

PUBLIC ORDER MANAGEMENT

Organization of an FPU



Background

UN Public Order Management is based on 3 principles: Mobility, Adaptability and Protection. Protection of FPU members is crucial when deployed for crowd control activities.

For that purpose, all police officers serving in a FPU must be familiarised with the FPU's policy issued on 1 March 2010 which describes the internal structure of an FPU and introduces the notion of modular organization (tactical sub-units and formations). It is also essential that they are able to define the role of each of these elements according to the mission.

Aim

To understand the unit organization used in UN missions.

Learning outcomes

On completion of this module the participants will be able to:

1. Give the definition of an FPU
2. Define the FPU organization
3. Define the Modular Organization
4. Define the roles and responsibilities within the FPU

Training sequence

The material in this module is designed to be delivered over 2 hours 30 minutes classroom based theory lessons, of which 30 minutes should be for assessment. The module is designed on the assumption that the students have no prior training in this subject.

Duration

| Minimum Session time | Lecture/Presentation | Question/Assessment | Session Activities |
|----------------------|----------------------|---------------------|--------------------|
| 2 hours 30 mins | 2 hours | 30 mins | |
| Additional Options | Mission Specific | Optional film | Optional activity |
| | | | |

Methodology

This module contains one PowerPoint theory presentation and show the various equipment and positions. The majority of this module is taught in a theoretical manner using the format:

- Lecture and explanation by the instructor
- Feedback from the participants
- Reformulation by the students (with instructor correcting where necessary)

At the end of the final stage the instructor will be able to assess if the student has understood the concept of organization, having carried out continuous assessment throughout the lesson.

The instructor should inform participants of the content, format and timing. Knowing what to expect, participants can improve their ability to focus on the subject and benefit better from the session.

- Organization of an FPU (2 hours classroom lesson)
- Questions/reformulation (30 minutes)

The practice (full training) should be carried out over a number of days. Instructors must remain vigilant and be aware that given the physically demanding nature of deploying the FPU in Public Order Management techniques **fully equipped, the practice must be carefully managed** so that the students do not get fatigued as this may lead to injury.

When training a full FPU, it is recommended that this module be taught to the whole FPU together for common understanding.

Instructors are encouraged to add practical examples and mission specific information related to the specific deployment of participants, if known.

Instructor Profile

This module is best presented by an instructor who has practical experience in Public Order Management in peacekeeping operations and who could share his/her experience with the group. The instructor must be experienced and skilled to be able to demonstrate the techniques and tactics correctly. If there is more than one instructor, at least one should have practical experience as Public Order Management trainer in either domestic policing or a peacekeeping mission.

Instructor Preparations

Required Readings

- DPKO Policy on Formed Police Units in United Nations Peacekeeping Operations
- FPU Training Handbook

- Basic Principles on the Use of Force and Firearms by Law Enforcement Officials
- Directives on Use of Force and SOPs (mission's level)

General Preparations

Equipment:

1. Computer and PowerPoint slides for lesson 1
2. Projector and Screen for lesson 1
3. Full public Order management equipment for each officer for the description of the team composition

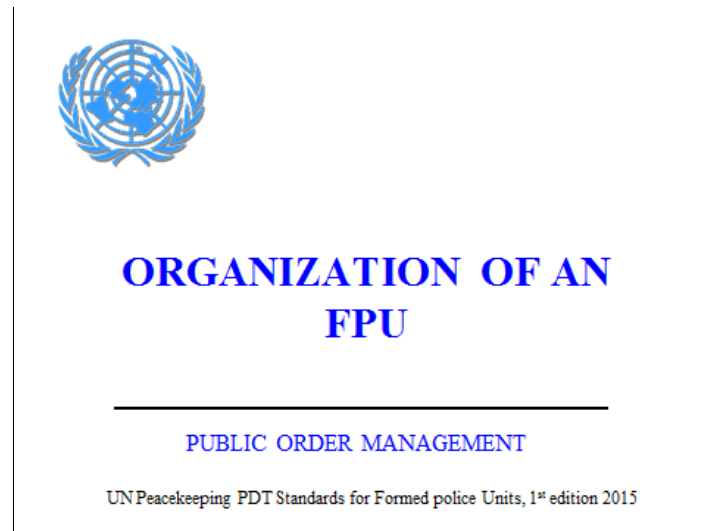
Training Area:

The initial lesson should be carried out in the classroom.

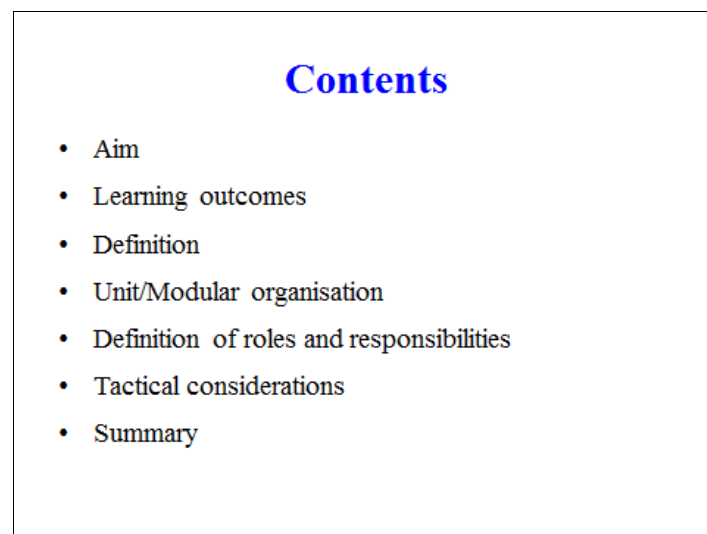
Session notes

Lesson 1 – Organization of an FPU (Theory)

Contents:



Slide 1



Slide 2

Aim

To introduce the FPU members to the unit organization

Slide 3

Learning outcomes

On completion of this module the participants will be able to:

- Give the definition of an FPU
- Define the FPU organization
- Define the Modular Organization
- Define the roles and responsibilities within the FPU

Slide 4

Definition

United Nations Formed Police Units are defined as cohesive mobile police units, providing support to UN operations and ensuring the safety and security of UN personnel and missions, primarily in public order management...by delivering professional, responsive and more robust policing in accordance with the mandate.

Slide 5

A United Nations Police component can consist of Individual Police officers (IPOs) and where they are authorized and deployed, formed units. Both together form what is referred to as UNPOL.

The FPU policy issued on 01 March 2010 provides the definition of an FPU. FPUs must be mobile and sustainable in order to be deployed in smaller detachment anywhere within the mission area. The units are deployed with their own equipment (see lesson plan on COE).

FPUs are “national units”, meaning that they usually come from a same country (exceptional case of Haiti, 17 Israeli Police officers attached to the Italian FPU). The FPUs are normally cohesive, having not only individual capacities but particularly “collective” capabilities and capacities. Special weapons and equipment give them a heightened robustness compared to IPOs. Robust policing doesn’t mean delivering a “more military” response on the ground. Normally FPUs are deployed to multidimensional peacekeeping operations because they play a critical role in establishing public safety and preventing crimes and facilitating the rule of law.

Tasks

FPUs have three core tasks:

- Public Order Management
- Protection of United Nations personnel and facilities
- Supporting police operations that require a formed response and may involve a higher risk

Slides 6

FPUs core tasks are defined in the FPUs policy issued in 2010.

Public order management in most cases will be in support of the host state police but can also be called upon to act independently in accordance with the mission mandate and authority allocated therein.

The primary focus of public order management is to facilitate the population’s exercise of their fundamental rights.

Protection of UN personnel and facilities can include protection of convoys,

relocation or evacuation of staff and intervention where necessary for the protection of staff and in accordance with FPU capabilities

Supporting police operations that require a formed response and may involve a higher risk can include high visibility patrols and joint patrols with IPOs and/or host state police.

FPU's can be involved in and fulfil all general police activities in case of executive mandate (as example Timor Leste or Kosovo). They can also apply Urgent and Temporary Measures, in a limited scope and time bound, where the local security forces are not present or not operational (case of MINUSCA).

Capacity-building is not one of the FPU's core tasks. However, FPU's under guidance and coordination of the FPU training officer may be made available for exercises and joint training with host state police. The mandate and the security situation allow for a diversion from the core tasks into capacity building if an FPU has dedicated training capabilities (in accordance with UN capacity building programmes).

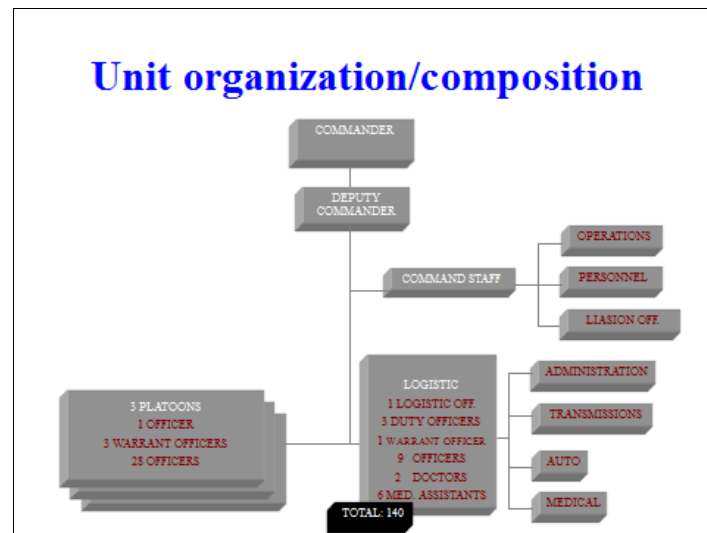
FPU's are under the command of the Police Commissioner, Head of the police Component (HoPC).

The usual administrative and planning activities related to the FPU's are under the responsibility of the Deputy Chief of Operations for FPU's, previously named FPU Coordinator.

At the regional level, the FPU's are operationally placed under the command of the regional commander.

Unit organization/composition

- Approximate strength of 140 members
- Minimum operational capacity = 120 police officers
- Recommended number of tactical sub-units is four (4)
- In most cases, one tactical sub-unit is partially dedicated to camp security or provides drivers
- Tactical sub-units are made up of sections consisting of a minimum of 10 operational members (drivers not included)
- Command element of a FPU should consist of at least 12 staff members



Slides 7 and 8

The approximate strength of an FPU is 140. Police Division can temporary authorize the deployment of a higher number of police officers particularly at the initial phase of implementation of a mandate (start-up mission).

In case of re-hatting of FPUs (case of MINUSMA and MINUSCA re-hatting from African Union), the already deployed FPU members can be authorized to remain in the mission till the next rotation of the unit.

Out of 140 members, 120 police officers should constitute the operational capacity of the unit. The 20 others are part of the command staff (12), logistic and administrative teams. It doesn't mean that they are not operational and police officers. The police officers in charge of the camp security are part of the 120 operational members.

In most of the mission, only 2 platoons are usually involved in daily activities.

The division of the platoon into sections is part of the modular organization. No fewer than 10 members of an FPU can be sent to respond to a given incident or location. Nevertheless, the section leader can of course use the section in smaller formations (teams or buddy teams) in accordance with public order management tactics.

Unit organization/composition

- The FPU is composed of different operational elements during Public Order Operations
- The elements are defined according to their mission
 - Contact Element
 - Command Element
 - Fire Support Element
 - Reserve Element
 - Back Safety Element
 - Drivers (Element)

Unit organization/composition

- **Contact Element:** first line in front of the crowd
- **Command Element:** unit commander, (+ deputy commander), radio operator, 1 team in protection
- **Fire Support Element:** behind the contact element, is composed of gas launchers and rifle and is supporting the unit maneuvers
- **Reserve Element:** behind the contact element on foot or in standby in the vehicles, is in charge to reinforce any position or maneuver. Secure the flanks if necessary (contact element can also be in charge)
- **Back Safety Element:** ensures that no demonstrator bypasses the unit
- **Drivers (Element):** provide transportation to the unit, part of the operational capacities of the unit and provide back safety during static phases

Slides 9 and 10

The slides 9 and 10 define the main operational elements of an FPU during public order operations. In order to feel secure to apply the absolute minimum of force, police officers in FPUs must have adequate protective equipment, including items such as full body armour, helmets and shields. This is an essential prerequisite for the gradation of force and for an FPU to qualify for deployment in a UN peacekeeping operation.

The contact element is usually made of a shield line, a baton line and the team leaders. According to the situation, it can be reduced or modified upon decision of the unit commander. The contact element can be then composed of only the baton holders or of buddy teams with baton holders at the front. Nevertheless, the security of the police officers has to be considered by the unit commander when taking such decision.

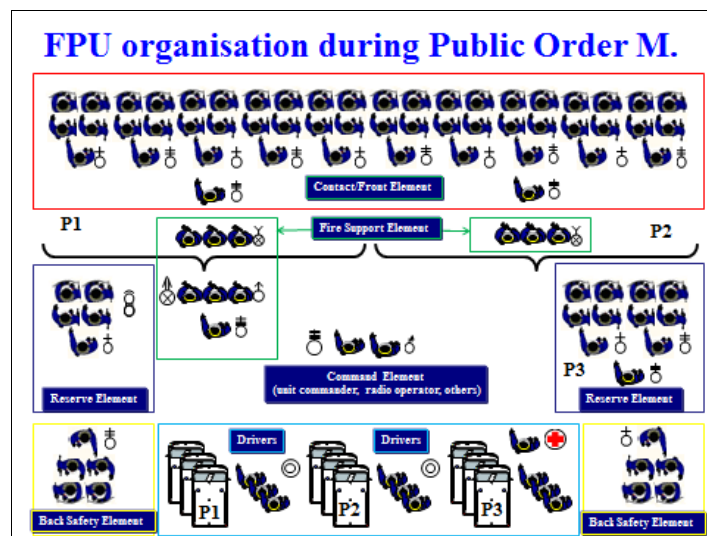
The command element can be declined to a lower level, platoon commander or section leader. In case of deployment of the whole unit, the FPU commander must be the officer in command. He will be supported by at least one team and assisted

by a radio operator (to follow the internal radio communication of the unit and the radio communications of the operational centre with all actors involved). He will also have his own driver and vehicle.

Fire support element (FSE): an FPU must have a range of weapons – and the skills to use them appropriately – in order to be able to escalate the level of force in a graduated manner, among them potentially less-lethal weapons. Rifles and gas launchers should not be seen on the contact element (confusion, provocation or increasing of tension). They should be regrouped in a specific element, the FSE. The FSE can regroup only gas launcher, or gas launchers and rifles (with and without goggles). It should be placed under the command of one officer (deputy commander in case of risk of use of lethal force) or the armorer. The use of gas or lethal force can only be decided by the unit commander. In case of an immediate threat, it can be initiated at a lower level (platoon, section, team leaders).

The reserve element is a standby element. It can reinforce any of the other elements and can be projected on foot or on vehicles. No reserve element when not enough manpower.

The back safety element can be reinforced by the drivers. In this case, the drivers step out of their vehicles, observe and report.



Slide 11

The slide 10 illustrates an example of FPU deployment (lay out). It takes in consideration the principal elements and equipment. The presence of APCs is primordial particularly when the situation is tensed and that the unit commander decides to position the vehicles at the front line, as contact element.

Symbols

| Function | Symbol | Role |
|----------------------|--------|---|
| FPU Commander | | See below: "Definition of the roles" |
| Deputy FPU Commander | | See below: "Definition of the roles" |
| Platoon Commander | | See below: "Definition of the roles" |
| Section Leader | | See below: "Definition of the roles" |
| Team Leader | | See below: "Definition of the roles" |
| Radio | | Ensure the radio communications between the operational center and the unit. Informs the unit commander. Listens all frequencies (channels) |
| Gas Launcher | | Execution of the orders to launch gas or smoke canisters. At least one per vehicle ³ per platoon |
| Long rifle | | Upon order of the unit commander, use of rifle within the legal framework of the use of force |
| Marksman | | Upon order of the unit commander, can be tasked to fire back to an armed attacker (consider use of force legal framework) |

Symbols

| Function | Symbol | Role |
|----------------------------------|--------|---|
| Buddy team | | 1) In charge to protect the unit. Guided by buddy 2) In charge to guide and intervene |
| Soft Kinetic Projectile Launcher | | Upon order of the unit commander or his representative, use of kinetic projectile against attacks or aggressive individuals |
| Hand canister Thrower | | Upon order, throw hand gas or smoke canisters |
| Pepper Spray User | | Use upon order. Decision at the team level |
| Armorer | | In charge of distributing the canisters. Follow up of the canisters used and remaining in the unit. Solve stoppages. Can command fire support elt |
| Doctor / Nurse | | Assistance to injured officers. Ensure transportation to the hospital. In charge of administrative and medical reports |
| Video maker | | Record all public order operations (location, demonstrators behavior, lay out, arrests...) |
| Driver | | Drive the vehicles, ensure safety of the vehicles when deployed. Support foot maneuvers |

Slides 12 and 13

The slides 12 and 13 illustrate the main symbols used to identify the different functions and roles in the unit. These symbols are usually drawn on maps or plans and can be clearly identified by the reader. Additional symbols can also be developed at the unit level but will be used internally.

Definition of the roles

FPU commander:

- Commands the unit
- Is responsible for executing the missions
- Is the only one in charge of choosing and implementing the techniques and tactics needed to re-establish public order

Deputy commander:

- Assists the FPU commander
- Is in charge of the unit when the FPU commander is absent

Definition of the roles

Platoon commander/section leader/team leader:

- Commands the platoon/section/team
- Is in charge of the internal liaison (between the teams) and of the external liaison with the other teams, with the HQ or the local police
- Avoids engaging a platoon/section/team in difficult situations
- Has to consider their protection as his main priority
- Requests support if necessary
- Decides the appropriate techniques
- Keeps visual contact with the vehicles if the platoon/section/team is deployed

Slides 14 and 15

The slides 14 and 15 define the roles of the command staff during public order operations.

Reminder:

- TACON: the FPU commander or the respective subordinate unit commanders are responsible for the tactical control of an operation or specific action.
- TACOM: the FPU commander will have tactical command of the unit. In case of an operation, which involves units from more than one FPU, the Deputy Chief of Operations for FPUs (or his/her delegate) assumes responsibility for tactical command of all units involved until the completion of the operation.
- OPCON: the HoPC can delegate the operational control to the FPU commander who will have operational control of his/her unit. In case of an operation, which involves sections or platoons from more than one FPU or involves more than one FPU, the Deputy Chief of Operations for FPUs (or his/her delegate) assumes responsibility for operational control of all units involved until the completion of

the operation.

Modular organization

- Operational principles
 - Division of the unit in platoons, sections, teams and buddy teams
- Priority objectives
 - Adaptability
 - Mobility
 - Protection

} Professionalism

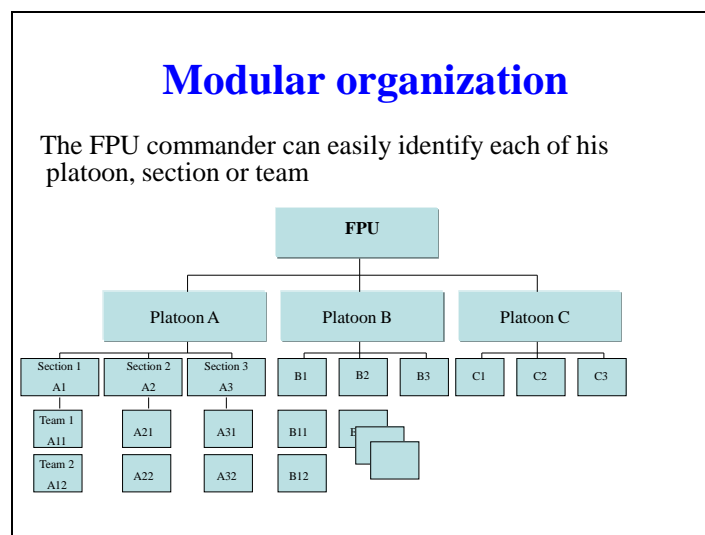
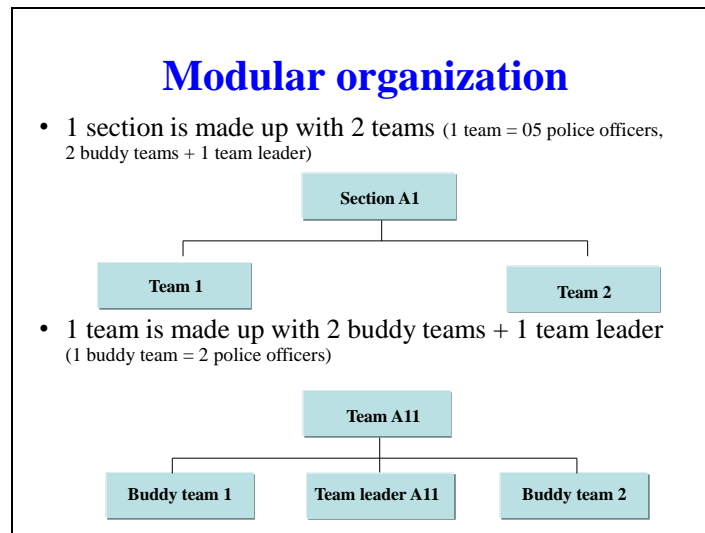
Modular organization

- 1 FPU is made up with 3 operational platoons (1 platoon approx. = 30 police officers + 1 platoon commander + deputy, drivers not included)

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graph TD; FPU[FPU] --- PA[Platoon A]; FPU --- PB[Platoon B]; FPU --- PC[Platoon C];
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- 1 platoon is made up with 3 sections (1 section = 10 including 1 section leader)

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graph TD; PA[Platoon A] --- S1[Section 1]; PA --- S2[Section 2]; PA --- S3[Section 3];
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Slides 16 to 19

The slide 16 defines the 3 priority objectives of the modular organization. Demonstrators are more and more organized, leaving behind them the traditional image of a passive crowd. They are now organized in small groups moving quickly and trying to destabilise the security forces deployment. Demonstrators are also equipped in order to challenge the police and resist strongly.

For these reasons, the anti-riot units have adapted their techniques and tactics to the ground reality. FPU are following the operational principles and priority objectives of the modular organization starting from the buddy team (smallest formation) to the unit as a block (largest formation). The priority objectives aim to “professionalize” the FPU operational capacities. Police and Military units are often criticized in mission for their “lack of ability to react”. With the modular organization, FPU have a real flexibility.

Units are not any longer compact and static. They are mobile and are able to adapt

their lay out to any situation. Only one platoon can be tasked with a new mission without destabilising the whole unit. Vehicles have to be made available to support the mobility.

As already mentioned above, the protection is the “priority” for any commanding officer and should be taken into consideration before any manoeuvre of the unit.

The modular organization is a sort of “operational division” of a unit and offers a clear identification of each its elements. It facilitates the identification of a formation designated to react to any event.

Slides 17 to 19 define the methodology for identifying the different formations.

Tactical considerations

FPU organization advantages

- The unit is reactive and mobile
- All the police officers act as one = strong response to incidents
- A better lay out to control the area
- The chain of command is totally involved
- The tactical process is harmonized and takes into consideration the staffing level of the unit

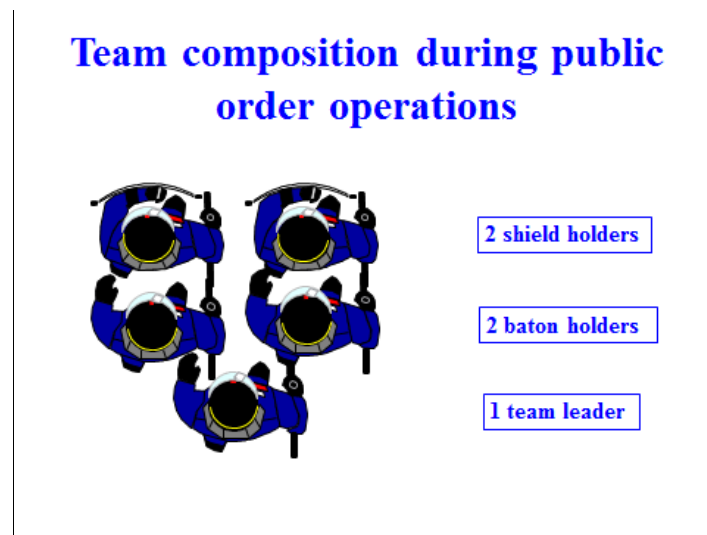
Strategic advantages

- Strategies and tactics can be adapted to any police situation
- Arrest capacities are improved and efficient
- Structure and articulation allow for optimal intervention from patrol level to public order maintenance
- Capacity to protect any other counterpart (local police, fire fighters...)

Slides 20 and 21

The slides 20 and 21 summarize the main tactical and strategic advantages of the modular organization, particularly in terms of command and control.

- The unit can use different tactical formations in response to an event
- Each formation can develop the offensives and defensives tactics according to the threat and to the decision of the officer in command
- As described previously, all officers of the chain of command are accountable and directly familiarized with the decision making process
- Mobile, the unit or the formations can react and obtain a better control of the event and of the area
- The unit is more flexible and more efficient (each team is for example able to perform an arrest)
- The unit is ready for any type of mission, from the patrol to crowd control activities. Only means and equipment change.
- Optimisation of the operational capacities to respond to a double priority: better security for the public and for the police officers



Slide 22

The slide 22 illustrates the composition of a team. The team is composed of 2 buddy teams and 1 team leader. All of them have a role and mission to fulfil and respect. The role of each element is explained in slides 23, and 26 to 28.

Role of the team leader

- Role and importance very often neglected
- First element of the chain of command
- Takes the decision when deployed with his team
- Decides the level of use of force when deployed in team
- Ensures good coordination between his two buddy teams
- Liaises with the other team leader when deployed in section = most qualified will act as section leader
- Team leader must be designated accordingly
- Designation according to his competence/skills and not his rank

Slide 23

The team leader builds the cohesion within the team. He is at his level the one deciding of the use of force and selects the means accordingly. He makes the tactical choice according to the situation and is responsible for the security of the team members.

He reports first to the section leader, and following the circumstances and if requested, to the platoon commander or the unit commander.

The designation of the team leader remains a sensitive issue within the unit. The Police units have a "chain of command" based on ranks and normally appoint warrant officers/officers at all level of responsibility. This fact comes in contradiction with the necessity to select qualified and competent police officers as team leaders. Team leaders are acting more as tactical and technical officers, more than developing strategies. The final decision remains in the unit commander hands.

Team missions

- **I (India)** = Intervention (1st team)
 - Leads the intervention and the arrests
 - Leaves the spot first
 - If the platoon commander is absent, this group commands the platoon
 - Acting alone, a team is always intervention. If support is requested and attends the scene, the first team becomes protection and the second team intervention.
- **P (Papa)** = Protection (2nd team)
 - Controls the situation, protects the intervention team, keeps an eye on the environment
 - Leaves the spot as second
 - Becomes intervention when it arrives in support to a first team

Team missions

- **S (Sierra)** = Secondary Support (3rd team)
 - Possibly supports of I or P
 - Protection of the police vehicles and keep an eye on the environment
 - Leaves the location last
 - **H (Hotel)** = High position (4th team)
 - Takes high ground and gathers information
 - Dissuasion and protection, equipped with long barrel or sniper rifle
 - **C (Charlie)** = Command
 - The platoon commander leads the teams
- This organisation is valid for each platoon.

Slides 24 and 25

Buddy team

2 complementary elements

- 1 intervention element
- 1 protection element

The buddy is indivisible and adaptable to any situation

- Supports any layout
- Can be deployed to an extended area
- Ensures security even if the number of police officers is reduced

Coordination between buddy teams

- Team leader is in charge of the coordination of the buddy teams while moving (particularly backward)

Situation 1: Buddy team while patrolling

Intervention element



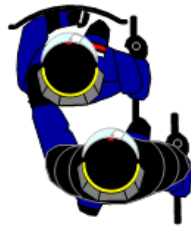
- Leads the intervention
- In charge of the contact



Protection element

- In charge of the protection
- In charge of the environment
- Liaises with other teams

Situation 2: Buddy team during public order operations



The shield holder

- In charge of what is in front of him
- Follows baton holder guidance
- Protects the buddy team

The baton holder

- Leads the shield holder by physical contact
- Supports and protects the shield holder
- In charge of the flanks

Slides 26 to 28

The slides 26 to 28 introduce the FPU members to the notion of “buddy team”. This may constitute a new approach or concept for some contributing countries. The goal is here to familiarize the units with this new schema of formation.

In any case, the same principles are applicable to any police mission whatever mission the buddy team is tasked with:

- 1 intervention element
- 1 protection element
- 1 support element in case of third element

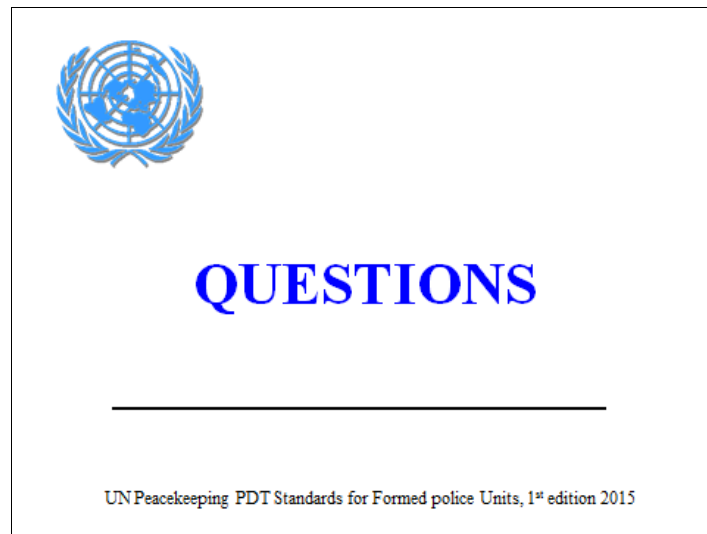
As a general principle of police tactics, always try to act by pairs. To act alone may endanger your life.

Summary

- Unit/Modular organisation
- Definition of roles and responsibilities
- Tactical considerations

Slide 29

The officers should be given a summary of the key points of the lesson before being asked if they have any questions.



Slide 30