sergeants and offers the following courses:



SUBALTERN TRAINING SCHOOL MILITARY INSTRUCTION



SUBALTERN TRAINING SCHOOL AGENT CONSCRIPTS

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### A. Course for Conscripts

This is a special course for young men who are taking their military training in the police. The course is for three months and includes Penal Code, Procedures Code, Police Practice and Theory, Spanish Grammar, Military Training, Weapons and Self-Defense (Decree 18, 231/50). An average of 450 students per course attend the center, of which less than 2 percent actually enter police service when this requirement is completed.

### B. Course for Recruits

This course is designed for recruits who have completed military service and desire to enter the police as agents. Courses are similar to above but for only two months. Each course enrolls approximately 50 students, depending on the number of new recruits available.

### C. Promotional Courses

In addition, the Subaltern Training Center conducts courses for agents who are eligible for promotion to corporal; corporals for promotion to first corporal; and sergeants for promotion to first sergeant. Courses are similar to above with addition of more advanced subjects, including Traffic, Fingerprints, Typewriting, Drafting, Radio, Equipment, and Police Procedures. Approximately 1,500 students attend these courses each year. Each course is of three months' duration.

This center is located in a part of the buildings of the Mounted Police at Presidente Figueroa Alcorta Avenue and Ugarteche Street in the Federal Capital. The center has nine classrooms (35 students in each), a small library, dormitory, and facilities for preparing and serving food. One jeep and one truck are assigned to the center. A program to expand the development of teaching materials and visual aids has recently been established at the center by a Sub-Comisario who recently attended the F.B.I. National Academy Course in the United States. A number of special training slides have been prepared by officers of the school and a limited amount of visual aids equipment has been procured, including 35 mm slide projectors and one film projector. There is a small mimeograph machine used for the preparation of training materials.

This school has a total personnel of 17 officers, 34 sub-officials and agents and 61 part-time professors.

### Weapons Center

The central office of the Center is located in the same building as the office of the Directorate. This office also includes a small indoor range used principally for firearms practice. Other facilities include a small indoor range in police headquarters and a large outdoor range at the Federal Shooting Center. All facilities are used for training and all police, up to principal officer rank, must practice shooting once every twenty days. Higher ranking officers can practice if they so desire.

Three types of courses are conducted which include: (1) instructor, (2) sub-instructor, and (3) weapons personnel.

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There are no firing ranges at the other training centers, and students from these schools make use of these facilities as needed.

Facilities and equipment are quite limited and most pistol and revolver shooting is done at the headquarters or Directorate ranges. Carbine and rifle shooting is done chiefly in the Federal Center where there are facilities to shoot at 25, 50 and 150 meters. At present, because of economic reasons, each person is limited to five bullets per twenty-day period for practice purposes. Major types of weapons used by the Training Center include ten 9 mm Halcon machine pistols, one Thompson sub-machine gun, two carbines, two P.A.M. machine pistols, six Mauser rifles of 1909 vintage, thirteen Colt 38 revolvers, four Browning pistols of 9 mm, three gas pistols and one gas gun. The Center also has a small supply of ammunition in six different calibers.

Weapons Center personnel includes 8 officers, 37 sub-officials and agents.

Cadet Training Center

This Center serves as the basic training unit for officers of the police. To enroll, a prospective officer must have completed the third year of secondary school and must meet strict selection procedures (see Personnel, Chapter 16). The basic officer cadet course is for two years. Courses are provided in three categories: (1) public safety, (2) firemen, and (3) communications. Upon successful completion of the courses in the respective categories, the cadet is commissioned as a sub-adjutant officer. All cadets live at the school for the entire period and receive a stipend of 1,200 pesos per month from the Federal Police during this period.

The Center is commanded by a Comisario Inspector and enrolls approximately 150 cadets each year.

Courses for public safety cadets include:

First Year

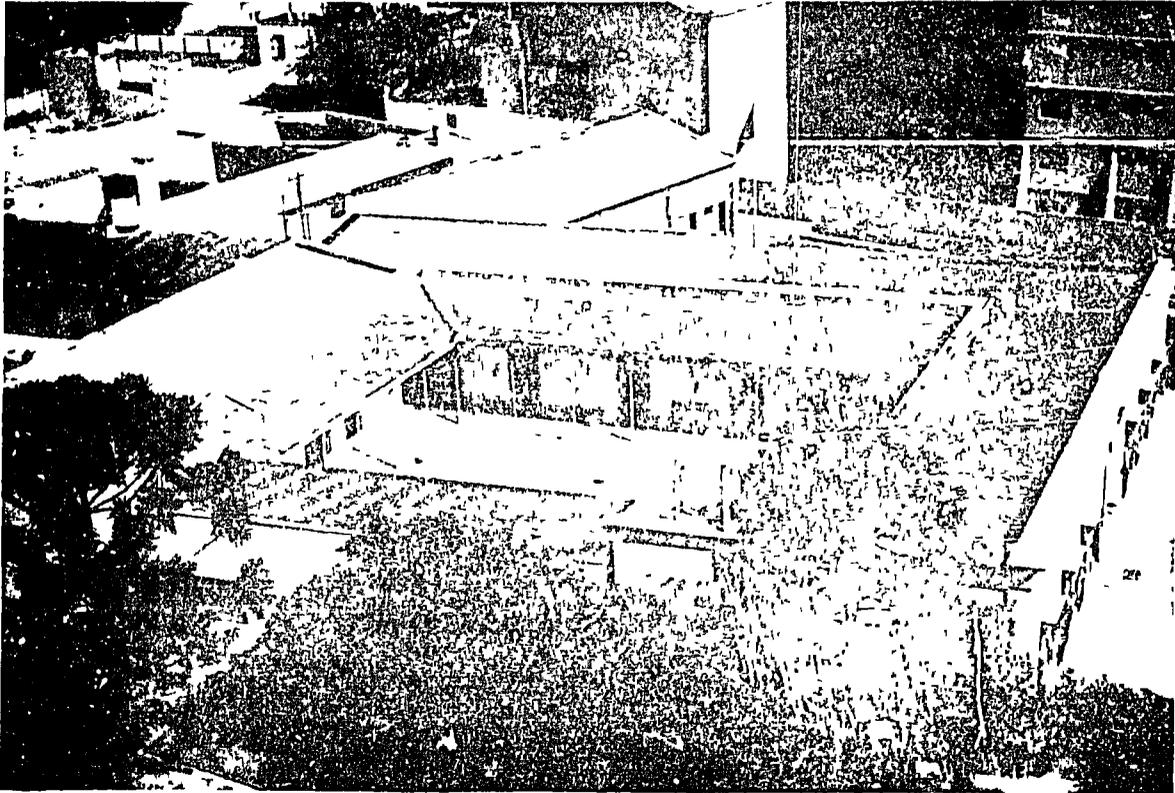
Administrative Law	English
Police Practice	Ethics
Penal Code	Typing
Procedures Code	Boxing, Judo, Gymnastics
History	Military Subjects
Police Techniques	Weapons and Shooting
Spanish	

Second Year

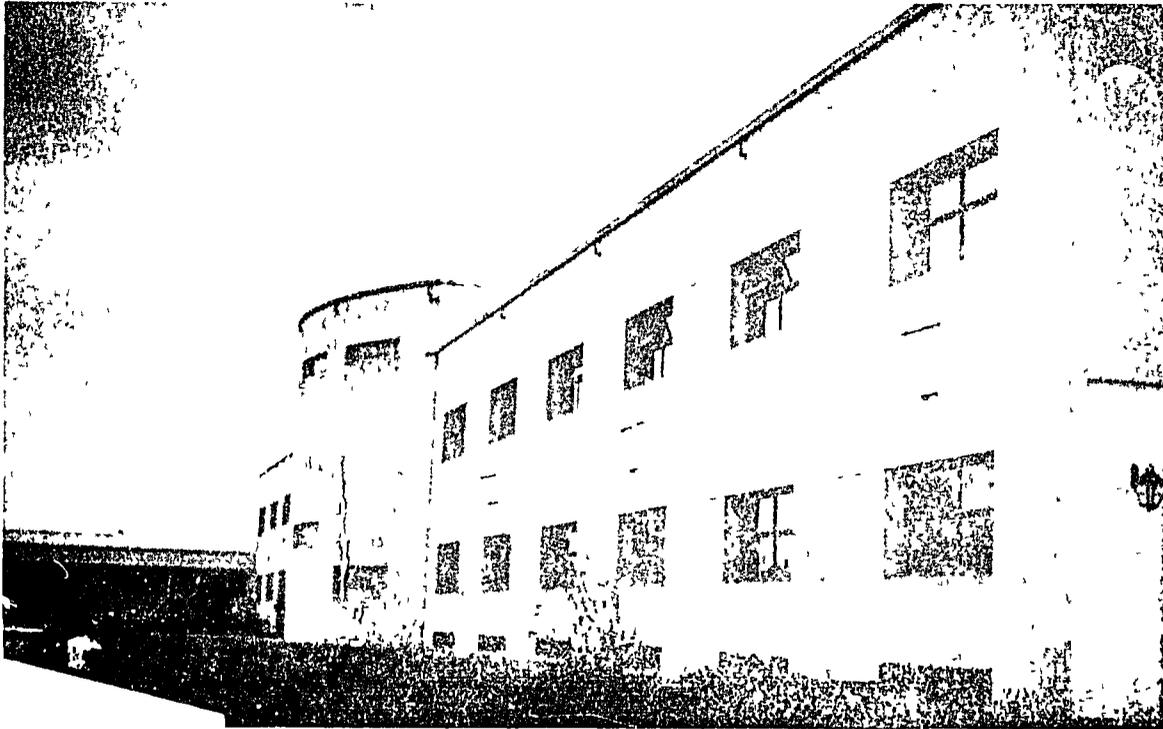
Same subjects as above with addition of:

Constitutional Law	Police Combat
Horsemanship	Vehicle Driving

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SUPERIOR POLICE SCHOOL



MAIN BUILDING CADET OFFICERS' SCHOOL

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For firemen and communications, the courses are similar with the addition of specific information related to these subjects.

The Center has a staff of 30 officers and 254 sub-officials and agents, and 6 custodial personnel. There are also 44 part-time professors on the staff, of which a few are active and retired police officers.

The Center is located at Strangford and Escalada Streets on a large area of ground and is now in a period of much construction and development. Completed buildings include an infirmary, a large unit housing two dormitory sections, officers' lounge and dining room, kitchen, offices, small gym and school classrooms. The building also includes a section for supplies, laundry, and other services. There is a large outside area used as a drill field and parade ground.

The Center has practically no equipment for visual aids, reproduction of materials or elements for either theoretical or practical police instruction. At present, the infirmary is operating with a minimum of equipment in all areas. There is no library and weapons are old and obsolete. These include 429 rifles of 1909 vintage, 15 automatic rifles (F.A.L.), 25 machine pistols of various calibers, 4 semi-automatic carbines, 60 Colt and Ballester-Molina pistols of 11.25 caliber, 5 Browning pistols of 9 mm, 2 Colt pistols of 22 caliber, 5 Colt revolvers of 38 caliber, 4 Federal gas guns, 4 Walter gas pistols, and 4 Villy gas pistols. There is no supply of gas for the Walter and Villy gas pistols. The supply of ammunition and tear gas is not sufficient for the training needs of the cadest.

### Superior Police School

This school occupies space in the same building as the Directorate offices. The building is very old, all on one floor, with deficient sanitary and electrical facilities. There is a total of twelve rooms of which seven are classrooms, one library, three offices, one mimeograph and supply office (see photograph).

There are no vehicles or special weapons assigned to the school. The library contains about 600 books, mostly on cultural and legal subjects. There are no visual aids or special training materials and very few books on practical police subjects.

The School is commanded by an Inspector Major and has a staff of 4 officers and 3 sub-officials. There are also 35 part-time professors.

Courses include those for adjutant officers, inspectors, sub-comisarios and comisarios eligible for promotion to the next highest rank. Students must attend the school for four months, on a daily basis, for all courses except comisarios who attend for seven months.

### Training Abroad

Since 1961, the Federal Police have maintained an extensive program of training of personnel through study and observation trips to other countries, including France, Denmark, Italy, Belgium, Portugal, Spain, England, Finland, Germany, Panama and the United States. They have also maintained an exchange of training scholarships with various South American countries, including Brazil, Peru, Chile,

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Bolivia and Uruguay. Officers from each country have received training in the Cadet Center of the Federal Police, and a few local officers have been sent to Chile for similar training.

The Federal Police recently started an exchange program with the United States through which several small groups of U.S. police officials will come to Argentina each year for a two-week period of study and observation of police organization and procedures. The first group of two U.S. police executives were in Argentina during the first part of December 1965 while this study was being conducted. This entire program is supervised and conducted by the General Planning Department in cooperation with the respective police units. Candidates for scholarships are selected on the basis of merit, background and competence by the Director's Council.

Since 1962, the Federal Police have been sending officers for study and observation trips to Panama and the United States for USAID sponsored training. These include:

Panama - Inter-American Police Academy

Inspector Juan C. Gattei	12 weeks - 1962
Sub-Inspector Antonio J. B. Fioravanti	12 weeks - 1962
Principal Officer Ruben Ballestracci	90 days - 1963
Principal Officer Carlos A. Garcia del Rio	90 days - 1963

Washington - Inter-American Police Academy

Inspector Jose M. Guisado	4 months - 1964
Inspector Teodoro E. Cervo	4 months - 1964
Inspector Fredy Oscar Cerone	4 months - 1965
Inspector Ruben Mario Landaburu	4 months - 1965
Inspector Andres U. Vigani	4 months - 1965

Washington - International Police Academy

Comisario Aldo A. Palmieri (Senior Course)	3-1/2 months - 1964
Sub-Inspector Pedro G. Mena (Communications)	2 months - 1964

Washington - F.B.I. National Academy

Principal Officer Raul J. Biancardi	4 months - 1963
Sub-Comisario Mario Juan Blanco	4 months - 1965

Washington - New York - Ft. Gordon

Sub-Comisario Jorge Moses	95 days - 1963
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Traffic Institute Northwestern University

Principal Officer Hector I. Rosas	20 weeks - 1964
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Washington - Internal Security Course

Comisario Edgardo H. Amare	180 days	- 1964
Comisario Jose Diaz Galan	180 days	- 1964
Principal Officer Ricardo P. J. Lauhe	32 days	- 1964
Principal Officer Juan C. Serrano	32 days	- 1964
Principal Officer Enrique R. Santillan	32 days	- 1964

Washington - Virginia (Communications)

Inspector Jose A. Rodriguez	24 weeks	- 1965
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Observation and study visits to the United States have been made by the following police executives:

Inspector General Osvaldo V. P. Verri	50 days	- 1964
Inspector General Odulio A. Bonfiglio	50 days	- 1964
Inspector General Jose Fernandez	30 days	- 1965
Inspector General Juan B. Gaffuri	30 days	- 1965

The Federal Police encourages attendance at various courses in Argentina for the self-improvement of officer personnel and for career development. Typical courses include Public Administration, Public Relations, Executive Leadership, National Defense (in cooperation with military forces), Organization and Methods, Personnel Procedures, Counterfeiting, Traffic Engineering, Communications, languages and others. A number of police officers have law degrees for which they studied during off-duty hours. Attendance by selected office personnel is also encouraged at various specialized police meetings and conferences, both in Argentina and abroad. The Federal Police actively participate in meetings of police officials of Argentina to discuss mutual problems and to develop agreements for more effective cooperation between the Federal and Provincial Police agencies.

Comments and Suggestions

Basic training for both officers and agents in the Federal Police has been recognized as a high priority activity for many years. Such training as now offered is considered good but limited in certain respects by shortages of modern teaching materials, visual aids and other facilities. A study of the curricula of the various police training schools indicates a preponderance of cultural, legal and military type subjects, particularly in the officer cadet training course. Whether this is due to the lack of modern police training equipment or to other reasons could not be determined. It is important, however that police officer graduates be thoroughly familiar with all aspects of police operations and management, and that they have an opportunity to receive adequate training in practical police subjects.

The Federal Police have emphasized the importance of training at all levels and have had a number of police officers from other countries attend their schools. They have also provided limited in-service training for certain special activities and have encouraged officers to attend outside training courses.

## LIMITED OFFICIAL USE

Special emphasis is given in all police schools to teaching information on the dangers of Communism and Communist ideology. It is believed that this type of training has helped to strengthen the attitudes and loyalties of police officers and agents along democratic lines.

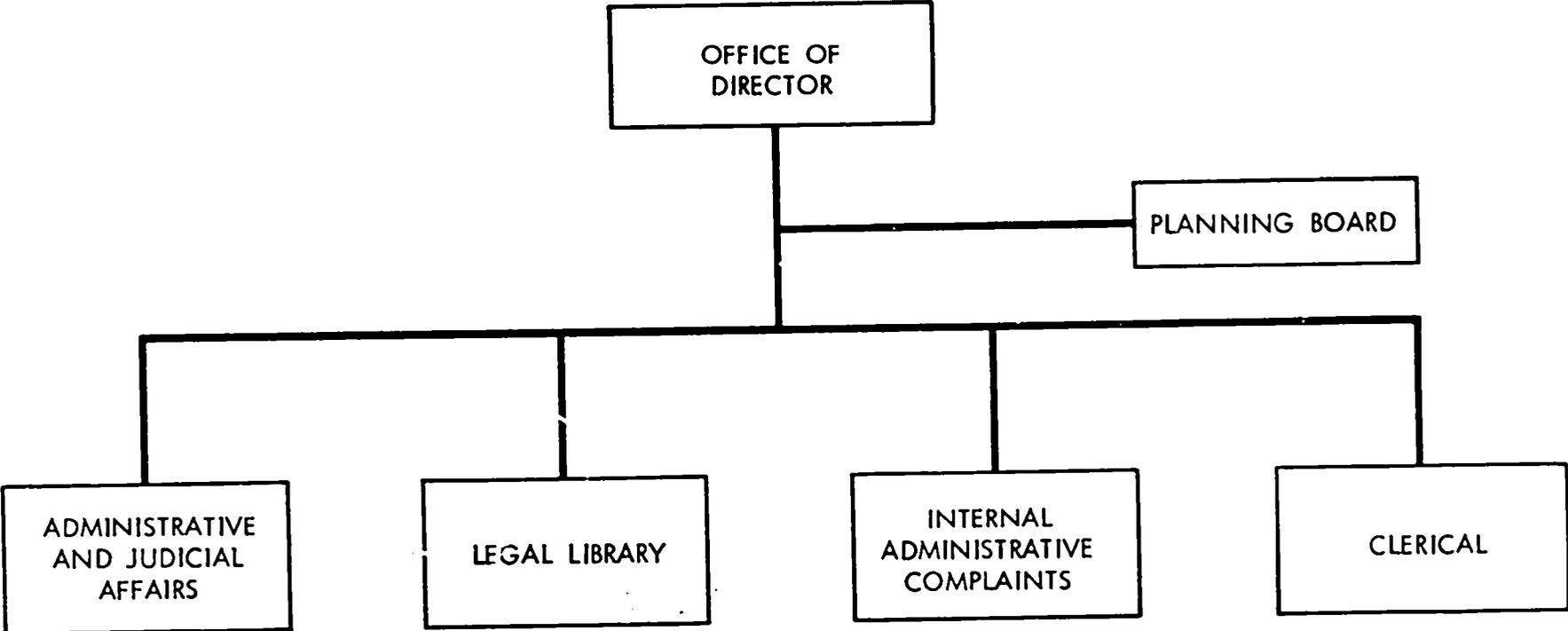
The Federal Police have, over a period of years, been sending selected officers on study and observation trips to other countries. While complete study of this program was not made by the Survey Team, there were indications that some of these participants were not making or could not make full use of this training in their present assignments. It is recommended that a complete study be made of this matter to determine if such participants are presently assigned in positions which allow them to make maximum use of the training received.

For several years, the Federal Police have actively participated in the meetings of the Argentina Police Congress through which a number of countrywide police agreements have been developed. The Federal Police have also taken the leadership in the establishment of a small office (Judicial Directorate) to serve as a clearing house and information center relative to such agreements. In addition to this, however, there is a definite need to provide specific training assistance to the various provincial police in the actual implementation of such agreements. It is recommended that the Federal Police develop and conduct a series of special short training programs dealing with the major problems covered in the police agreements. Representatives of all provincial police forces should be invited to attend these courses. It is also believed that such a series of short courses would serve to improve basic federal-provincial police relationships and would aid the proposed expansion of federal police activities in the future.

The lack of facilities, teaching materials and visual aids in the police schools has reached a critical stage. It is strongly recommended that improved facilities be provided for the cadet school, subaltern school and superior officers school to include adequate buildings, firearms practice ranges, gymnasiums, teaching and visual aid equipment, scientific crime detection and photographic equipment, samples of machines and materials used in modern police operations, library and reference materials.

# DIRECTORATE OF LEGAL ASSISTANCE

CHART 8



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CHAPTER 12

DIRECTORATE OF LEGAL ASSISTANCE

Mission

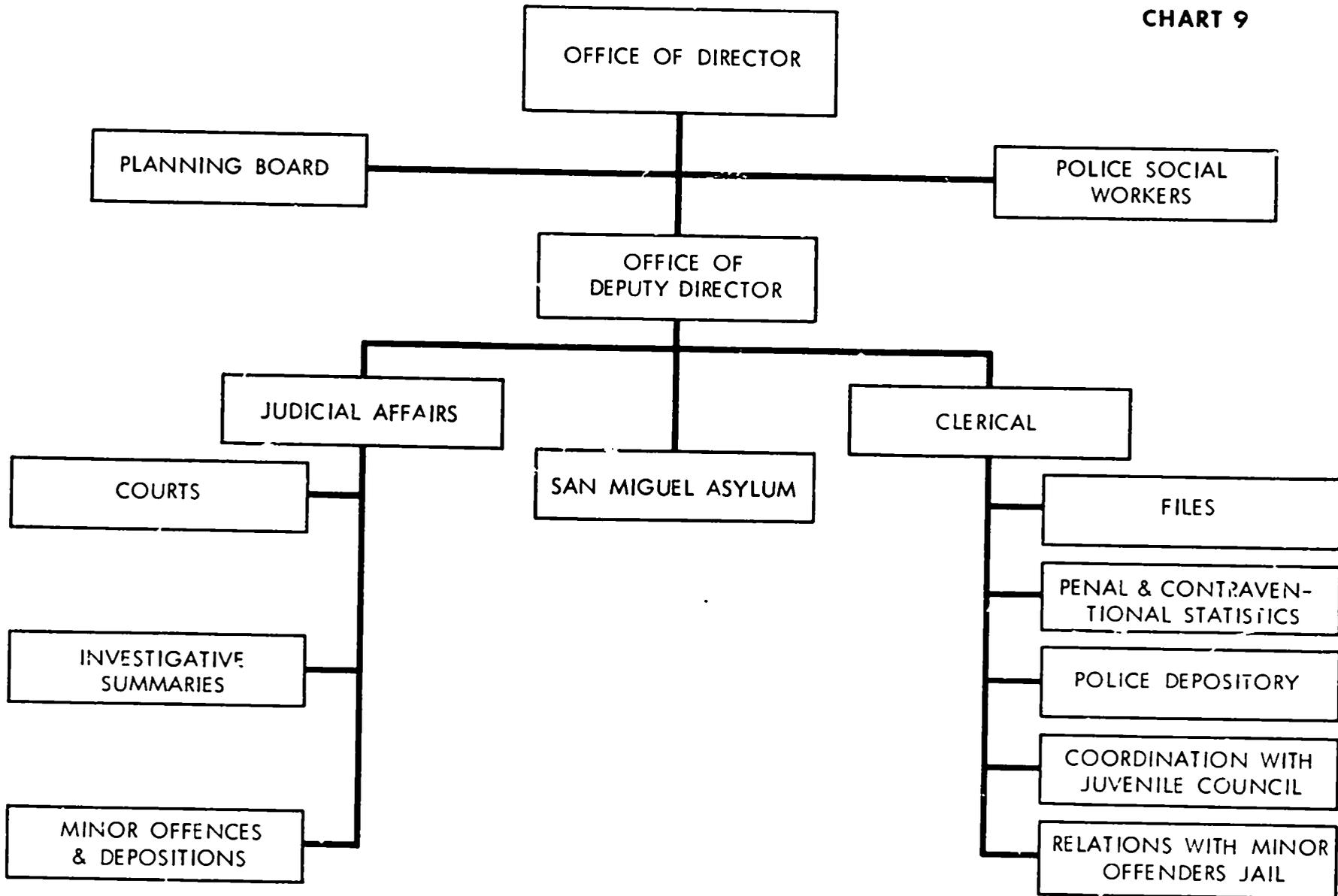
The basic responsibility of the Directorate is to advise the Chief of Police on all legal problems and to provide legal assistance to police personnel when needed. Other duties include: Advise on development and changes in police regulations, laws and decrees; internal complaints and legal review of decisions of the Chief of Police; and general advisory supervision of judicial affairs. As previously indicated, the Director is not appointed by the Chief of Police but by the Executive Power with the concurrence of the Chief of Police. (See Chart 8.)

Staff and Equipment

This Directorate is in the charge of a lawyer who has the rank of Comisario-Inspector. He has a staff of 4 officers, 13 sub-officials and agents, and 11 civilians. Both the Director, Sub-Director and Principal Officer are lawyers as are 7 of the civilian employees. The office is located in the police headquarters building and has the usual office equipment and materials, and two vehicles. There is a small legal library in this office.

# DIRECTORATE OF JUDICIAL AFFAIRS

CHART 9



LIMITED OFFICIAL USE

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LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

CHAPTER 13

DIRECTORATE OF JUDICIAL AFFAIRS

Mission

The basic mission of this Directorate is to serve as liaison between the Federal Police and the Judicial Power in all necessary matters. The Directorate has also been given additional responsibilities, including the operation of a rehabilitation center for prostitutes; the maintenance of a depository for articles found and those to be used as legal evidence; coordination with juvenile council and with the minor offenders jail.

Organization

The Directorate is organized as shown in Chart 9 and is in charge of a Director with the rank of Inspector General. The Director exercises supervision over a small planning board and a group of police social workers (see below). Under the Deputy Director are the three organizational units of the Directorate: (1) Judicial Affairs, (2) Clerical, (3) San Miguel Asylum.

Personnel

There is a total of 66 officers, 291 sub-officials and agents, and 68 civilians in the entire Directorate, as follows:

<u>Officers</u>		<u>Sub-Officials</u>	
Inspector General	1	Sub-Official Principal	3
Inspector Major	1	Sub-Official Adjutant	5
Comisario Inspector	2	Sub-Official Escribiente	1
Comisario	8	First Sergeant	8
Sub-Comisario	5	Sergeant	38
Officer Principal	11	First Corporal	51
Officer Inspector	17	Corporal	24
Officer Sub-Inspector	15	Agent	3
Officer Adjutant	5	Agent (Conscript)	43

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Officer Sub-Adjutant	<u>1</u>	Corporal (femenine)	3
TOTAL	66	Agent (femenine)	<u>112</u>
		TOTAL	291

Civilians

Teachers	3
Nurses	3
Sisters (nuns)	8
Adm. (civilians)	8
Custodial	<u>46</u>
TOTAL	68

Operations

Judicial Affairs Section - Maintains liaison with judges and courts on matters related to case summaries; assists in the preparation of police edicts and in changes of such edicts when needed; supervises the preparation of case summaries for minor offenses; maintains records of case summaries and complaints; studies the disposition of cases and develops uniform police procedures related to judicial affairs.

Clerical Section - Maintains necessary files and records of the Directorate and statistics on crimes and minor offenses; operates a police depository for safekeeping of articles found and turned over to the police and for articles and materials being held for legal purposes; maintains close coordination with the Juvenile Council of the Ministry of Justice and liaison with the jail for minor offenders.

San Miguel Asylum - Located at Punta Arenas and Avalos streets in the Federal Capital and maintained as a rehabilitation center for prostitutes. Maintained and operated by the Federal Police with a maximum capacity of 150 persons. Has a small staff of teachers, nuns, nurses, religious, administrative and service personnel.

Police Social Workers - A group of approximately 70 women who work in the various police precincts on social assistance and public welfare matters. Major duties include social welfare activities in the slum sections of the city and assistance to poor and indigent persons.

Office of Police Agreements - A small office maintained as a center for the coordination of police activities relative to the agreements in effect between the Federal Police and other police agencies of Argentina. These agreements have been approved at various meetings of police officials from all parts of the country and include matters of cooperation on the following subjects:

1. Exchange of information on known criminals and other persons for identification purposes.
2. Interpol services. The Federal Police serves as the official Interpol representative for all police of the country, including the Gendarmeria Nacional.

## LIMITED OFFICIAL USE

3. Exchange of daily police bulletins listing captures, wanted persons, etc.
4. Exchange of information on missing persons.
5. Exchange of information on stolen vehicles.
6. Cooperation in exchange of information on repression of communism.
7. Cooperation on narcotics and white-slavery.
8. Protection of juveniles and prevention of delinquency.
9. Repression of gambling.
10. Establishment of "modus operandi" files in all police agencies.
11. Cooperation in the control and repression of contraband.

Each of the above agreements designates the specific actions to be taken by all the police agencies who signed the resolution. The major purpose of this Office is to serve as a clearing house for information or assistance in the implementation of the agreements. Very little has been done to date by the Federal Police to provide special assistance or training relative to the problems included in these agreements.

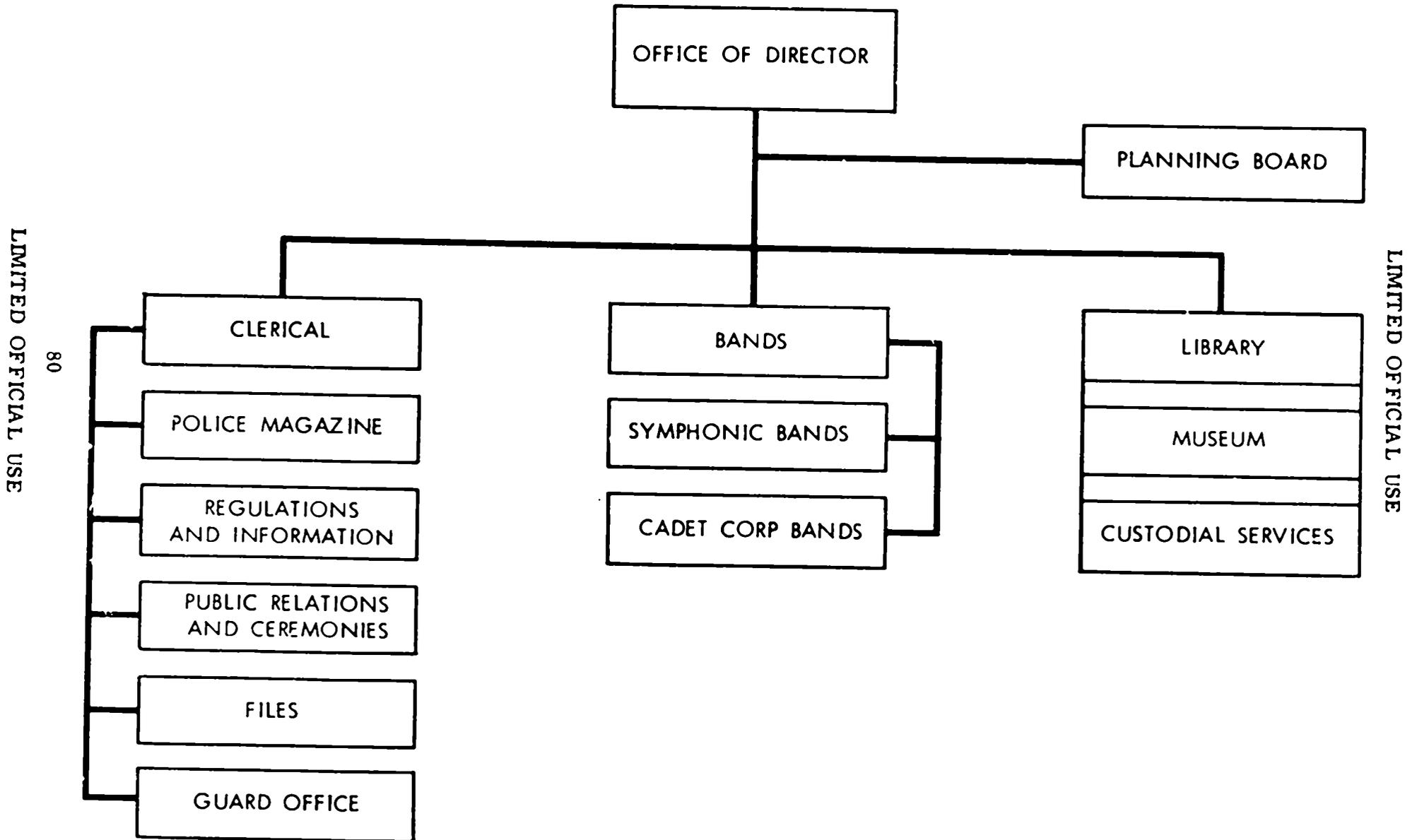
### Buildings and Equipment

Activities of the Directorate are carried out in several different buildings. The building of San Miguel Asylum is new but still lacks certain facilities, including elements for the infirmary, individual cells, and special dormitories. The police depository building is in very poor condition and is over 40 years old. Main offices are in police headquarters and are in good condition.

The Directorate has a total of 9 vehicles, including 7 special vans for the transport of prisoners. There are no weapons except those for personal use of officers and agents.

# DIRECTORATE OF SECRETARY GENERAL

CHART 10



CHAPTER 14

DIRECTORATE OF SECRETARY GENERAL

Mission

To assist and advise the Chief of Police in the conduct of various special ceremonies and activities, including the reception and handling of correspondence, preparation of special internal dispositions, preparation of annual report, preparation of daily police bulletin, public relations and ceremonial affairs of the police.

Organization

The Directorate is in the charge of an Inspector General and is organized along the lines as shown in Chart 10. There is a Deputy Director with the rank of Inspector Major. There is a small Planning Board. Under the Clerical Division are the following sections:

Police Bulletin - Published daily and includes information on internal activities of police, disciplinary actions, public relations activities, captures, wanted and missing persons, changes in laws or regulations, new laws and regulations and other information of interest to police personnel.

Regulations and Information - Files of regulations and information on laws, decrees and procedures for use of police personnel.

Public Relations and Ceremonies - Handles all types of public relations activities designed to improve the image of the police and to gain public support for police activities. Deals with all news media and actually prepares and conducts an average of 12 radio programs per week. Works closely with newspaper reports and representatives of radio and TV stations. Works with schools on juvenile delinquency and traffic educational problems. Prepares special musical and ceremonial programs and promotional material on activities of the police.

Bands - The Federal Police have four separate bands and make extensive use of musical programs for both internal and public relations programs. There is a symphonic band of 95 musicians; a cadet band of approximately 60 musicians; the Infanteria band of about 40 musicians; and the Mounted Branch band of about 30 musicians. All bands are in charge of a sub-comisario musician and each band has its own maestro. Band members are musicians and have no other police duties or responsibilities.

Library - Created in 1934, the library serves as the central library of the Federal Police. It is used by all police personnel and contains numerous books on cultural and

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technical subjects. This library also prepares books and reference materials on various police subjects. To date, 231 separate books have been prepared and published. Each officer and agent pays a small monthly fee for library privileges.

Museum - The museum is located in an old building at 2850 Charcas Street. It has a variety of police materials, including uniforms, medals, weapons, reconstruction of important cases, police weapons, and other interesting materials. It is in the charge of a retired Comisario.

Center of Historical Studies - The Center is a special unit for the study of police history and for the compilation of historical information. It is in the charge of a retired Comisario-Inspector.

Personnel of the Directorate

<u>Officers</u>		<u>Sub-Officials and Agents</u>	
Inspector General	1	Principal Sub-Official	1
Inspector Major	1	Adjutant Sub-Official	2
Comisarios	8	Escribiente	1
Sub-Comisarios	5	First Sergeant	5
Principal Officer	6	Sergeant	14
Inspector	18	First Corporal	23
Sub-Inspector	10	Corporal	10
Adjutant	<u>1</u>	Agent	32
	TOTAL	Agent (Conscript)	<u>17</u>
		TOTAL	105

Comments and Recommendations

The Federal Police have realized the value of public relations and have started a program along these lines. While this program has been effective, it has been directed almost entirely to relations with the press and other informational media. While this is an important and necessary part of public relations, much more is needed if the program is to be effective. A very important phase of public relations, often overlooked, is the policeman on the street. The attitude of the public toward the police is largely based on police officers they see each day. The habits, appearance and conduct of the policeman on the street have a decided influence on the attitude of the public toward the entire police organization and the government under which it operates. The policies, programs and activities of the police also have a strong effect on public relations. The payment of fines, for example, to the police agency, after the same agency has taken the enforcement action, is not conducive to good public relations. That the police tend to emphasize the preventative rather than the repressive aspects of their operations, also is important.

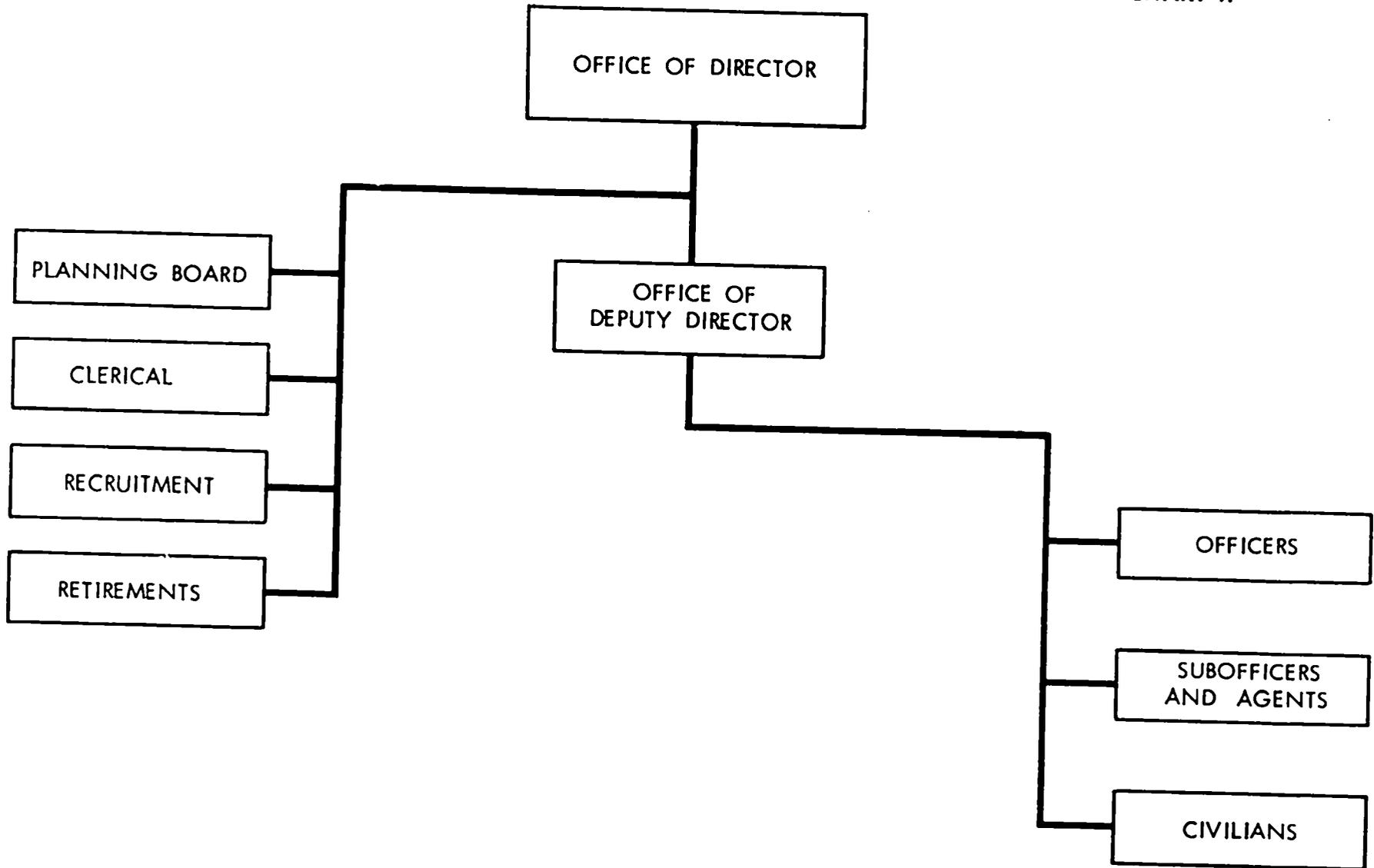
Today, the value of public support and cooperation is recognized as being essential to the successful accomplishment of police objectives. Without public support and understanding of police objectives, financial assistance necessary to purchase modern

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police equipment and to pay adequate salaries is difficult to obtain. In addition to present efforts, it is recommended that the police make a critical evaluation of their own public contacts and overall public image and take whatever steps are necessary for improvement. They should also expand and enlarge their efforts to conduct a well planned public relations program designed to develop public support and a better understanding of police programs and objectives.

# DIRECTORATE OF PERSONNEL

CHART 11



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CHAPTER 15

DIRECTORATE OF PERSONNEL

Mission

To handle the overall personnel affairs and procedures of the Federal Police including recruitment, transfers, promotions, assignments, leaves, and retirement matters.

Organization

The Directorate is organized along lines as shown in Chart 11 with a Director with the rank of Inspector Major. There is a Deputy Director, and a total of 253 officers, sub-officials, and agents. There is a small planning board and a special office for recruitment affairs and retirement matters. Other offices maintain separate personnel records and files for officers, sub-officials and agents, and civilians. Total personnel of the Directorate includes 65 officers and 190 sub-officials and agents.

The main office is located in central police headquarters with a special retirement office in the building of the Sixth Police Precinct building. All offices are in good condition. There are no vehicles assigned for use of this Directorate.

Operations

This Directorate handles all types of personnel matters, including recruitment, appointments, transfers, promotions, leaves, meritorious acts, bad debts, discipline, cooperation with Training and other Directorates on personnel affairs, establishment of promotional ranks, register and issuance of police badges and credentials, retirement and disability matters, administrative summaries, personnel files and records, compulsory life insurance files.

Personnel Procedures

Basic personnel procedures of the Federal Police as contained in the organic law are as follows:

Recruitment

General requirements for all persons to enter the Federal Police include:

- 1) To be an Argentine citizen.

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- 2) To be in good physical condition.
- 3) Good behavior.
- 4) Completion of military training.
- 5) Pass required examination.

Requirements for appointment as a cadet are as follows:

- 1) 17 to 23 years of age, except when the candidate is an agent or sub-official of the police.
- 2) 1.65 to 1.95 m in height.
- 3) Physical examination by Medical Service.
- 4) Good behavior and social antecedents (Investigated in the field by police).
- 5) Completed third year of secondary school.
- 6) Pass required special examinations.

Requirements for recruitment of agents are as follows:

- 1) Not over 26 years of age.
- 2) Height of 1.65 to 1.95 m.
- 3) Good behavior and social antecedents (also investigated).
- 4) Pass required special examination.

Requirements for agent conscripts to attend the subaltern school are the same as for agents, except the age minimum is 19 years. Decree 18,201/50 provided that the requirements for military training service could be met in certain cases by attendance at the police school (see Training). It is hoped that these conscripts will enter the police upon completion of this training but they are not required to do so. They attend school for two months and work in various police jobs for the remainder of the year.

The Recruitment Section of the Directorate handles most of the recruitment and conducts a widespread promotional program designed to interest young men in a police career. Candidates must apply to this Section where they are given the first screening. Cadet officers must agree to stay in the police for four years after the completion of the two-year training course. If this agreement is broken, the officer must pay a small indemnity to the police. Agents must agree to remain for three years after completion of school and are subject to the payment of an indemnity if the agreement is not carried out.

Civilians are recruited through the Directorate of Personnel and must pass a competitive examination in their specialty or technical area. Those making the highest grades are recommended to the Chief of Police for hiring. All positions are in the career service and are subject to strict regulations. The employee has a three months' probationary period before final acceptance. Field investigations are made prior to actual recruitment.

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Promotions

For officers, promotions are made by the Executive Power at the suggestion of the Chief of Police. There is a Special Qualification Board to establish the order for recommended promotions. This Board is made up of the Directors of the major Directorates (except Communications and Firemen, who join the Board only when their own personnel are being rated). Promotions are made in accordance with the needs of the service once each year. When an officer is killed in the performance of duty, the Chief of Police can recommend him for promotion to the next higher rank and survivor's benefits are based on this rank. Promotions are based on time in grade with major importance given to seniority.

For sub-officials and agents, the basic procedure is the same. The Qualification Board recommends candidates to the Chief of Police who makes the promotion.

Dismissals

Are made only after the preparation of an administrative summary and hearing. The employee may appeal to the Chief of Police, or as last resort, to the Ministry of Interior. Officers are dismissed by order of the Executive Power upon recommendation of the Chief of Police, while agents may be dismissed directly by the Chief of Police.

Transfer and Assignment

Rolls are prepared by the Personnel Directorate and must be published in the daily bulletin. Any police officer may, for a particular reason, request a special transfer or assignment. Actual transfers are made by the Chief of Police upon the recommendations of department heads and in the interest of the service.

Personnel transferred to the provinces receive a special allowance and must report to their new assignment within eight days. Refusal of an assignment may result in disciplinary action, including dismissal.

Leaves

There are three types of leaves (1) annual, (2) sickness, and (3) extraordinary. Annual leave is granted as follows on the basis of service:

One to five years	-	10 days
Five to 10 years	-	15 days
Ten to 15 years	-	20 days
Fifteen to 20 years	-	25 days
Over 20 years	-	30 days

For sickness and special health treatments, police personnel may take up to 60 days' leave annually without loss of salary. After 90 days of sick leave, an employee must be examined by the Medical Board to determine the nature and extent of disability.

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Extraordinary leave may be granted for personnel incentive in case of meritorious action, for marriage, for births, deaths or marriage of close relatives or family members, for other special and justifiable reasons.

Retirement

All personnel retire at same rank and grade held at time of retirement. Minimum age limits for retirement are as follows:

Inspector General	55 years
Comisario Inspector	53 years
Comisario	52 years
Sub-Comisario	50 years
Principal Officer	50 years
Inspector	48 years
Sub-Inspector, Adjutant, and Sub-Adjutant	45 years

Officers can retire at 60 percent of base salary after 20 years of service, 75 percent after 25 years of service and must retire after 30 years. Officers pay a small percentage of salary for retirement benefits, based on a complicated scale which includes amount of salary, years of service, rank grade and other factors.

Agents and sub-officials may retire after 17 years at 60 percent of salary, and after 25 years at approximately full salary.

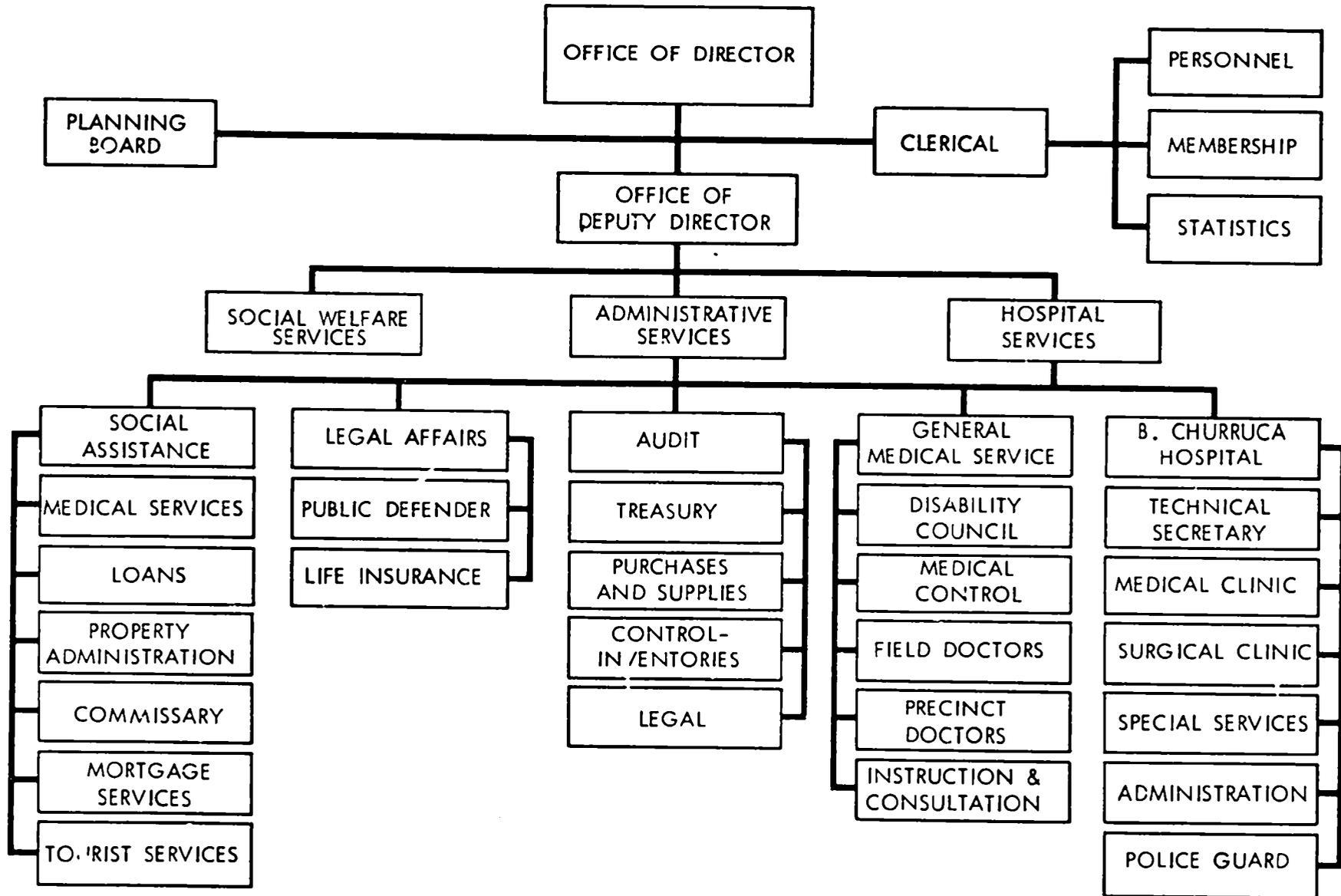
Discipline

Discipline in the Federal Police is generally of a semi-military nature and is quite effective. Disciplinary action against sub-officials and agents may be instigated by officers of all ranks. Corporals and sergeants must report any transgressions to an officer for action. Among officers, disciplinary action may be brought against another officer of lower rank.

In serious cases disciplinary action is handled through an administrative summary procedure as required by regulations. In lesser cases the penalty may be assessed directly by an officer. Punishment may include warning; house arrest, which may include double service; suspension by Chief of Police with loss of pay; dismissal, dismissal with prejudice. Appeals to the Minister of Interior are possible but not common. There is no special police unit for the handling of disciplinary affairs. Each case is judged on its merits by higher ranking officers with assistance of the legal advisor.

# DIRECTORATE OF POLICE WELFARE

CHART 12



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CHAPTER 16

DIRECTORATE OF POLICE WELFARE

Mission

To provide welfare services and medical assistance to all members of the police and their families.

Organization and Duties

This Directorate is organized as indicated in Chart 12, with major sections as follows:

1. Social Welfare Services
2. Administrative Services
3. Hospital Services
4. Clerical Services

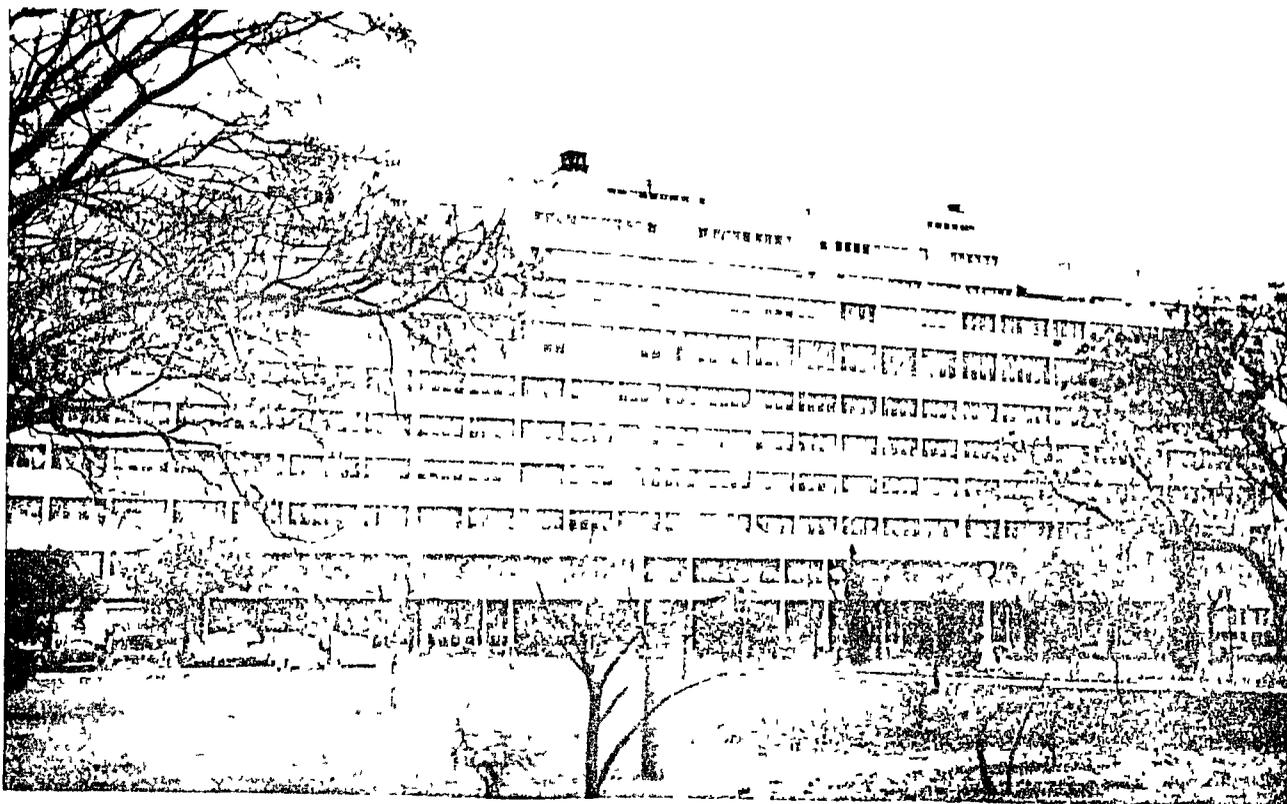
The Directorate is headed by an Inspector General who exercises direct supervision over a small Planning Board, Clerical Office, and Deputy Director. The Directorate is located at Diagonal Roque Saenz Pena #671.

Social Welfare Services assists the police personnel in planning vacations and making travel arrangements and hotel reservations; special loans for small amounts; burial assistance; acts as guarantor for rental contracts; police commissary; mortgage loans; legal assistance and savings bank.

Equipment

The police hospital is in a modern building and is fairly well equipped. Other buildings, including the commissary and general medical services, are in good condition and have limited equipment. A total of 8 cars, 4 jeeps, 9 ambulances, 5 trucks, and 1 tractor are assigned to the Directorate.

Administrative Services handles those internal services necessary for the functioning of the Directorate, including audit, treasury, purchases and supplies, inventory controls, and legal.



### FEDERAL POLICE HOSPITAL

General Medical Services include doctors and dentists who assist police personnel at home and at offices located in certain precincts and at police headquarters; a special board which serves to determine disability for retirement and other purposes, including physical examinations for recruitment purposes. The police also have a large hospital (Bartholome Churruca), located in the Federal Capital, which provides extensive medical, dental and pharmacy services to police personnel and their families.

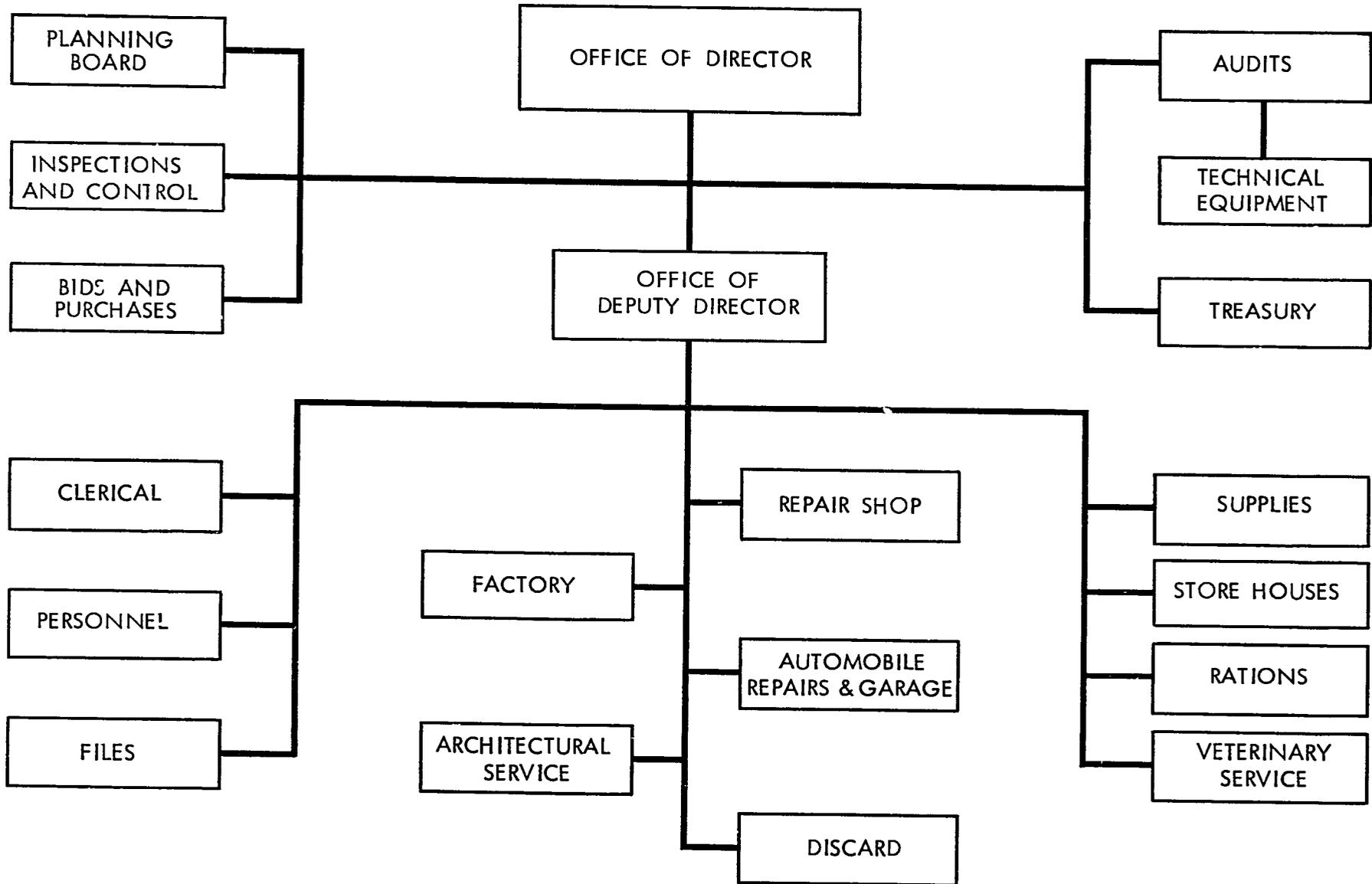
Police personnel pay a monthly fee of 2.5 percent of base salary (withheld from salary) for welfare and hospital services. The Directorate operates as a part of the regular police budget but this is not sufficient to take care of all the services offered. Hospital services are free for internal patients, including necessary drugs and medication. Medical services at home or in the precincts are also free but a charge is made for medicines and drugs.

### Personnel

Total personnel of the Directorate is 1,272 including doctors, dentists, and other employees. There are 36 officers, 167 sub-officials and agents and 1,069 civilian and technical personnel in this Directorate. This total includes doctors, dentists, nurses, janitors, waiters, drivers, laboratory technicians and police hospital workers.

# DIRECTORATE OF ADMINISTRATION

CHART 13



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CHAPTER 17

DIRECTORATE OF ADMINISTRATION

Mission

The basic mission of this Directorate is to handle the administrative affairs of the Federal Police, including financial and general activities needed to support the operations of the various police units.

Organization and Duties

Overall organization of the Directorate is shown in Chart 13. It is headed by a Director with rank of Inspector General and a Deputy Director with rank of Inspector Major. There is a total of 287 officers, sub-officials, and agents and 1,139 civilians in this Directorate. Functioning directly under the Director is a small Planning Board, a unit for inspection and control (including audits of precincts), a unit for bids and purchases, a general auditing unit under which the IBM equipment functions, and a treasury which serves for the payment of salaries, allowances and other financial obligations. Under the direct supervision of the Deputy Director are the usual offices of clerical assistance, personnel records of employees of the Directorate, files, supplies, including uniforms and equipment for police personnel, storehouse, including other supplies and equipment, rations and veterinary service. This latter service handles the veterinary needs of all police dogs and horses. Other major administrative units include a repair shop for buildings, furniture and other equipment, a small factory for the making of uniforms, furniture and equipment and for printing services, architectural service for the planning of buildings and other police facilities, an obsolete property unit which handles equipment to be sold at auction or thrown away, and an automobile repair garage. (See Section on Equipment.)

Personnel

Police personnel in the Directorate includes the following:

<u>Officers</u>		<u>Sub-Officials and Agents</u>	
Inspector General	1	Principal Sub-Official	1
Inspector Major	1	Adjutant Sub-Official	9
Comisario Inspector	3	Escribiente Sub-Official	6
Comisario	4	First Sergeant	8
Sub-Comisario	7	Sergeant	25

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<u>Officers</u>		<u>Sub-Officials and Agents</u>	
Principal Officer	5	First Corporal	23
Inspector	7	Corporal	31
Sub-Inspector	<u>4</u>	Agent	53
TOTAL	32	Agent (Conscript)	<u>99</u>
		TOTAL	255

Civilian personnel in the Directorate is as follows:

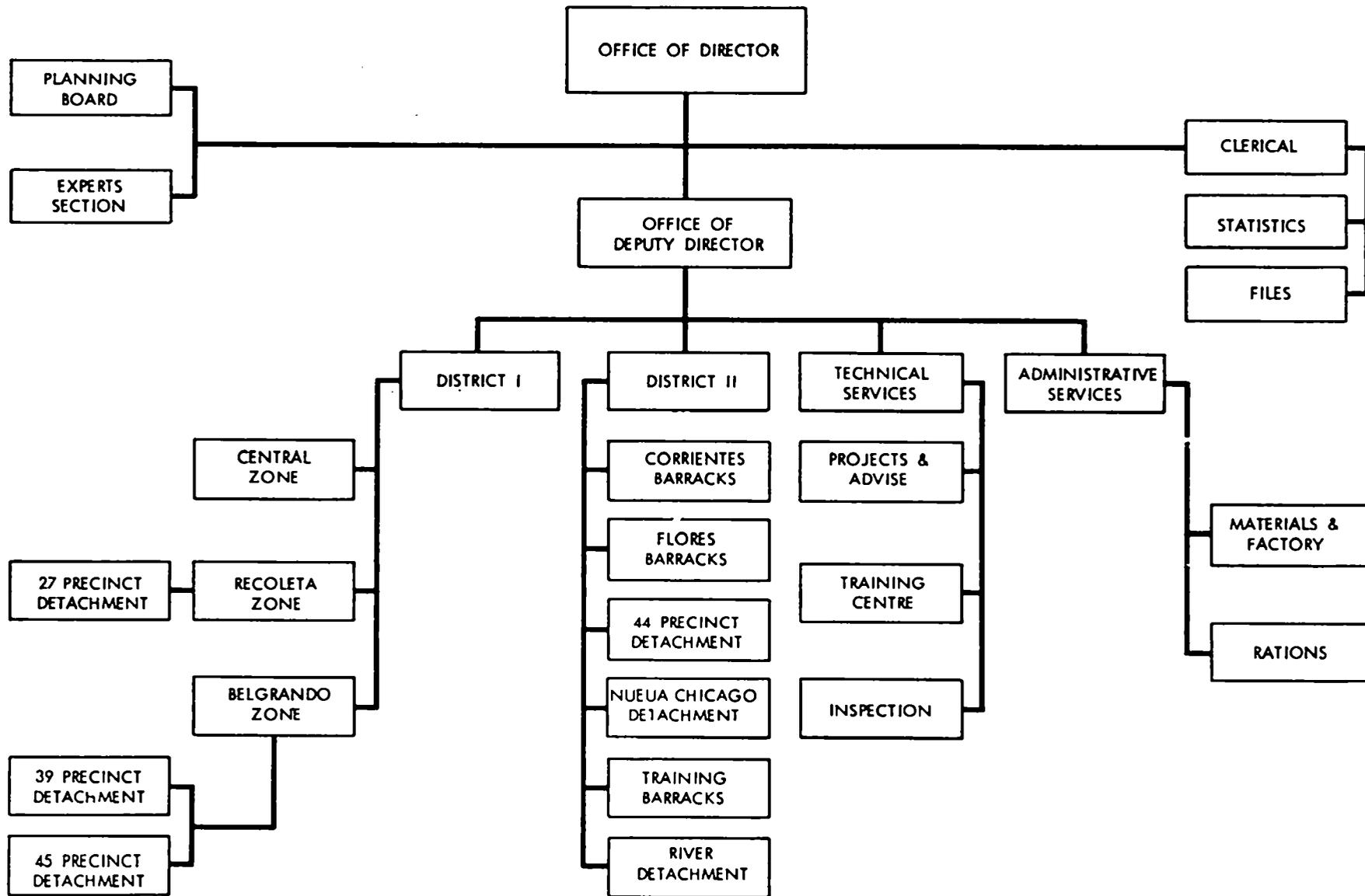
Clerks and Typists	217
Specialized Personnel	279
Laborers and Custodial	<u>643</u>
TOTAL	1, 139

Equipment

Equipment of the Directorate includes the usual office files, supplies and facilities in the central offices in police headquarters and in the shops and store-rooms. Other equipment used for administrative purposes includes tabulating and calculating machines as follows: 6 punch-card machines, 4 verifiers, 2 tabulators, 2 sorters, 2 classifiers, 1 calculator, and 1 reproducer. These 18 high-speed machines are rented and used entirely for personnel and payroll purposes. At present they are in actual use for only about six hours per day. These machines could be used for a number of additional purposes, including the preparation of crime statistics and information for selective patrol operations.

# DIRECTORATE OF FIRE FIGHTING

CHART 14



LIMITED OFFICIAL USE

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LIMITED OFFICIAL USE

CHAPTER 18

DIRECTORATE OF FIRE FIGHTING

Mission

This Directorate of the Federal Police has the basic responsibility for the fighting of fires in the Federal Capital. It also handles arson investigations, building inspections, flood problems, major accidents and fire prevention activities.

Organization and Duties

Basic organization of the Directorate is shown in Chart 14. It is commanded by an Inspector General. There is a small Planning Board and the usual clerical and records offices. Operations are carried out through five zones including one central zone, each in charge of a comisario inspector. Other major units include Technical Services and Administrative Services, each under the command of a Comisario. Not shown on the chart is a small unit which handles explosives for the police. This unit is called whenever any actual or suspected explosive material is found or reported to the police.

This Directorate has a total personnel of 1,521 officers, sub-officials, agents, and civilians. Its main office is located in the police headquarters building, including the central zone. Five zonal buildings are located in various parts of the city and serve to house fire fighting equipment, dormitories, and offices. There are seven detachments, located in various parts of the city, which serve as smaller facilities for housing fire fighting equipment and personnel. The Experts Office of the Directorate is located in the same building as the 20th Police Precinct. It has a very small laboratory and office space for the expert personnel who handle building inspections, arson investigations, and other specialized services. If necessary, these experts may use the services and facilities of other police technicians or the police crime laboratory to assist in their work. The Directorate has a special agreement with the Province of Buenos Aires to cooperate in fighting major fires within a forty kilometer radius surrounding the city. This includes most of the metropolitan area known as Greater Buenos Aires.

The Directorate maintains its own school for the training of officers and agents in specialized fire subjects. This school is located in the sixth zone at 1046 Brandsen Street. Each of the major courses for officers is conducted for a nine-month period, and includes Hydraulics, Extinction Techniques, Fire Chemistry and Physics, Electricity, Life Saving Techniques, and Handling of Explosives. Another course for recruits is conducted for three-month periods (three courses per year) and includes the same basic subjects. Still another course (8 months' duration) is conducted each year for personnel of various provincial fire fighting units on a special fee basis. This course also includes subjects similar to those listed above.

Equipment

Fire-fighting equipment is extremely limited, and in generally poor condition. Most is old with some vehicles dating back to 1913. Major units of vehicle equipment now in use include 39 fire trucks (Leyland International, Fargo, Metz-Man) from 1934 to 1964; 5 hook and ladder trucks (Magirus, Metz, Leyland) from 1913 to 1962; 11 hose trucks (Fargo, Ford, Mercedes-Benz) from 1939 to 1959. No special vehicles are available for use by the experts or investigators who must use public transportation. The explosives unit does have one truck in very poor condition. About seventy percent of all fire vehicles are radio equipped. There are no special fire call boxes or alarm systems in the city of Buenos Aires.

Many of the buildings used by the Directorate are very old (some from 1889) and are not suitable for present day fire-fighting equipment or needs of the service.

CHAPTER 19

POLICE EQUIPMENT

Purchasing

All police equipment is purchased on bids through the central purchasing section of the Administration Directorate. A general inventory of equipment is completed once each year.

Overall equipment presently available is as follows:

Vehicles

There is a total of 1,025 vehicles of all types in the Federal Police. Of this number, 97 are presently out of service and being sold as obsolete equipment. Types and number of vehicle equipment include:

<u>Sedans and Pickups</u>	
Ford	298
Chevrolet	67
DKW	35
IKA (Kaiser)	61
Jeep Land Rover	68
Mercury	<u>1</u>
TOTAL	530

Some of these vehicles date from 1940 and are still in use. General condition of vehicles is listed as: 148 good, 125 fair, 193 bad, and 56 wrecked.

<u>Trucks and Buses</u>	
Ford	128
Fiat	1
Skoda	1
Dodge	1
Chevrolet	<u>2</u>
TOTAL	133

## LIMITED OFFICIAL USE

This list includes all trucks and buses except the 52 vehicles used by the fire fighting service. The condition of these vehicles is listed as follows: 33 good, 8 fair, 64 bad, and 28 wrecked. Most vehicles in this category were purchased since 1953.

### Motorcycles

There is a total of 213 motorcycles used by the police including Harley Davidson, Indian and BMW (German). Most have sidecars and are equipped with radios. Approximately 50 motorcycles are used for dispatch and patrol services in the precincts. The others are used by the Traffic Squad and the Fire Fighting Service. Condition of these vehicles is listed as follows: 32 good, 86 fair, 77 bad, and 18 wrecked. These motorcycles date from 1931 but most were purchased in 1958, with the last group of 20 motorcycles purchased in 1963.

### Vehicle Repair Facilities

The major facility for vehicle repairs of all types is in a large garage located at 650 Azopardo Street in the Federal Capital. This garage includes sections for vehicle repairs, painting, spare parts depot, washing and lubrication, and an area where wrecked vehicles are stored. Equipment for vehicle repairs and other functions is extremely limited and includes: 20 hydraulic jacks, 3 air compressors, 1 voltage checking device, wheel alignment machine, 2 light checking devices, 2 grease guns, 1 engine pressure checking device, 5 wheel extractors, the usual small tools for vehicle repairs, and a small supply of spare parts.

Personnel working in this garage totals 211 officers, sub-officials and agents, and civilian mechanics.

Smaller repair units are also maintained in the Mounted Branch and Traffic Squad where light repairs are made by police personnel serving as mechanics. Tools and spare parts are practically non-existent in these units.

To date, no effective program has been instituted to standardize vehicles or spare parts. There are now about 12 different makes of vehicles used by the police. This plus the problem of getting the necessary spare parts, illustrates the vital need for such standardization. Vehicle repairs are extremely slow and unsatisfactory due to the lack of spare parts and repair equipment and to the serious shortage of capable repairmen. It is often necessary to cannibalize spare parts from wrecked vehicles in order to make emergency repairs.

When a vehicle is completely wrecked or in such bad operating condition that it cannot be repaired, it is declared obsolete and put up for auction to the public. Money received goes to the police for the purchase of new vehicles or spare parts. Very often, these obsolete vehicles are in such bad condition that they cannot be sold and must be junked.

### Police Weapons

Every police officer, sub-official and agent is issued a pistol (Colt .45, Ballester Molina 45, or Browning 9 mm) except in the Investigations Directorate where Colt .38 revolvers are used. Agents on patrol carry a night stick of either wood or rubber. They also carry a set of handcuffs and two whistles--one for traffic duty and one for emergency use.

LIMITED OFFICIAL USE

The majority of police weapons is maintained in the armory of the Public Safety Directorate. Here weapons are stored, issued, repaired, maintained, and controlled. A summary of weapons issued to the various police dependencies follows:

Riot Control Force

<u>Weapon</u>	<u>Number</u>	<u>Condition</u>
Carbine - 9 mm and 7.65 mm	195	Good 177 Bad 18
Rifle - Colt - FAL - Madsen - Mauser	211	Good 208 Bad 3
Machine Pistol - Halcon 9 mm - P.A.M. - Thompson	928	Good 905 Bad 23
Rifle - Winchester 44/40	68	Good 68
Gas Gun - 37 mm (Federal - Lake Erie)	203	Good 198 Bad 5
Gas pistols - Walter, 25 mm	2	Bad 2
Gas pistols - Federal, 25 mm	58	Good 39 Bad 19

Traffic Force

Machine Gun - FAL 7.62 mm	10	Good 10
Machine Gun - Madsen 7.65 mm	3	Good 3
Machine Pistol - Halcon	200	Good 198 Bad 2
Revolver - Colt .38	23	Good 23
Revolver - Colt Magnum	8	Good 8
Gas pistol - Federal 25 mm	20	Good 20
Gas Billy	20	Good 20

Mounted Police

<u>Type</u>	<u>Caliber</u>	<u>Number</u>	<u>Condition</u>
Mauser 1891 Carbine	7.65 mm	582	Good
Mauser 1909 Rifle	7.65 mm	2	Good
Madsen 1926 Automatic Rifle	7.65 mm	3	Good
F.A.L. Automatic Rifle	7.62 mm	10	Good
Halcon Automatic Pistol	9 mm	100	Good
P.A.M. Automatic Pistol	9 mm	44	7 in Repair
Sabers		840	Poor to good
Rubber Truncheon	12"	300	Good

LIMITED OFFICIAL USE

CHEMICAL MUNITIONS AVAILABLE TO THE RIOT CONTROL FORCE

Type	Number	Condition (per expiration date)
Long-Range Projectile (Federal, Lake Erie) CN 150-220 yards	3,129	35% expired
Long-Range Projectile (Federal, Lake Erie) CN over 250 yards	2,176	35% expired
Short-Range Cartridge (Federal, Lake Erie, F.M.) CN-CS	555	35% expired
Long-Range Projectile (Federal, Lake Erie) CN-DM sickening gas 150-225 yards	206	35% expired
Long-Range Projectile (Federal, Lake Erie) CN-DM sickening gas over 250 yards	242	35% expired
Flares	167	Good
Smoke Projectiles	200	Good
Tear Gas Cartridges for Pistol 25 mm	350	35% expired
Grenades, Triple Chaser (Federal CN)	2,117	35% expired
Grenades, burning type and blast - CN	778	35% expired
Grenades, Jumbo Repeater (Lake Erie) CN	343	35% expired
Grenades, Triple Chaser (Federal) CN-DM sickening	96	35% expired
Grenades, burning and blast type (CN-DM sickening)	88	35% expired
Smoke Grenades	116	35% expired
Gas Masks (Acme-Pirelli)	150	50% good

The majority of chemical agents are procured from U.S. sources with the exception of some projectiles and grenades which are produced by the Argentine Armed Forces (F.M. - Fabricacion Militar).

VEHICLES AVAILABLE TO THE RIOT CONTROL FORCE  
(also included in vehicle totals)

Number	Type	Make	Year	Condition
1	Troop transport	Ford 600	1953	Fair
1	Troop transport	Ford 600	1962	Good
3	Troop transport	Ford 600	1953	In repair
1	Troop transport	Ford 600	1953	Bad
1	Truck (van)	Ford 600	1963	In repair

LIMITED OFFICIAL USE

Number	Type	Make	Year	Condition
5	Water wagons	Ford 600	1962	Good
1	Pickup	IKA	1962	Wrecked
3	Pickup	IKA	1962	1 Good 2 in repair
6	Jeep	Land Rover	1958	Poor to good
1	Ambulance			Wrecked
10	Buses	Ford 600	1953/62	3 Good 4 Fair 3 in repair

VEHICLES AVAILABLE TO THE MOUNTED POLICE  
(also included in totals)

Type	Number	Condition
Ambulance	1	Fair
Trucks	2	1 Unserviceable
Station Wagon	1	Good
Jeep	1	In repair
Bus	1	In repair
Semi	1	Fair
Truck for Transporting Stock	1	Good
Panel Truck	1	Good

Precinct Stations

There is a total of 50 precinct stations and 6 regional offices where a small supply of weapons is maintained.

In the typical precinct station, the following weapons are usually available in addition to the personal weapons carried by officers, sub-officials and agents: 8 machine pistols, 1 gas billy, small supply of ammunition and tear gas.

Federal Coordination Directorate

There is a total of 32 field offices of this Directorate which, in addition to the personal weapons of officers, sub-officials and agents, also maintain two or three machine guns in each. Other weapons maintained by the central office of this Directorate include: 10 Halcon 9 mm machine pistols, 10 gas pistols, 192 revolvers (.38 caliber), and a small supply of tear gas. The training school of this Directorate also has 5 pistols of .45 caliber and 5 revolvers of .38 caliber for training purposes.

## LIMITED OFFICIAL USE

### Investigations Directorate

In addition to the personal weapons of the officers, sub-officials and agents, this Directorate maintains a small weapons depository which includes 29 Halcon machine pistols, 9 mm; 182 Smith and Wesson revolvers, .38 caliber; 10 Smith and Wesson revolvers .357 caliber; 1 gas pistol; and a small supply of gas grenades.

### Police Buildings

There are a total of 127 buildings of various types owned or rented by the police. Of this total, 58 are in good condition, 60 in fair condition, and 9 in very bad condition. Many of the buildings are old and have been adapted to meet present day needs. Some 20 buildings, including the central police headquarters, were built before 1900 and some go back as far as 1888.

### Comments and Suggestions

No police organization can be expected to provide effective police service unless it has adequate modern equipment and sufficient manpower. The equipment, facilities and manpower needs of the Federal Police are urgent and must be given more consideration by the government. Transportation and communication needs must be met if even the minimal needs of crime prevention and security are to be met. It is sheer folly to expect trained criminal investigators to go to the scene of a crime by public transportation or for only two or three patrols to be in operation in each precinct at any given time, due to a shortage of vehicles. The best trained riot squad is relatively ineffective without adequate chemical agents, gas masks and other weapons. Human ingenuity and personal dedication are excellent qualities but they cannot be expected to take the place of modern facilities and equipment in the provision of police services. Neither can the Argentine Government expect the Federal Police to contend effectively with problems of crime and subversion in 1966 with 1945 complements of manpower and equipment.

It is strongly recommended that the General Planning Department prepare a study listing the major equipment needs of the police (using much of the information recently submitted for study by the Survey Team). This study should be submitted to the Chief of Police and used as the basis for short and long-range budgetary and fiscal planning purposes. The study should establish priorities on needs and coordinate these needs so that the equipment procured would have the widest possible use by various units of the police. Such a plan would also be useful if a joint police assistance program is undertaken with the U. S. Government.

There is also a definite need to establish, as quickly as possible, a standardization of materials, vehicles, and spare parts for major equipment items, including weapons, vehicles and communications. Such standardization would help to insure easier purchase, repair and replacement of such items.

For vehicle conservation, it is suggested that a preventive maintenance program be established and operated. Such a program should include a planned and enforced schedule of checks and inspections for every vehicle, special training for drivers and the completion of necessary minor vehicle repairs before they are allowed to become serious.

CHAPTER 20

BUDGET

Procedures

The Federal Police operate under a line item budget on a calendar-year basis. Budgets are prepared and presented to the Federal Minister of Hacienda (Treasury) by the Chief of Police before October 1st. of each year. The budget is then checked and coordinated with other federal agencies by the Ministry and forwarded to the Congress, which may or may not approve it as requested. Even though the budget is approved by Congress, there is generally a serious problem in getting the allocation on time for spending as planned or needed. Payments for goods and services are often delayed. For example, salaries of certain offices were being received two to three weeks late during the period this report was being prepared. Payments for retired police officers, during the same period were reported to be four months behind schedule.

The Chief of Police may ask for supplemental budgetary appropriations as necessary. Such appropriations must be fully justified and approved by Congress. Due to the frequent need to raise police salaries to meet inflationary trends, it is often necessary to request a supplemental budgetary allocation from the government. The Chief of Police also requests and receives a budget for special internal security and other classified activities of the police for which no public accounting is necessary.

Actual Budget

Total police budget for 1964 and the approved budget for 1965 were as follows:  
(in pesos)

1964 - P7, 291, 816, 578

1965 - P9, 121, 961, 980

Budget Items for 1965

In Pesos

Personnel Costs (salaries)	P7, 958, 790, 980
Repair of Buildings	2, 500, 000
Purchase of Buildings	20, 500, 000
Uniforms and Equipment	127, 000, 000
Rations	115, 500, 000

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Fuel	50,000,000
Electric Power	33,000,000
Repair Parts for Vehicles	15,000,000
Repair Parts for Weapons	34,000,000
Animal Rations	21,000,000
Chemicals and Drugs	32,500,000
Munitions	10,000,000
Communications	17,500,000
Rentals	10,000,000
Reconstruction and Works	30,300,000
Cleaning and Sanitary Materials	5,000,000
Office Equipment and Furniture	35,000,000

NOTE: Official exchange rate = 190 pesos per dollar.

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PART II

THE PROVINCIAL POLICE

OF

BUENOS AIRES

CHAPTER 1

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. The many social, political and economic changes experienced in recent years, plus the tremendous increases in population and its concentration in urban areas, have created serious problems for the Provincial Police and have greatly increased the complexity of their operations. There is a definite awareness of this situation by officials of the Provincial Police and a sincere desire to improve the capacity of the police to deal more effectively with these problems.

2. The Provincial Police have not received adequate financial backing and support from the government to allow them to keep pace with the changes that have occurred. They have been forced to resort to a number of partial and piecemeal solutions which have not proven adequate to meet existing needs, especially with regard to police facilities and equipment. As a result, the police are facing a critical situation with regard to the provision of effective police service in the Province of Buenos Aires.

3. The Survey Team feels that the basic organizational structure of the Provincial Police is sound and well adapted to meet present needs for police service. Needed basic improvements in police operational and service activities are much the same as those recommended for the Federal Police (except for the Federal Coordination Directorate). Local police officials are aware of most of these problems and needs and are sincerely seeking ways and means for their solution.

4. It is believed that a joint program of police assistance with the Office of Public Safety of the Agency for International Development of the U.S. Government would result in important benefits to the Provincial Police of Buenos Aires and allow it to improve and modernize its services. It must be pointed out, however, that the results of such a joint program must depend, in large measure, on the additional backing and support of the police by the provincial government. Such a joint program would include technical and training assistance and limited amounts of police equipment to be determined by later agreement.

5. The dangers of internal subversion and terrorism in the province are serious and real, particularly with regard to labor unrest and political activity. The Provincial Police have repeatedly demonstrated a good capacity to control riots and other disorders. There is still need for training in modern non-lethal riot control techniques and in the use of additional tactics and formations. Additional types of chemical agents and gas masks should be provided.

## LIMITED OFFICIAL USE

6. There is need for improvement of files and records of the Information Service and other police units. Such needs are realized by police officials and requests were made for such assistance if a joint program is established.

7. The Provincial Police are lacking in both administrative and operational communications.

8. There is a definite need along the major highways, especially between Mar del Plata and Buenos Aires, for a Highway Patrol capability, including communications.

9. Equipment procurement by the police has not been in response to meeting the need, but rather to obtain the maximum amount of equipment for the funds available. Recently, the Provincial Police purchased several locally manufactured VHF-FM radios. This equipment falls well short of meeting police needs for reliability and flexibility.

10. The province-wide communications network provides slow service at best. A combination of antiquated VHF and HF communications equipment contributes to the unreliability of the overall system. Several areas in the provinces are provided marginal communications via telegraph, using simplex commercial telegraph lines and telegraph equipment over 100 years old.

### Recommendations

1. That the Provincial Police establish a planning unit directly under the Chief of Police and headed by an Inspector General. It should include the present Technical Secretariat and statistics unit and be used to make factual studies of various police problems and needs, prepare both administrative and operational plans (in coordination with operational units) and serve as a center of information for the entire police organization.

2. That a detailed analysis and study of police manpower needs, in relation to distribution and assignment, be made by the planning unit. This study should include patrol and other operations to determine personnel needs in relation to assignments at present and for the future. Any plans to increase total personnel strength should be tempered with consideration to increasing the salaries and other benefits of present personnel.

3. That more practical police subjects be included in the curriculum of the various police schools and that additional teaching materials and visual aids be provided for use in these schools. Courses should include more training in the handling and use of firearms, control of riots and other civil disturbances and other police subjects. Additional field practice and practical case study methods of instruction should be utilized.

4. That competent police officers be selected and sent to study special police problems and operations in the United States as a part of any joint program that might be agreed upon. Consideration should also be given to the development of an exchange student program with other countries.

LIMITED OFFICIAL USE

5. That the planning unit proposed above undertake a complete study of the basic equipment needs of all police units be made and a phased police equipment procurement and replacement program be established to include:

- a. Modern communications equipment, including additional mobile and hand-portable transceivers, especially for use of the riot control and mounted police units.
- b. Additional motor vehicles, especially for patrol, and a replacement schedule for old ones before maintenance becomes too costly.
- c. Early acquisition of new mechanics tools and shop equipment.
- d. Comparison tests of the sub-machine gun and the police shotgun from the standpoint of safety, effectiveness and economy, and basing future purchases on the results of such tests.
- e. Needed laboratory equipment and replacement of broken and badly worn instruments.
- f. Film and projection equipment for the criminal records section.
- g. Visual-aids equipment, books and teaching materials for the various training schools.
- h. A new or revised rental contract to provide modern information recording and tabulating machines.

6. That the present riot control plans, tactics and equipment be re-evaluated in the light of their effectiveness, and extensive training be given in the use of the wooden baton, shields and standard tactical formations. Also, that adequate supplies of chemical munitions and gas weapons be provided.

7. That the police enlarge and expand its traffic control and supervisory activities and that more effective use be made of traffic accident reports and statistics for traffic engineering, educational and enforcement planning.

8. That additional radio equipped mobile patrols be established and operated in the larger cities and urban areas surrounding Buenos Aires. Such patrols should be coordinated with foot patrol assignments and operate on a selective enforcement basis.

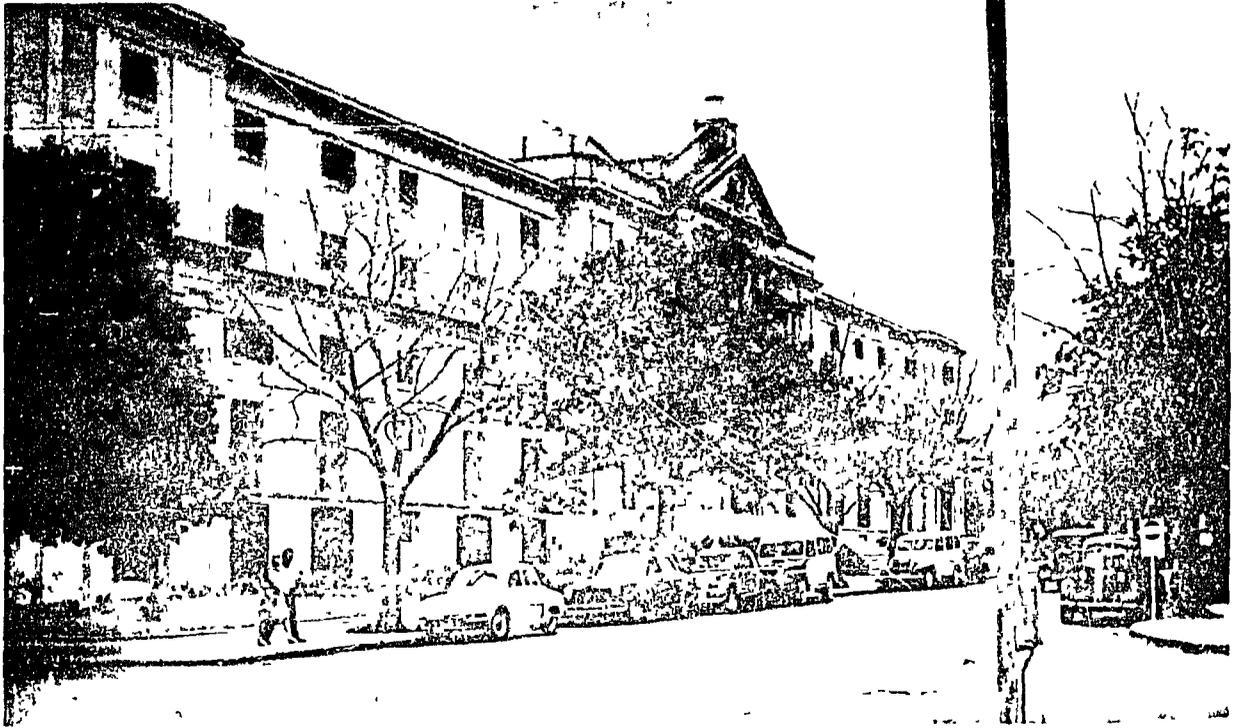
9. That vehicles be provided to both criminal investigators and technical experts to allow them to get to the scene of a crime before valuable evidence is lost or destroyed. Adequate special investigative equipment should also be provided.

10. That the Provincial Police cooperate with the Federal Police in supplying copies of fingerprints and other criminal information to be used in the expanded record and identification project for the entire country.

11. That the province-wide radio network be modernized to provide the reliability required in support of police operations.

12. That consideration be given to the establishment of an effective Highway Patrol Communications System. This, however, would be dependent upon the Provincial Police receiving sufficient GOA budgetary support to acquire the necessary vehicles.

13. That the Provincial Police receive a combination of GOA and U.S. assistance to permit the gradual and systematic replacement of old and obsolete radio equipment.



PROVINCIAL POLICE HEADQUARTERS, LA PLATA



FRONT VIEW - POLICE HEADQUARTERS

CHAPTER 2

BACKGROUND INFORMATION

The Province of Buenos Aires, which completely surrounds the Federal Capital (city of Buenos Aires) is the largest, most populous and highly industrialized province of Argentina. It has a population of over seven million persons and an area of approximately 303,316 square kilometers. The terrain is flat with the eastern and southern part of the province bordering on the Atlantic seacoast. In the northeast, it borders on the Rio de la Plata, the Parana River and its vast delta area. It has a large urban area which includes much of the industrial complex surrounding the city of Buenos Aires. In the north is San Nicolas with its large steel mills, and in the south is the important tourist and vacation city of Mar del Plata and the city of Bahia Blanca, where a large naval base is located. It also has a vast agricultural and pastoral area which includes a part of the rich land of the pampas.

The city of La Plata, located about 60 kilometers southeast of Buenos Aires, is the Provincial Capital and the location of the main headquarters of the Provincial Police. It has a population of approximately 600,000 persons.

The vast area of the Province, its proximity to the Federal Capital, the density and complexity of its population structure, the different types of borders (including many rivers and islands) and the long distances between its major cities, make the work of the police extremely difficult. These factors also serve to emphasize the important role played by police communication and transportation facilities in the Province.

Powers and Duties

The police of the Province of Buenos Aires are responsible for the maintenance of public order, security and the enforcement of laws pertaining to provincial and federal offenses, although with respect to the latter, control of persons is normally transferred to the Federal Police of Argentina. Their work involves both judicial and security activities and covers a wide scope of police operations. They exercise jurisdiction throughout the entire province.

This mission is carried out by approximately 20,000 police officials, sub-officials, agents, technicians and civilian employees (see Personnel). The law also provides that the Provincial Police shall, for the purpose of accomplishment of its mission, act in coordination with other police agencies, including national, provincial and foreign.

The Provincial Police, like the Federal Police, can dispose of minor infractions by the imposition of fines or short jail sentences, and they have investigative jurisdiction over serious offenses in close cooperation with the judge who has competence in



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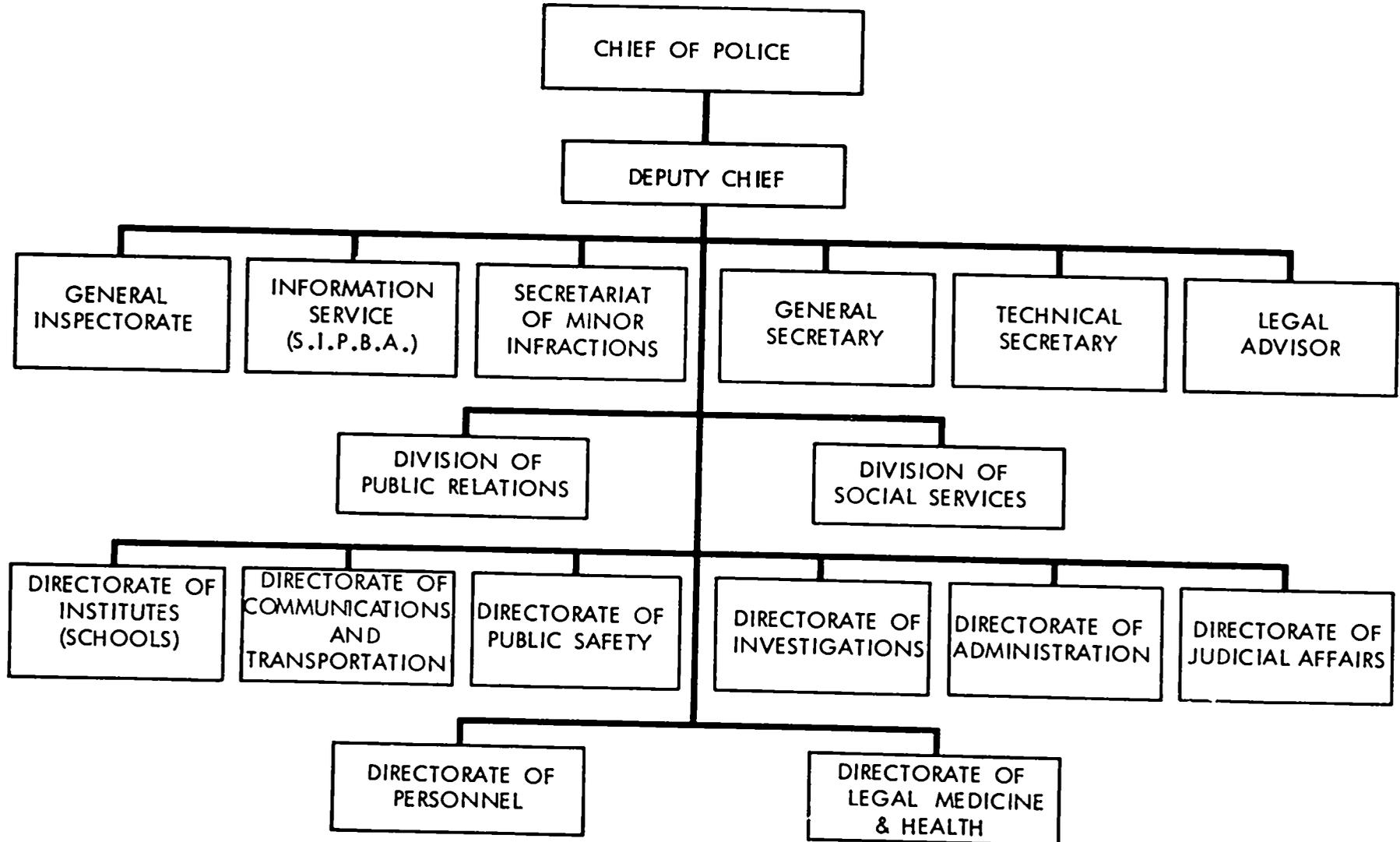
such cases. They prepare case summaries (sumarios) and serve as an adjunct to the judicial power.

The Buenos Aires Provincial Police communicate and coordinate with the police of the other Argentine provinces both on a direct basis and through the Federal Police. In the Headquarters communications center at La Plata, there is a radio transceiver affording the Provincial Police the same communication with the Federal Police Headquarters in Buenos Aires that the latter have with their "Comisarias" in the Federal Capital. The Provincial Police distribute an "order of the day" or daily bulletin to their personnel and other police in the country. This bulletin contains capture notices, descriptions of autos and other property stolen, cancellations, new regulations, personnel actions, and other information. The Provincial Police communicate with Federal Police on criminal identification matters and with the National Registry of Persons in Buenos Aires on civil identification problems. When necessary, they also communicate with other provincial police on such matters.

The Provincial Police, like all police agencies in Argentina, benefit greatly from the civil identification procedures now in effect in the entire country, which make it advisable for each person to have an identity card issued by the police. While not actually required by law, such cards are necessary for secondary school attendance, getting certain health and welfare benefits, obtaining some types of employment and for many other purposes. Still another reason for having such an identity card is provided through the law which allows the police to detain a person for short periods for identification purposes.

# BUENOS AIRES PROVINCIAL POLICE BASIC ORGANIZATION

CHART 2



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### CHAPTER 3

#### POLICE ORGANIZATION

The Buenos Aires Provincial Police are organized along basic civil police lines with certain units having a semi-military type of structure. They function under the Provincial Minister of Government who appoints the Chief of Police, with the approval of the Governor. The Chief may be appointed from outside the organization. The Deputy Chief of Police is appointed from within the organization. The organizational structure may, for the purpose of this report, be divided roughly into four categories, command, major staff, minor staff, and functional. (See Chart 17.)

Command - This is made up of the Chief of Police and the Deputy Chief of Police.

Major Staff - This is comprised of four units as follows:

The General Inspectorate (Inspeccion General). This Inspectorate is headed by an Inspector General who has the role of inspecting units within the Provincial Police to determine if their administrative and operational functions are being carried out according to prescribed procedure, reporting to the Chief of Police, and making recommendations for corrections or improvements.

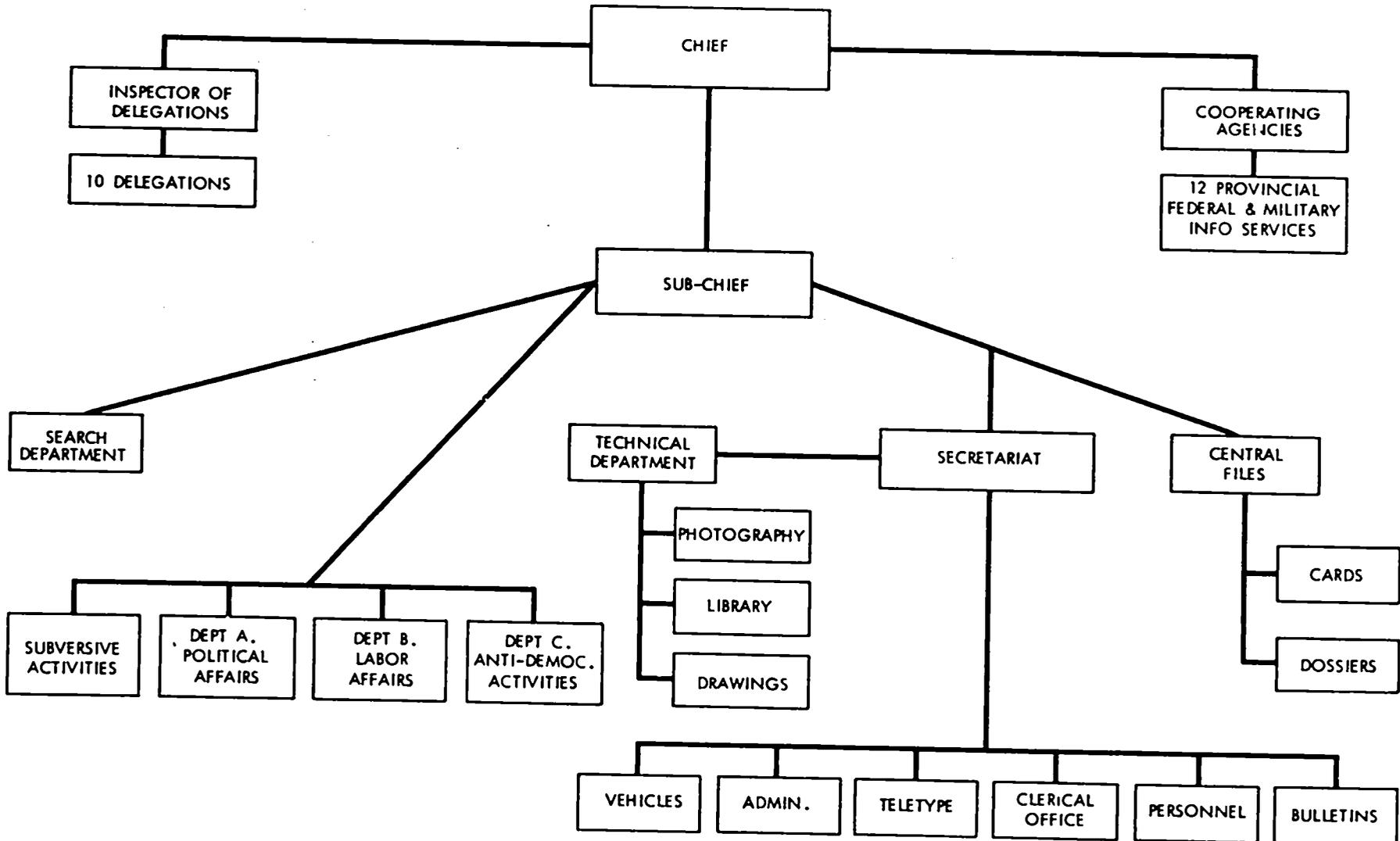
The Information Service (SIPBA) is headed by an Inspector General who also reports directly to the Chief of Police. The function of SIPBA is to gather, process and maintain information on activities of subversive or extremist elements whose actions pose a real potential threat to the constitutional government of the province or country. The unit keeps the Chief of Police and other concerned agencies of the provincial government informed regarding the state of such activities. It also coordinates with the Federal Police and other security agencies on matters of mutual interest. (See Chart 18.)

The Secretariat of Minor Infractions - is headed by a civilian attorney who is charged with the review of dispositions of small infractions made by the police. His role is to review the propriety of the handling of such cases by the lower-level officers whose powers in this area are delegated by the Chief of Police. The Secretary makes recommendations for confirmation, modification or reversal of such matters.

The Legal Advisor (Asesoría Letrada) is also headed by a civilian lawyer who acts as legal advisor to the Chief of Police counseling on the constitutionality and legality of various measures and operations, and interpreting the laws, regulations or resolutions as needed. A second function has to do with the establishment and application of regulations affecting administration of the police department and its personnel. The Legal Advisor's unit is divided into two sub-units; the judicial sub-advisory, responsible for the first function, and the administrative sub-advisory, responsible for the second.

# BUENOS AIRES PROVINCIAL POLICE POLICE INFORMATION SERVICE S.I.P.B.A.

CHART 3



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Minor Staff - This category is composed of four units:

The Secretariat of the Chief's Office which handles the administrative work immediately pertaining to that office. It is headed by a Comisario and acts as the screening and transmitting agency between the Chief's office, the other units in the department, and other governmental offices.

The Social Services Division which renders services to the families of police personnel in cases of economic, health, domestic, rereavement, and other problems.

The Public Relations Secretariat, directed by a Comisario, has the responsibility for relations with the news media, all organized non-governmental groups, persons of special importance, and representatives of foreign governments. Its most important role is that of dealing with the press, radio, television and other media for the dissemination of news concerning the police in such a way that it will have its best effect in building public support for their efforts. It also plays an important role in handling special problems relating to allegations made against the police, and attempting to ensure that such matters are properly handled and interpreted to the public. The Public Relations Division also advises the Chief on public relations policy and guides all police units and personnel in their day-to-day contacts with the public. It is staffed by personnel especially qualified in this special activity.

The Technical Secretariat is headed by a civilian who advises the Chief of Police on planning activities and other matters to assist the police in the attainment of their objectives. It takes the leadership in administrative and long-term operational planning at all levels.

Functional - This category includes eight functional divisions, each headed by an Inspector General of Police. They are:

The Directorate of Institutes is concerned with training of police personnel. The Inspector General of this Directorate exercises direction of three schools: the Juan Vucetich Institute for cadets (this Institute also contains a small high school which will be discussed under Training), the Superior School for promotional training of officers and the school for non-commissioned officers and recruit agents. The School for Cadets is directed by an Inspector General, the Superior School by an Inspector Major, and the school for noncommissioned officers and agents is headed by a Comisario Inspector.

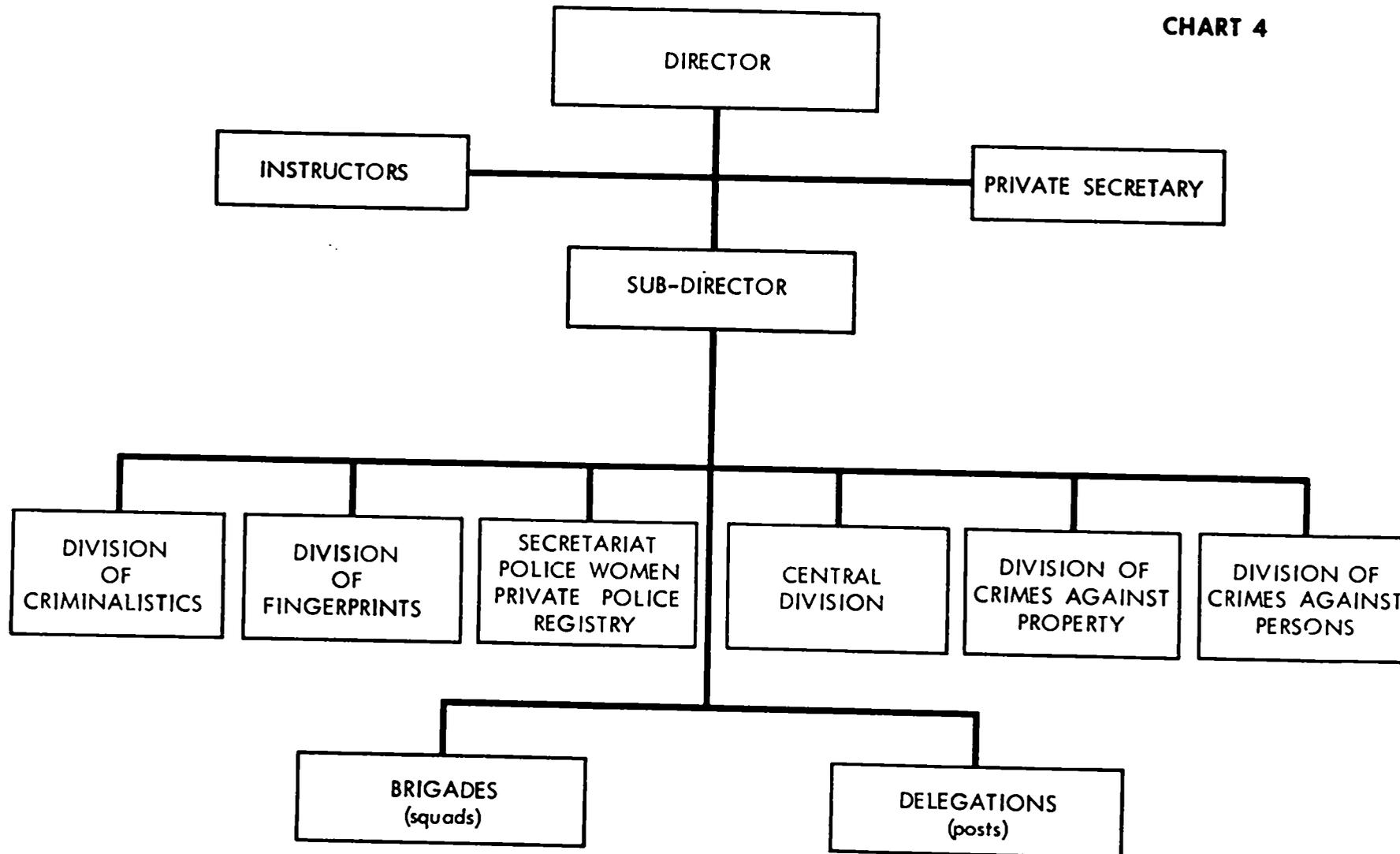
Communications and Transportation Directorate includes a communications branch and a transportation branch. The first branch has the role of planning, installing, operating and maintaining the police communications system for the province, while the second branch is responsible for physical custody, long and short term assignment, and maintenance of police vehicles.

Investigations Directorate includes the following branches (see Chart 19).

1. Criminalistics - Including forensic ballistics, chemical laboratory, lifting of fingerprints and the recovery of traces, forensic photography, questioned documents, drafting and drawing, and the police museum.
2. Identification - Includes criminal and civil fingerprints and other files.

# BUENOS AIRES PROVINCIAL POLICE DIRECTORATE OF INVESTIGATIONS

CHART 4



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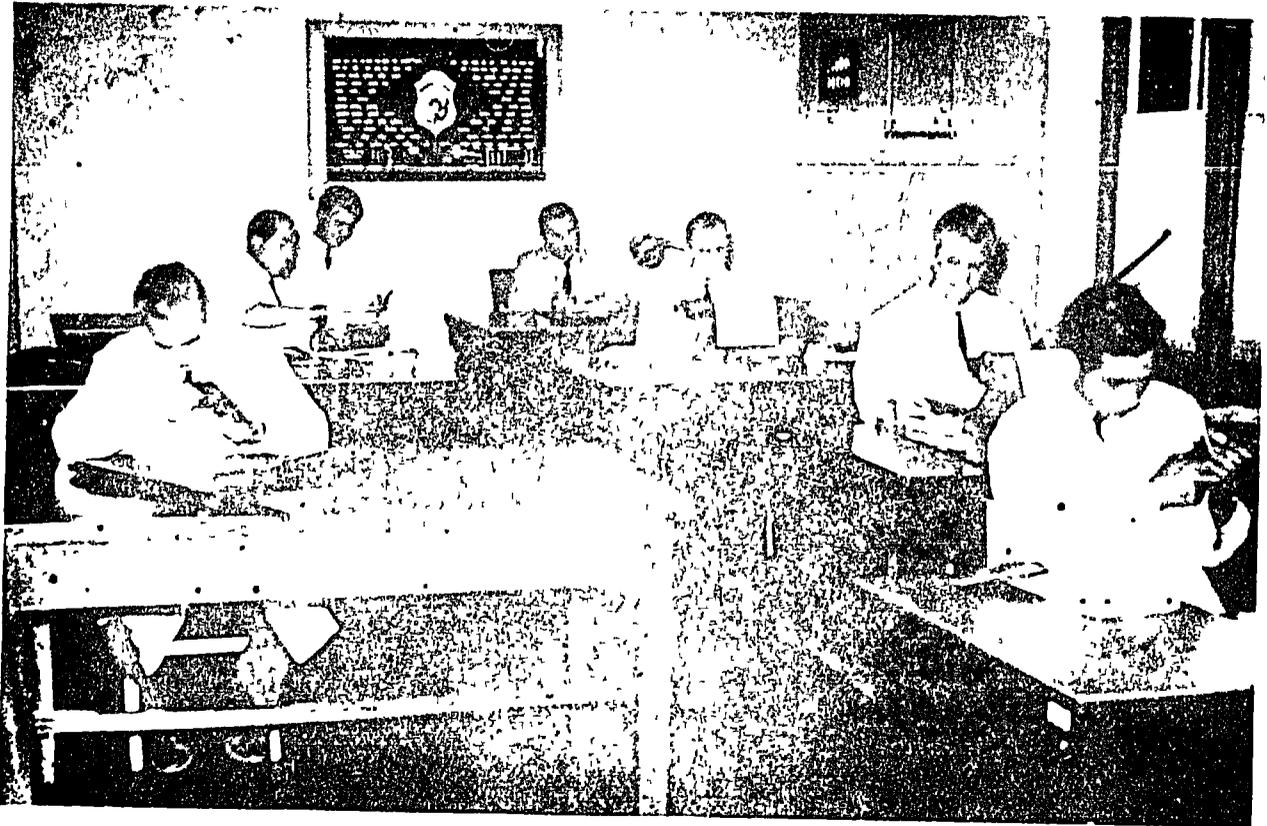
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3. Secretariat - Including policewomen and registry of private police.
4. Central - Includes auto theft, repression of contraband, drug addiction and traffic, special laws, and uncleared major offenses.
5. Crimes against Property - Includes theft, burglary and fraud.
6. Crimes against Persons - Includes illegal practice of medicine and offenses against morality and minors.
7. Brigades - Includes general assignment detectives assigned to the geographical regions.
8. Delegations - Includes four groups of personnel assigned to areas including one or more regions for the purpose of making crime scene searches, collecting physical evidence and sending it to the police laboratory.

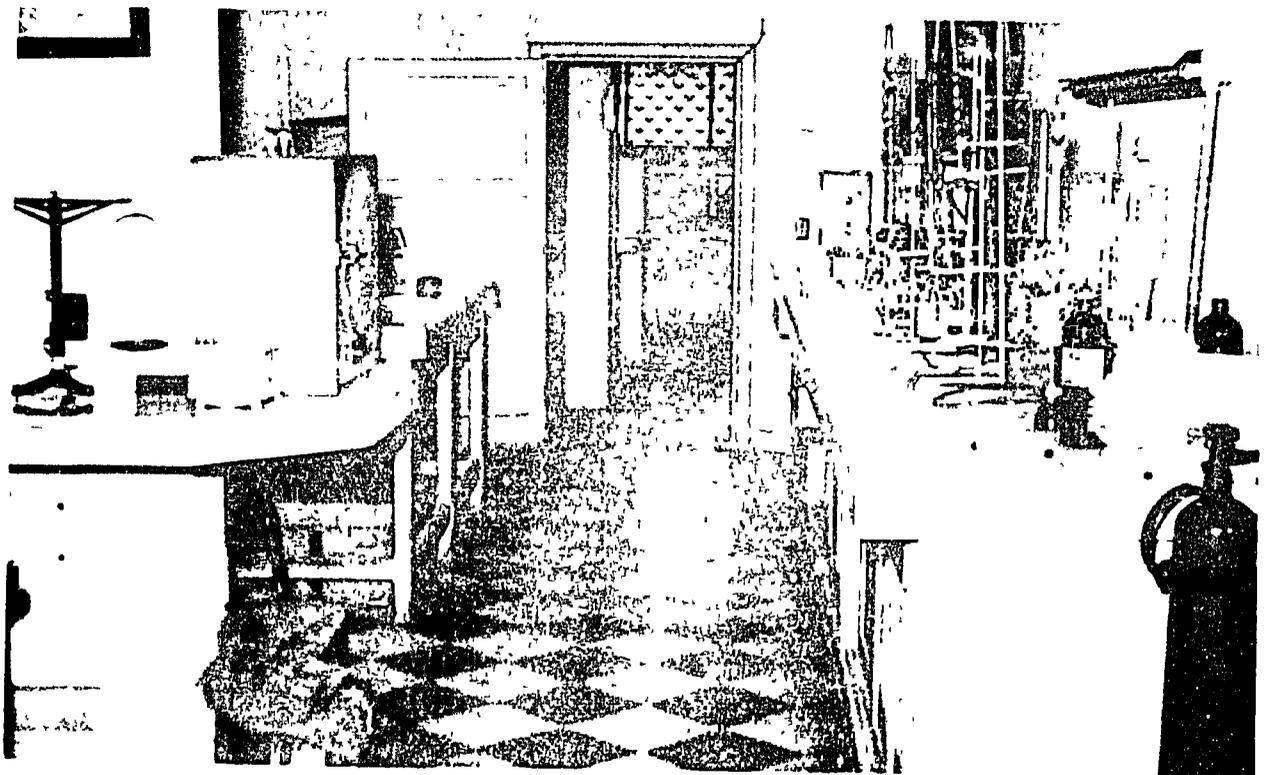
Security Directorate, (uniformed forces), is divided into nine regional units, the fire department, and the "corps". The regional units, commanded by inspector majors, are further broken down into descending levels of zones, commanded by inspector comisarios, comisarias commanded by comisarios, sub-comisarias commanded by sub-comisarios, detachments and posts, the latter two are commanded by junior officers or personnel of non-commissioned rank. The "corps" is divided into specialized units of foot patrol (infanteria), mounted police (caballeria), highway police (camineros), and a "shock force" (fuerzas de choque) or riot police. The mounted police and riot police are kept mainly in the greater Buenos Aires area where the capital's population "spills over" into the Province. This Directorate is also responsible for the custody, issuance and maintenance of police firearms. In this area, it also cooperates with other units of the police in firearms training. The Directorate also maintains a group of 80 dogs which is used for various police activities. There is also a special unit which guards the delta area, including many rivers and islands, and the fire fighting unit, located chiefly in the larger cities. (See Chart 20.)

Administration Directorate handles all of the administrative affairs of the police and is divided into the following branches:

1. Accounting
2. Treasury
3. Auditing and inspections
4. Purchase and examination of bids
5. Controller
6. Supply and property
7. Architecture (concerned with design, construction and maintenance of police buildings)
8. Printshop (does printing for police needs)
9. Statistics - The Statistical Branch computes statistics on crimes committed by type of crime, modus operandi factors, time of day, week, month, etc. in order to establish trends and patterns. The modus operandi factors are also employed in efforts to identify perpetrators of major offenses. Factors are recorded on special



BALLISTICS SECTION - POLICE LABORATORY, LA PLATA

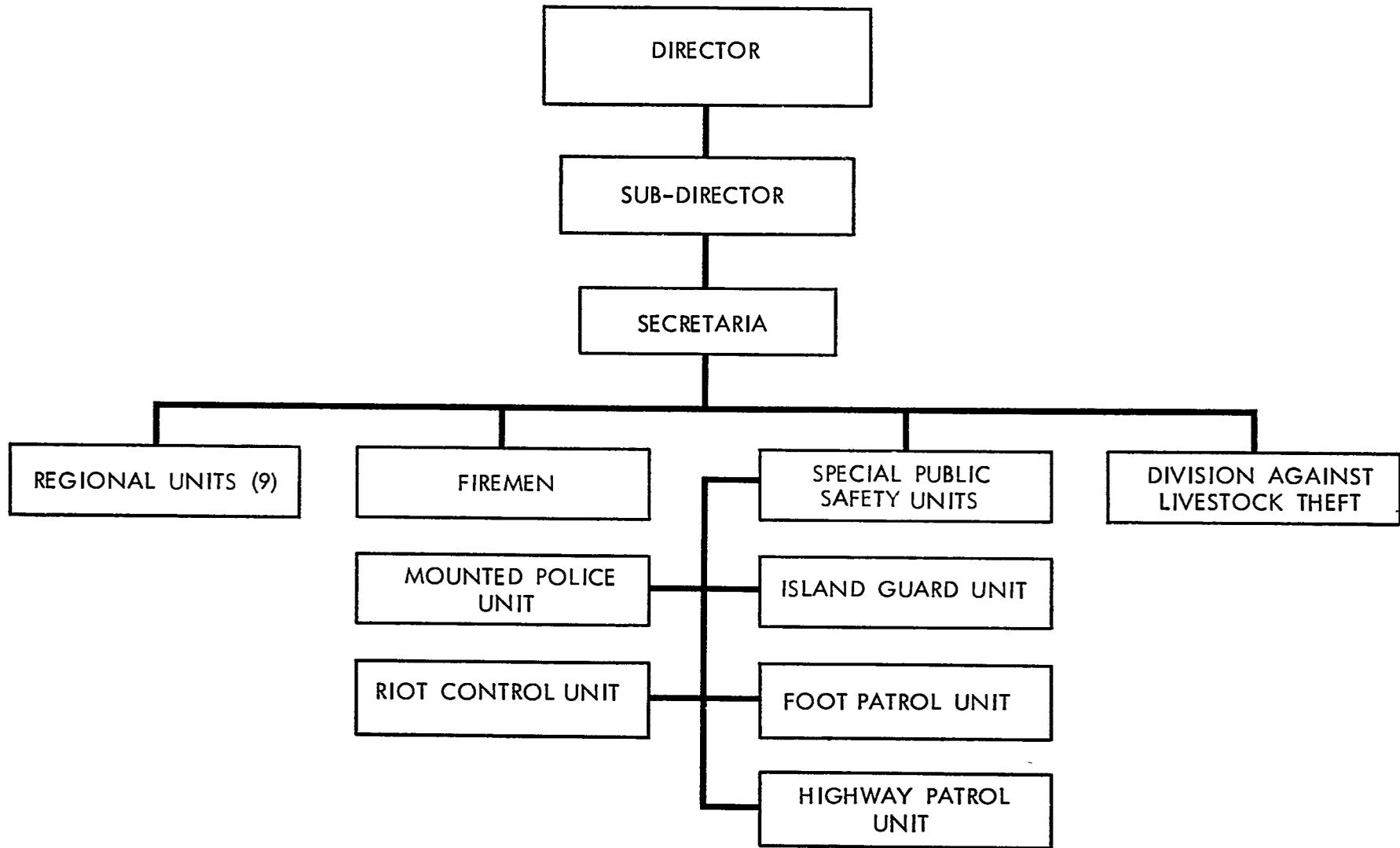


CHEMICAL SECTION - POLICE LABORATORY, LA PLATA

**BEST DOCUMENT AVAILABLE**

# BUENOS AIRES PROVINCIAL POLICE DIRECTORATE OF PUBLIC SAFETY

CHART 5



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sheets at the level where the offense is reported and the sheets flow to the Statistics Branch which sends them to the Machine Records Branch for recording and computing. In the Statistics Branch, trends and patterns are recorded on graphs. The modus operandi cards are filed in the Machine Records Branch for searches against other similar offenses and suspects with that modus operandi.

10. Machine Records - This Branch performs a service to the Administrative Division by recording and computing budget, payroll, accounting, auditing, supply, and other figures. It also does the crime statistical work described in the previous paragraph. (The writer was informed that this Branch does not perform any services for the criminal identification sections.)

Judicial Directorate is divided into two branches; Judicial Summaries and Administrative Summaries. The first branch deals with the disposition of major offenses in the first instructional process as previously described. The cases are reviewed for legal propriety and completeness before they are sent to the court. The second branch deals with charges against personnel, both criminal and administrative. This branch investigates any allegations against police personnel. If the offense is of a criminal nature involving a major offense, it must be tried before a regular court. Whether it is criminal or not, or whether the findings of the court are "guilty" or "not guilty," the case is still considered within the police with respect to internal discipline and separate action may be taken on those merits alone. If the court has imposed a prison sentence, dismissal from the police is mandatory.

Personnel Directorate is divided into two branches: Movement of Personnel, and Records. The first branch deals with all personnel administrative matters pertaining to the police, including recruitment, background investigations, assignments, transfers, promotions, disciplinary actions, dependency benefits, sick leave, disability, vacations, separations, and retirement. The second branch maintains a complete records system on its members, the heart of which is a central name index.

Legal Medicine and Sanitation Directorate is divided into five branches:

1. Legal Medicine - Medical verification of facts, such as cause of death (autopsies), etc.
2. Internal Medical Service - Administers the medical needs of the police personnel and their dependents.
3. External Medical Service - Administers the emergency medical needs of the public.
4. Laboratory and Pharmacy
5. Dental Services

#### Comments and Suggestions

The basic organizational structure of the Provincial Police appears to be adequate and well developed to meet the police needs of the Province. There is a need for a well-defined research and planning unit at a sufficiently high level, staffed by qualified personnel, to provide strong and progressive leadership in organizational,

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administrative, and operational planning to meet the constantly changing problems and needs of the province. Police effectiveness diminishes steadily with failure to recognize and meet the needs posed by the ever-changing social complex.

It is the opinion of the Survey Team that administration within the Provincial Police is relatively good. However, it must be continuously reviewed and brought up to date in response to need. The chain of command, span of control and delegations of authority are adequate to provide effective police service. Inspections are carried out in an effective manner. The Provincial Police should conduct a study of police manpower in relation to assignment and reassign trained police personnel now working on non-police and clerical duties to more important police-type duties. Civilian personnel should be employed to handle non-police duties.

CHAPTER 4

CRIME TRENDS

Reported crimes against persons during the past four years have decreased slightly in the Province as shown by police statistics:

<u>Crimes against Persons</u>			
<u>1961</u>	<u>1962</u>	<u>1963</u>	<u>1964</u>
13,128	12,451	11,696	11,948

Crimes reported against property have increases as shown below:

<u>Crimes against Property</u>			
<u>1961</u>	<u>1962</u>	<u>1963</u>	<u>1964</u>
27,348	27,712	30,736	33,298

Other reported crimes showed a gain in 1964 over any of the previous four years:

<u>1961</u>	<u>1962</u>	<u>1963</u>	<u>1964</u>
3,403	3,134	2,941	3,761

The number of stolen vehicles in the Province has been increasing each year as follows:

<u>Stolen Vehicles</u>			
<u>1961</u>	<u>1962</u>	<u>1963</u>	<u>1964</u>
1,504 (67% recovery)	1,594 (74% recovery)	1,868 (78% recovery)	1,904 (80% recovery)

The total reported crime experience and percentages of clearances by the police is shown below:

<u>Total Crimes</u>			
<u>1961</u>	<u>1962</u>	<u>1963</u>	<u>1964</u>
43,847 (59% cleared)	43,297 (60% cleared)	45,373 (63% cleared)	49,007 (61% cleared)

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During 1964, the Provincial Police reported a crime clearance rate as follows:

Crimes against persons	-	90%
Crimes against property	-	48%
Other crimes	-	78%
Average for all crimes	-	72%

CHAPTER 5

POLICE PERSONNEL

The current total strength of the Provincial Police of Buenos Aires is listed as 19,884 and classified as follows:

Security officers (uniformed) . . . . .	2,974
Security sub-officials and agents (uniformed) . . . . .	13,767
Professional Officers . . . . .	374
Administrative officers . . . . .	1,097
Technical officers . . . . .	246
Specialized sub-officials and agents . . . . .	1,163
Printers . . . . .	60
Specialized workers . . . . .	<u>203</u>
<b>TOTAL . . .</b>	<b>19,884</b>

Salaries

Salaries are based on a scale which includes a special allowance for assignment and another for seniority in rank. Monthly rates are as follows:

<u>Officer's Rank</u>	<u>Basic salary including assignment allowance (pesos)</u>
Inspector General	36,000
Inspector Major	33,000
Comisario Inspector	30,500
Comisario	28,500
Sub-Comisario	25,000
Principal Officer	22,500
Inspector	19,500
Sub-Inspector	17,000
Adjutant Officer	15,000
Sub-Adjutant	14,000

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<u>Ranks for Sub-Officials and Agents</u>	<u>Basic Salary (pesos)</u>
Sub-Official Major	18,800
Sub-Official Principal	17,300
Adjutant Sergeant	15,600
Sergeant	14,100
Corporal	13,000
Agent	11,700
Cadet	1,600

Special allowance for seniority in rank for officers and sub-officers and agents is as follows:

<u>Officers</u>		<u>Sub-Officials, Agents</u>	
	<u>Pesos</u>		<u>Pesos</u>
Ingress	1,500	Ingress	1,500
1 year	4,300	1 year	2,900
4 years	5,500	5 years	4,100
8 years	7,100	10 years	5,400
12 years	9,800	15 years	6,300
15 years	11,500	20 years	7,600
20 years	13,500	25 years	8,700
25 years	15,500		

Fringe benefits above the allowances stated are much the same as for the Federal Police. Qualifications to enter the Provincial Police are:

Officers

General Corps - Age 16 to 22, completion of secondary school, completion of police cadet school, and signing of contract to remain with the Provincial Police for 3 years after graduation.

Communications - Same as above and must have a certificate as radio-telephone operator.

Professional Officer - Age 22 to 30, university degree in a recognized profession, pass a prescribed examination established by the police.

Technical Officer - Age 18 to 28, possess a certificate of qualification in one of the technical areas required by the police, completion of primary school, must take a special course of study prescribed by the police.

Administrative Officer - Age 16 to 28, completion of high school, takes a special course of study established by the police.

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Troops - Age 21 to 38, completion of primary school, completion of 2 month course in recruit school, and completion of required military training.

Civil Personnel - Qualification in professions or skills needed by the Provincial Police. A character investigation is required for all applicants. Not qualified for entry into the police are persons discharged for cause from any official employment and not later cleared of such cause, those who have served prison terms for criminal offenses, and those with an anti-democratic background.

Police officers may fulfill obligatory military service requirements with their cadet training.

The law gives the Chief of Police discretionary powers in personnel disciplinary action, which may consist of reprimand, arrest (confinement in domicile or a police installation, but not jail), suspension from employment, dismissal with re-employment rights, or dismissal without such rights. Both police and civil personnel are subject to such regulations. Any person under judicial or administrative summary may be suspended for the convenience of the investigation, or if the charges are so serious that the person should not continue on duty during the investigation, the period of suspension may not exceed 15 days. Dismissal without rights is mandatory in criminal convictions drawing a prison sentence. In the case of a suspended sentence, or guilt findings in a serious administrative infraction, the person may receive any penalty up to dismissal without re-employment rights. Suspension in excess of 8 days must be done by administrative summary, and may not exceed 60 days. Pay and allowances may be withheld during periods of suspension or arrest.

Promotion of officers from the grades of comisario to inspector general, inclusive, is chiefly by selection; of those to sub-comisario a weighted score of two-thirds for selection (evaluation of past record and personal qualifications) and one-third for seniority; of those from sub-inspector to principal officer, inclusive, one-third for selection and two-thirds for seniority; to the grade of adjutant officer, seniority. In addition, promotion from the ranks of sub-inspector and sub-comisario requires attendance at classes 2 days a week at the Superior School for a period of 9 months.

The Chief of Police is also authorized to promote an individual to the next highest grade for extraordinary acts of service deemed to justify the promotion. Such promotions may be conferred posthumously. An officer may decline pre-promotional training three times, but must resign after the third refusal.

Separation from the police may result from the request of the individual, physical incapacitation, retirement of those eligible to enable promotion of more qualified personnel, dismissal with or without re-employment rights, or death.

Retirement age requisites are:

	<u>Security</u>	<u>Special Services</u>	<u>Civilians</u>
Superior chiefs	57	57	
Chiefs	55	55	
Officers	53	55	
Sub-officers	55	60	
Agents	53	55	

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	<u>Security</u>	<u>Special Services</u>	<u>Civilians</u>
Instructors			60
Skilled personnel			60

Personnel of the rank of inspector general may retire after 20 years service regardless of age.

Agents and sub-officials who have resigned may be restored to duty in grade with their previous assignment if they re-apply within one year. Those dismissed with retention of re-employment rights may be restored to duty with a less desirable assignment. Officers are not accorded these rights. For a dismissed person wrongfully convicted, restoration rights are accorded or, if he has reached retirement age, he may be retired.

Comments

Whether or not the Provincial Police have a sufficient number of personnel could not be determined by the Team during the limited time available. However, the approximate ratio of 1 police per 350 inhabitants and the relative invisibility of police to public view on a day-to-day basis lend strong basis to the question whether the best use is being made of existing police personnel. This is one of the important functions of planning.

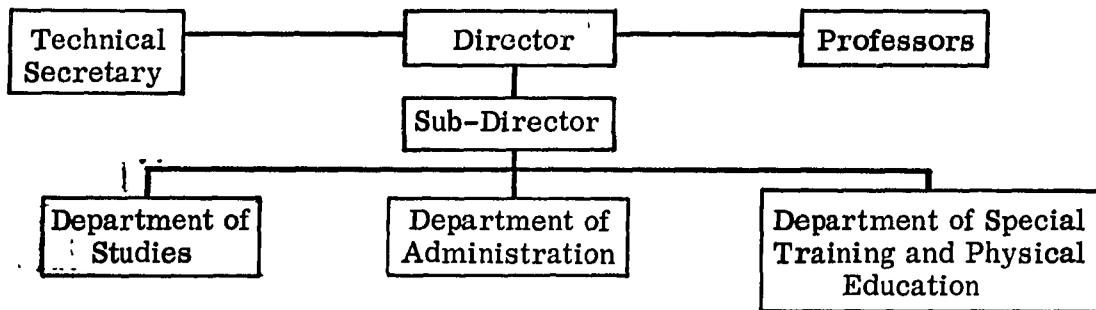
While working conditions and fringe benefits appear to be acceptable, salary and allowances for all personnel appear too low to enable them to live in a reasonably comfortable and self-respecting manner in view of the loss of buying power of the peso.

CHAPTER 6

POLICE TRAINING

An extensive training program is conducted by the Provincial Police, largely through the Directorate of Institutes. This includes a school for the training of recruits, agents and sub-officials; a center for the training of police officer cadets and a superior institute where courses for officer promotions are conducted. A number of special in-service courses are conducted for varying periods to train police personnel in the handling of special problems, including crowd control, traffic accident investigation and others. Some of these are conducted by the various schools with others being organized and conducted in the respective operational units.

The Basic Training School, known as the "Police Instructional Center" is organized as follows:

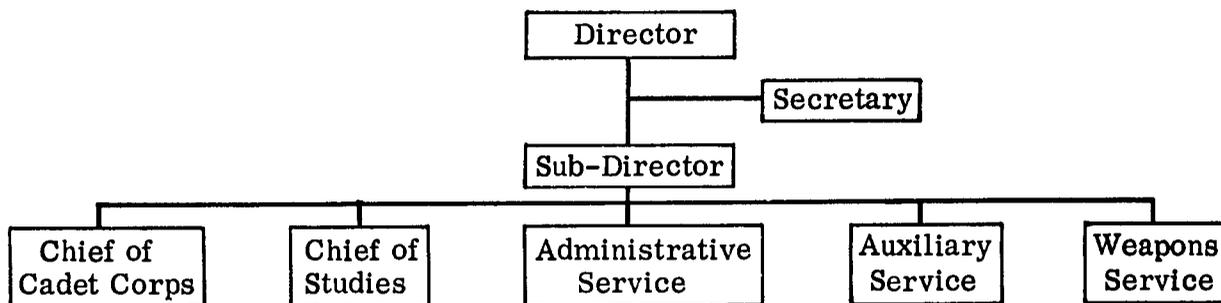


This Center was established in 1958 and handles the basic training of recruits and sub-officials. Courses include the basic recruit course of four months (usually May 18 - August 18) and promotional courses for agents, corporals and sergeants. The Center is located at Avenida 52, Paseo del Bosque in the city of La Plata, and is operated by a staff of 13 police officers and agents and 8 professors. Courses for recruits average between 200 and 300 students depending on the number available.

The basic recruit course is chiefly devoted to military and physical education subjects with some information on the theory and practice of shooting, crowd control and use of tear gas, police organization and procedures. Basic Spanish grammar, penal procedures, and some civics are also included. Students may not complete their required military training in this course.

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The Cadet Training Center, named after Juan Vucetich, the father of fingerprinting in Argentina, is organized along the following lines:



This school was established in 1943 and is located near the main road between La Plata and Buenos Aires a few kilometers from the city. It is operated by a staff of 10 police officers and sub-officials and 35 professors. The latter work mostly on a part-time basis. Cadets attend classes for three years and are commissioned as sub-adjutant officers upon graduation. The Center has a total of 302 cadets presently in training, and an average of 75 to 100 cadets enter the school each year.

The course for cadets who will enter the safety branch of the police is made up of the following subjects:

First Year

- |                     |  |
|---------------------|--|
| Writing and Drawing | Mathematics  |
| Spanish             | Etiquette  |
| Geography           | Physical Education   |
| History             | Military Subjects, including drill, field exercises and shooting |
| English             |  |

Second Year

- |                         |                    |
|-------------------------|--------------------|
| Writing and Drawing     | Constitutional Law |
| Spanish                 | Civil Law          |
| Penal Law and Procedure | Etiquette          |
| Police Organization     | Physical Education |
| Criminal Investigation  | Military Subjects  |
| Police Summaries        |                    |

Third Year

- |                         |                        |
|-------------------------|------------------------|
| Writing and Drawing     | Ethics                 |
| Spanish                 | Criminal Investigation |
| Penal Law and Procedure | Judicial Summaries     |
| Police Organization     | Physical Education     |
| Cultural Subjects       | Military Subjects      |

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Another two-year course for the special training of officer cadets who will work in the communications branch of police is also conducted by the Center. In addition, the school conducts a high school program for selected boys over the age of 14. Many of these students are sons of police agents or officers and about 140 are enrolled in this school. It is hoped that many of these young students will choose a police career and will enter the cadet training course upon completion of the high school course.

The cadet school provides room and board, clothing and a small allowance of 1,600 pesos per month to the cadets in training. It has a small library but practically no special equipment or visual aids for teaching purposes. Cadets who complete the course also fulfill their compulsory military service requirement.

The Center has one large building used for offices and headquarters which is in good condition. There is also a cadets' center building, which includes dormitories, dining facilities and classrooms, and a building used for custodial purposes, both are in only fair condition. Other major equipment includes a loudspeaker system and the usual office facilities and supplies. There is no visual-aid equipment in the Center. There is a small library made up chiefly of books on cultural and legal subjects.

Since the Center was established in 1943, a total of 2,688 cadets have been graduated.

The Superior School is for the training of officers who are eligible for promotion from the ranks of sub-comisario and sub-inspector. This School has a staff of 17 police officers, sub-officials and agents, and 18 part-time professors. It also has a small library, dining and dormitory facilities. There are practically no visual-aid or special teaching equipment except one 35 mm slide projector. Courses for promotion from sub-inspector and from sub-comisario are approximately of nine months duration, for five hours daily, two days per week. This school also conducts a few other special courses, including officer promotional courses for women police and special courses in the fields of telecommunications and intelligence.

The basic course for sub-inspector includes the following subjects:

Penal Law	Civil Law
Penal Procedure	Police Summaries
Criminal Investigation	Weapons
Constitutional Law	Mechanics
Psychology	Physical Education

The course for sub-comisarios is much the same but also includes:

Legal Medicine	Public Relations
Criminology	Cultural Subjects
Police Organization	

At the time this School was visited by the writer, no courses were being conducted. The buildings, classrooms and other facilities were neat and clean. The library contained a number of books on various legal and cultural subjects but very few on practical police subjects.

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### Comments and Suggestions

It is the writer's belief that the quality of training in the three police schools could be improved considerably through the introduction of more subjects dealing with specific police matters, and the infusion of up-to-date background material on police administration and operations; also by the use of schools for teaching more specialized type subjects and short courses for personnel assigned to special details.

The promotional training at the Superior School should be expanded to include more material on police administration, supervision and operations, so that the officers will have a more complete knowledge of their responsibilities regarding the provision of police service in their jurisdiction.

The libraries in the schools appear very limited in materials on police subjects and should be expanded to include books, magazine and journals on police administration, operations and related subjects.

The Police are in a very fortunate position with respect to reproduction of training materials in that they have their own printing shop which has the capacity to turn out almost any type of printed material needed.

The schools are badly in need of visual-aids of all types. Remedying this deficiency would increase the effectiveness of training efforts manyfold.

There is a need to send police officers and specialized personnel out of the country for professional observation, conferences and study. This will serve to enrich their knowledge and increase their value to the police service. Any potential joint program with the U.S. government should give a high priority to this need.

CHAPTER 7

POLICE OPERATIONS

Many of the operations of the Provincial Police of Buenos Aires have been described under other sections while some unit titles require no further explanation. However, it is believed advisable to describe some areas of operation in greater detail.

Basic police operations are carried out by 170 precinct stations, (comisarias) 106 sub-precinct stations (sub-comisarias), 245 detachments, 99 posts of vigilance, 400 detachment agents, 8 brigades or squads of investigators, 4 special units and the fireman service. There are a total of 1,161 buildings of various types used for police and fire-fighting purposes in the Province.

During the period of study in the provincial capital of 600,000 inhabitants the Team observed only a few police, either on foot or in vehicles, patrolling the city or its outskirts. The Team was informed that the city required only a minimum of police patrol during the day and that sufficient personnel were not available, but that some patrolling on foot was done at night. Upon visiting the Provincial Highway Police Headquarters, the writer was informed that most of the police personnel assigned there (80 total) were out patrolling nearby settlements along the highway. It is the Team's impression that while some patrolling is done here and there, the Security Division, exclusive of the Highway Patrol, is mainly a static force held in readiness to respond to trouble alarms and to be used in special situations as parades, games and other public events. Major traffic police operations consists of the maintenance of numerous check points on the heavily traveled roads with practically no car patrols, due to lack of vehicles.

The Provincial Police state that the greatest internal security threat exists in provincial parts of Greater Buenos Aires which are densely populated by people who work in the country's capital city. The police have experienced civil disturbances of considerable magnitude in these areas and are always apprehensive over the possibility of more trouble during periods of tension, thus the concentration of riot police, mounted and on foot, and equipment around the city.

Police units assigned the primary mission of crowd and riot control are the Guardia de Infanteria (Riot Squad) and the Mounted Police. These units are similar in structure to the Federal Police Riot Squad and Mounted Police units.

Riot Squad (Guardia de Infanteria)

The Riot Squad unit of the Buenos Aires Provincial Police is the classic semi-military organization with a total strength of approximately 1,000 men. The Squad is

## LIMITED OFFICIAL USE

under the Director de Seguridad (Director of Public Safety). Units are normally assigned throughout the province with the Agrupaciones (groups), and vary in size from 100 to 400 men. Personnel can be dispatched from their assigned location to another area depending on requirements. One of the largest squad units (400 men) is at the Cuartel at Martin Guemes in the Greater Buenos Aires area.

These forces use water-jet vehicles and tear gas for controlling riots. It is said that in extreme cases they fire over the heads of the crowd. The wedge, line, and other formations, with personnel carrying batons and shields, are not employed. Chemical agents used by the Police are manufactured by the Argentine Armed Forces. Tear gas is a CN mixture and is used in both grenades and projectiles. FM products (Fabricacion Militar) leak badly and police officials complained of very frequent malfunctions, possibly due to age. Only one type of grenade and one type of projectile is available. CS and other type of chemical munitions are not in stock and are generally unknown. Gas masks are of local manufacture, and are Pirelli brand. Officials stated that the lenses fog badly and the masks often leak. La Plata, with a Riot Squad contingent of 230 men, has only 20 gas masks for emergency use. Flexible rubber truncheons are used by riot control units but personnel professed little faith in their effectiveness. Wood batons are unknown and none are available.

Guardia units are also equipped with automatic weapons, mostly UZI Belgium make 9-mm weapons, Madsen 7.65-mm weapons, P.A.M. 9-mm weapons of Argentine manufacture. A few Federal tear gas guns are also available. Weapons are from good to poor with regard to their operational condition.

Tactical communications are provided by the Communications Division using a few portable sets at the scene of the disturbance. Portable units are not in the possession of the Riot Squad and must be requested from the Communications Division when needed. Personnel from the Communications Division go along with the sets as operators.

Transportation of riot forces to any point in the Province is provided by 12 newly-acquired Mercedes-Benz 50 passenger buses and 18 troop-transport vehicles which carry 24 men each. Chances are good that many more could be moved quickly by the well-developed rail and highway public transportation facilities.

Eight water-throwing vehicles, which are partially protected by armor plate and wire mesh, are utilized throughout the Province wherever disorders occur. Water pressure is strong and can knock down a person at 15-20 feet. These vehicles are generally vulnerable and represent a target for attack by rioters.

Planning for disturbances is accomplished on the spot and personnel are used on "as needed" basis. Written plans do not exist; however, written orders assigning personnel and tasks are produced when necessary. SIPBA (Intelligence Service for the Police of Buenos Aires Province) provides information on potential disturbances when such information is available.

Training for riot control personnel is accomplished at the headquarters of the Riot Control Force. Some instruction in the control of civil disturbances is provided in the various police schools.

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As a secondary mission, Riot Control Force personnel are assigned to guard public offices, national banks, Senate meetings, ball games, parades, and other government installations. They also handle traffic assignments and other special details if needed.

The Riot Control Force in La Plata has 80 dogs which are used for patrol and guard duty as well as for riot control activities.

### Mounted Police (Cuerpo de Caballeria)

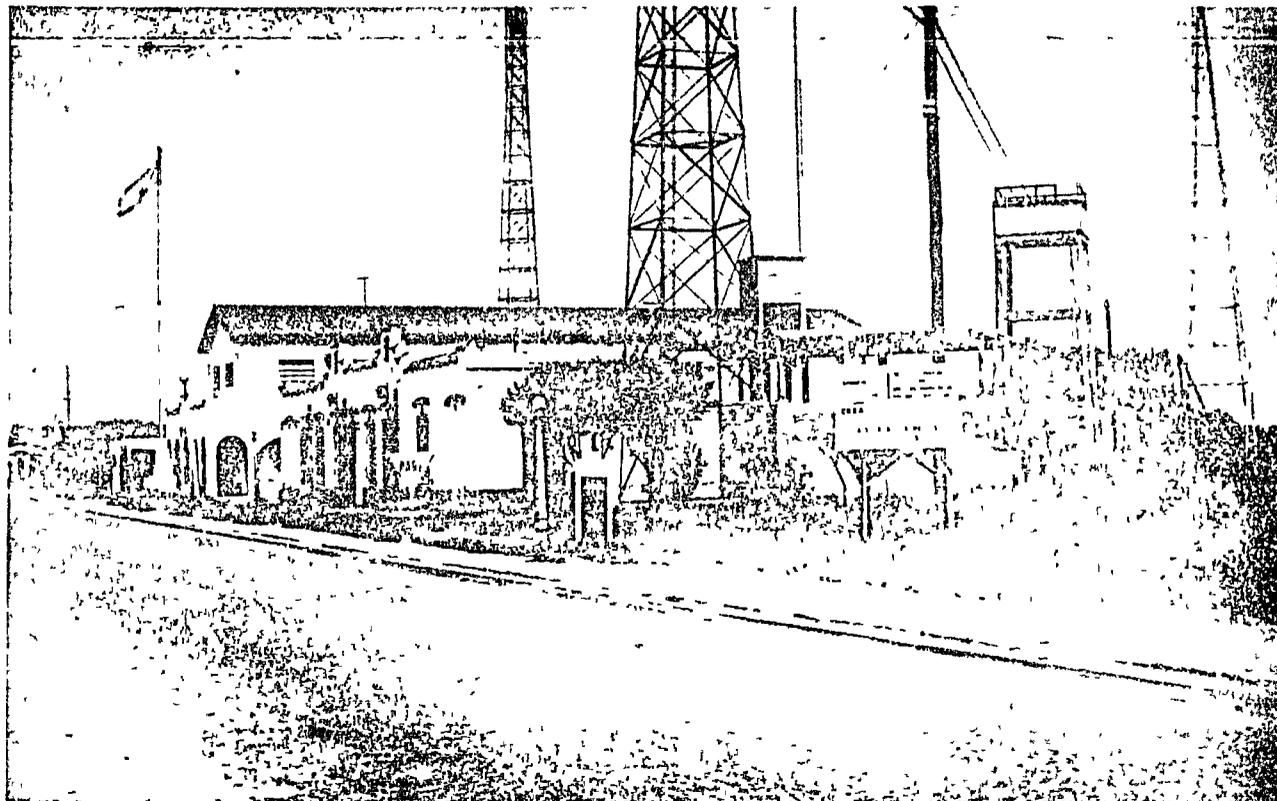
Mounted police are also used for crowd and riot control. The total strength of the cavalry troops is approximately 800 men dispersed in 10 detachments throughout the Province. There are 2 squadrons of 100 men each at La Plata and these forces count on 150 good horses. There are 400 horses assigned to the Mounted Police. Personnel are armed with sabers, sub-machine guns, and a "fusta" (a quirt about a meter long, and a wire shaft wrapped with leather and a tongue on the end). Personnel have no other equipment for riot control. Gas masks are non-existent for the riders even though working in conjunction with the Riot Squad which uses tear gas to disperse rioters. Two horse-vans, each with a capacity to carry 20 horses and pulled by truck tractors, are available at La Plata to move the horses from point to point. When this personnel is not employed on crowd control tasks or disturbances they are training, caring for horses, cleaning equipment, cleaning stables, or taking leave. Training for personnel is primarily horsemanship and not necessarily for crowd or riot control.

### Highway Police

The Highway Patrol, divided into twelve zones in the provinces with posts established at strategic points along the highways, operates patrols with a few automobiles and motorcycles. (Twelve major motorcycle accidents involving deaths of 5 policemen were recorded during 1964.) Their radio-communications system affords them zone-to-zone contact, contact with Provincial Police headquarters in La Plata, contact with the Federal Police in Buenos Aires, and contact with mobile units, using four nets. Check points are established at fixed and non-fixed locations, some of the latter being for radar speed control. The Highway Patrol personnel render a police service along the highways and nearby settlements, attending other offenses beside traffic violations. They also serve as accident investigators. They collect fines on the spot for violations, issuing receipts recorded in triplicate. If the accused is unable to pay on the spot he is given a written notice to submit the amount (up to 200 pesos) within 24 hours. His past record of violations may be checked on the spot by radio and the policeman may decide on that basis what action to take. He can appeal the fine to higher police authority.

The Highway Police remove obstacles and animals, dead and alive, from the roadways, and assist motorists in distress. They render first aid at accident scenes and maintain first-aid stations at some zone and post installations. Statistical data on accidents, their cause, frequency, location, and time are maintained for the purpose of guiding enforcement efforts, placement of signs, engineering corrections, etc. Spot maps are maintained. The police make recommendations to other provincial authorities regarding the need for the installation of highway signs and markings.

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HIGHWAY PATROL HEADQUARTERS NEAR LA PLATA



PROVINCIAL POLICE PRECINCT MAR DEL PLATA

Criminal Investigation

Criminal investigations are initiated at the time offenses are discovered by the police or reported to them; the police are obliged to call in a judge only under extraordinary circumstances. The police officer guards the scene of the crime, detains suspects and witnesses until the arrival of investigative and evidence-gathering personnel, and renders whatever other support is necessary. The police prepare the case and process the summaries. All physical evidence is held in custody of the police until the case is presented to the court. Effectiveness of crime scene checks depends on the distance involved and availability of manpower and vehicles. Equipment for crime scene checks is very limited.

Comments and Suggestions

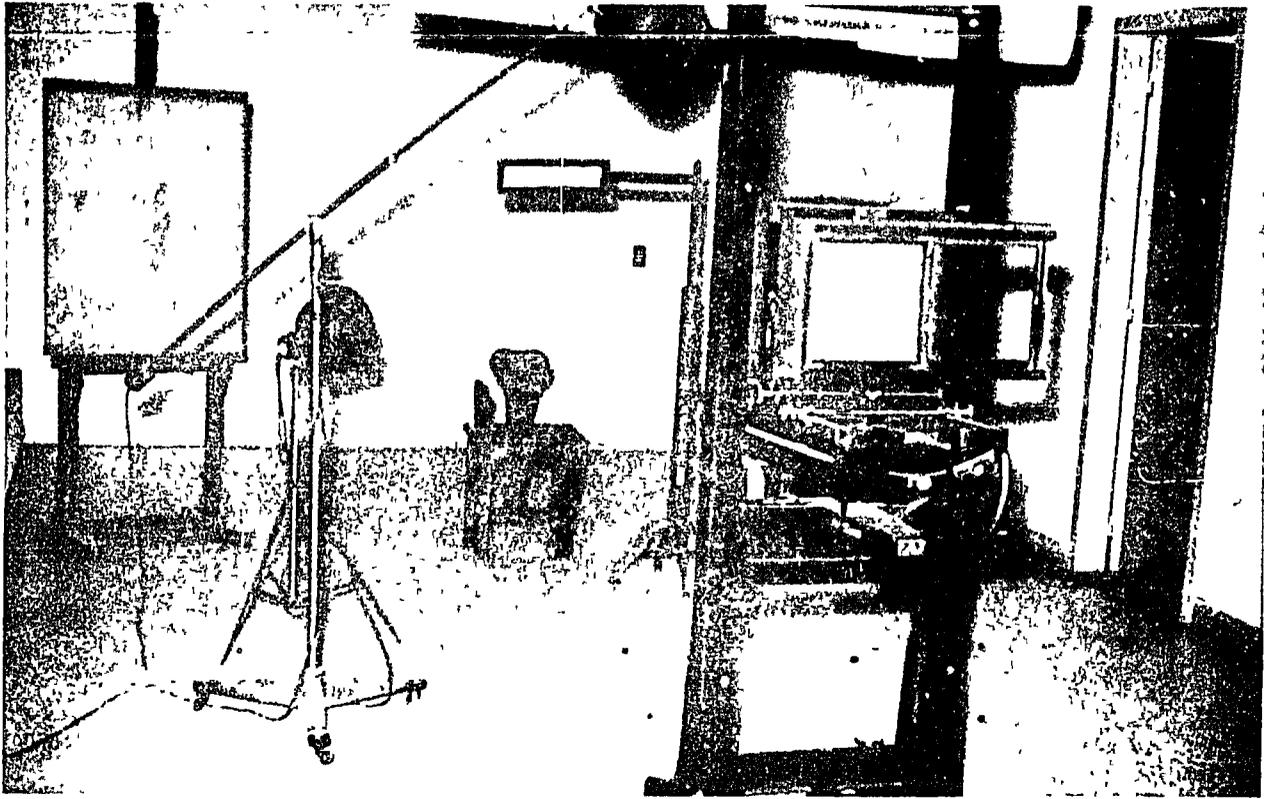
The crime laboratory personnel appear to be well trained and dedicated in their work. They appear to be able to do most kinds of evidence processing. There is a feeling on the part of the personnel that they could improve their capabilities considerably by establishing contacts outside Argentine, especially by exchanging personnel for training, engaging in exchange of technical information by informal correspondence with other professional personnel, and receiving technical information through established channels. Specialized equipment is sadly lacking and technical and investigative personnel have serious problems in getting to a crime scene, due to a lack of vehicles.

The Investigation Division, the Highway Police in the Security Division, and the Administrative Division appear to be the shining lights in the functional picture of the Provincial Police.

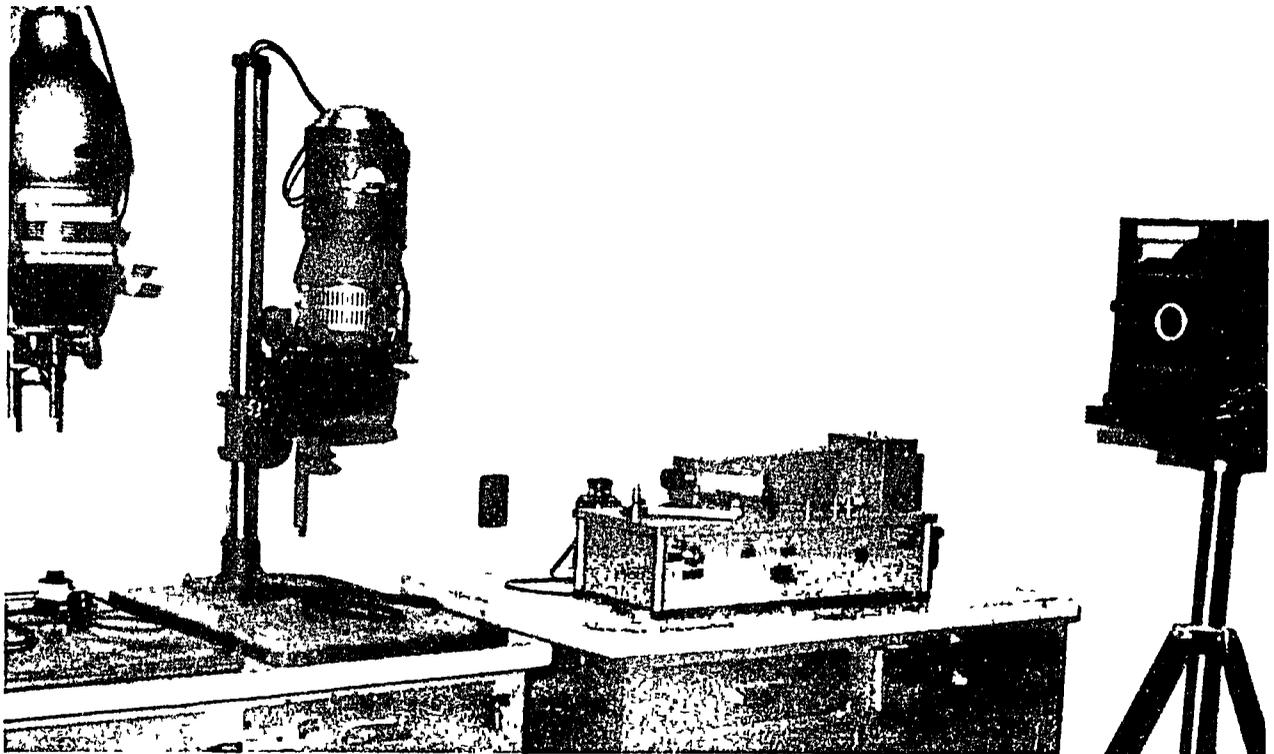
There appears to be a vital need for more comprehensive patrol coverage, both foot and vehicular, in populated areas. The constant, systematic, but unpredictable movement of well-trained, uniformed police personnel through the community is the strongest deterrent to criminal and subversive activity, and also affords a broad and valuable information-gathering base to the police. It also instills public confidence in the police and the government as a whole, and encourages good will because the nearness of the police enables them to perform many valuable services for the public. In summary, effective patrol is the backbone of the total police effort.

For internal defense purposes, the Provincial Police is probably capable of controlling riots and disorders of considerable immensity. However, the equipment and tactics presently in use would likely expose many persons involved to unnecessary danger and produce martyrs. There is a need for effective training in the control of civil disturbances, and improved non-lethal tactics and measures of control. Use of tactical formations and the 26" wood baton would provide added capabilities to riot control forces. Use of firearms in a tumultuous situation must be held to a minimum and used selectively. Additional types and models of chemical munitions and training in their use is needed. Grenades and projectiles of different capabilities, including CS, and HC are required to provide the means to cope with difficult and diversified situations. Gas masks must be improved and stocks augmented.

Communications capabilities of riot control forces, including the Mounted Police, are inadequate for proper control of critical situations.



IDENTIFICATION SECTION



PART OF PHOTOGRAPHIC SECTION

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The infantry units have good discipline and are well respected. It is likely, however, that in the future, stronger challenges in respect to mob violence will require expeditious strengthening of their capabilities to control strikes, demonstrations, and riots.

Police officials have also requested assistance in the establishment of adequate records systems and files. Improvement of identification systems and records should include files on subversives, agitators, and others in the province likely to be involved in promoting or provoking civil disturbances or any type of subversive activity.

CHAPTER 8

EQUIPMENT AND FACILITIES

Vehicles and Maintenance

The Police of the Province of Buenos Aires have a total of 921 motor vehicles, including fire-fighting units and motorcycles. The vehicles are of 14 different makes and some models date back to the middle '20s. The police are attempting to standardize their fleet by reducing the number of makes, thus simplifying the replacement parts problem and enabling mechanics to improve their skills. Although most motor vehicles are acquired through purchase from budgetary allocations, some are provided through community fund-raising efforts. Many are in poor condition and there is no regular program for preventive maintenance. Of this total number of vehicles over a hundred are wrecked or out-of-service and will be sold at public auction.

A large auto repair shop, using about 250 police maintenance personnel, is located in La Plata. Here all repairs to vehicles in the La Plata area are performed, and those from outlying regions requiring major repairs are brought in. Those at distant points requiring minor repairs receive attention in a commercial garage after the replacement part (if available) is received from the maintenance shop in La Plata. The La Plata maintenance shop is located in a spacious, well-laid-out building. Each mechanic is issued a set of hand tools for which he is responsible. There is a crib where special tools may be checked out when required. There is a small machine shop with lathes and drill presses for making or modifying some parts. There is an engine rebuilding shop equipped for this operation. There is a wheel alignment machine but no tune-up equipment. The mechanics' hand tools are badly worn and broken. The tools in the crib appear to be inadequate and worn. Some worn and badly wrecked motor vehicles are completely rebuilt in the shop, the process appears to be painstaking and costly in terms of labor and materials. While some efforts have been made, there is no effective standardization of vehicles, repair parts or accessories.

The spare parts room appears fairly well stocked and efficiently managed, with adequate inventory, stock levels, and accounting methods.

Because of the inadequacies of shop equipment and tools, and the advanced degrees of repairs undertaken, automotive maintenance appears to be one of the major problem areas in the police. While in La Plata the Team observed a concentration of 140 vehicles of various makes, types, and models which were being prepared for sale at public auction. Most of them were more than ten years old, one being a 1926 Whippet. There is a need for the standardization of vehicles and spare parts and for the development of an effective preventive maintenance program.

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### Weapons

The Provincial Police sidearm consists principally of the 9-mm Belgian Browning automatic pistol and the cal. .38 S&W or Colt revolver. Police in rural areas and on guard duty in the cities carry Belgian UZI sub-machine guns. There are no police-type shotguns and the police are not familiar with their potential. Responsibility for storage, maintenance and issue of firearms is vested in the Security Division. The armory is located in the basement of the headquarters building where armory personnel work around-the-clock repairing and rebuilding weapons. The armory has a small machine shop for making parts, and a bluing facility.

The Provincial Police provide some firearms-marksanship training to cadets and recruit agents. They have no reloading equipment.

Agents are also armed with a rubber truncheon about 35 centimeters long. The police have little familiarity with the wooden baton and some personnel expressed the opinion that it would be dangerous.

### Communications

The Provincial Police have comprehensive long (HF) and short (VHF) range point-to-point radio coverage. However, their automotive transceiver equipment is most limited. Six GE 2-watt hand-portable sets (tubed) with nickel cadmium batteries and seven Motorola transistorized 1.8-watt sets are kept in the communications branch for special operational use and when they go into service, a communications operator goes with each set. The fixed sets are mostly U.S. manufacture, around 20 years old. The police Transportation and Communications Division has its own maintenance shop and personnel.

### Buildings

The Provincial Police appear to have a relatively good building program. The Architectural Branch in the Administrative Division has responsibility for design and maintenance of police buildings and has most complete records on each building, being able to show immediately age, type of construction, design, past repairs, alterations, etc, of each building occupied by the police. Although most of the precinct and sub-precinct buildings appear to meet the general needs of the service, the design of the main headquarters building in La Plata is out of date for current needs. Although it is in good repair, it does not accommodate the proper grouping of activities, thus reducing efficiency by a considerable degree.

### Comments on Equipment

Equipment adequacy is an important factor in the Provincial Police. The communications equipment is old and is becoming difficult and costly to maintain. There are far too few mobile transceiver units and hand portable sets. The transportation situation is bad. The number of vehicles is far below minimum sufficiency. The vehicles on hand appear to be kept so long that their maintenance needs proceed far beyond that which is economical. The tool deficiencies in the vehicle shop are pitiful, and attempting to perform repairs with such poor equipment can cause more damage

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than good, in addition to the poor quality of work resulting from the low morale of mechanics plagued with such tools.

The wisdom of acquiring more automatic weapons is questioned. The superior performance and safety of the police shotgun over the submachine gun merits careful consideration.

The police building program appears to be well managed and headed in the right direction. Any plans for a new main headquarters building or extensive remodeling of the old one merit careful study of the needs to accommodate the operations to be carried out.

There is a need to replace some pieces of worn-out and obsolete laboratory equipment and to add a few new instruments. This will considerably increase the efficiency and morale of the laboratory personnel.

Film-strip recording and projection equipment for the criminal records (prontuario) section is needed to speed up and facilitate this work and to reduce the extensive volume of building space occupied by this activity.

The rented information recording and tabulating machines need replacement with modern equipment. Wider use can be made of these machines in the development of information and statistics for use in the planning of police patrol and other operations.

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CHAPTER 9

POLICE BUDGET

The total 1965 budget for the Provincial Police of Buenos Aires is 7,709,000,000 pesos or about \$40,000,000 at present rate of 190 pesos to the dollar. Of this amount 6,400,000,000 pesos (82 percent of total budget) is allocated for police salaries.

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PART III

BRIEF NOTES ON  
OTHER PROVINCIAL POLICE FORCES  
OF ARGENTINA

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### OTHER PROVINCIAL POLICE

In the provinces the police agencies vary in size and effectiveness, depending largely on local conditions and resources. Each province has established a police organization and has developed organic laws, rules and regulations regarding its activities and operations. These regulations generally follow a pattern similar to the organic law of the Federal Police. In several instances, representatives of the Federal Police have been sent to a province to assist in the establishment or reorganization of the local police agency. This has usually occurred when the province was under federal intervention for one reason or another.

Most provincial police units have established training programs and police schools. In some of the provinces, the police provide special training only for the agents and officers who work in the larger cities. In rural areas, special police may be appointed for vigilance and guard duties and no training provided. In border areas, the local police depend heavily on the National Gendarmeria for rural policing and for back-up assistance in case of serious trouble.

The provincial police generally exercise full police powers in their area of jurisdiction and work in close relationship with the provincial judicial authorities. In the larger cities the police usually have a small squad of men for riot control and other special duties and a small mounted police unit in addition to the usual security and investigative personnel. A few provincial police now have small feminine police units which handle a variety of duties. In general, the organizational pattern of most provincial police units is similar to that of the Federal Police with a special investigative section taking the place of the Federal Coordination Directorate. The provincial police handle both security and judicial police functions, the latter under the judges of the provincial courts.

Because of time limitations, it was impossible for the Survey Team to observe and study the police units in every province. A fairly complete study was made of the Buenos Aires Provincial Police and brief visits were made to the police of Cordoba, Corrientes, Entre Rios, and Santa Fe. It was evident from these visits and from other information and observations that the Provincial Police of Buenos Aires and the Federal Police were the only units which could be classified as having a real career police service largely free from partisan politics and other outside influences. It was also evident that a number of the other provincial police agencies are now going through a period of transition and are attempting to improve their organization and operations. Politics still plays a large role in police activities in most provinces and the police are subject to serious political pressures with each change of provincial government. This was especially true of the police in rural areas of the respective provinces. Several provinces have appointed former members of the National Gendarmeria or members on leave to positions as chief of police for the purpose of improving police operations and the quality of overall police service.

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In the Province of Cordoba, for example, the provincial police is made up of 9,625 officers, agents and civilians of which 4,125 are assigned to the capital city and its environs. Total population of the province is about two million, of which approximately 700,000 are in the capital city of Cordoba. The Province is located in the north central part of Argentine. The city of Cordoba is highly industrialized and in the center of a large and productive agricultural area.

The Cordoba police organizational structure is similar to that of the Federal Police with a Chief of Police, Deputy Chief and 13 operational, administrative and service units including: Personnel, Communications, Health and Welfare, Administration, Judicial, Security, Secretary General, Legal Advisor, Information, Public Relations, Training and Investigations. Basic police operations are carried out by the Security, Investigations and Information Directorates in a manner similar to the Federal Police.

The police of Cordoba and most of the provinces suffer from the usual shortages of facilities and modern equipment. Salaries are generally lower than those paid the Federal Police.

While it is difficult to generalize about the provincial police forces of Argentina, it appears that most are aware of the problems which they face and are sincerely attempting to improve their capacities to provide more effective police service.

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