191-5958
The Role of the Advisor

Win and keep the confidence of your leader. Strengthen his prestige at your expense before others when you can. Never refuse or quash schemes he may put forward; but ensure that they are put forward in the first instance privately to you. Always approve them, and after praise modify them sensibly, causing the suggestions to come from him, until they are in accord with your own opinion. When you attain this point, hold him to it, keep a tight grip of his ideas, and push them forward as firmly as possible, but secretly, so that to no one but himself (and he not too clearly) is aware of your pressure.

T. E. Lawrence
"The Twenty-Seven Articles of T.E. Lawrence"

The Role of the Advisor

Overview

- Understanding the Advisor Mission
- Developing Advisory Effectiveness
- Role of the Advisor
- Advisor Rule to Live By
- Advising your Police Counterparts
- Things Advisors Do and Do Not Do
- Advising ANP in COIN

ANP personnel preparing for inspection by their station commander

The Role of the Advisor

Understanding the Police Advisor Mission

Police Advisor: *a Soldier whose principal mission while deployed is to advise police leaders at one of the various police command levels found throughout the country.*

- Usually part of a team that has skill sets to develop law enforcement skills as well as police systems
- Optimally live and work with one station
- Not everyone who works with the police are police advisor
- Three principal sources:
  - Individual augmentees deployed specifically to serve as police advisors
  - Member of a unit designated to provide police advisor teams. In this case, organic elements, such as squads, provide the key advisor positions
  - Assembled from within units or elements within a unit in theater to perform police advising

The Role of the Advisor

Why is Police Advising Important

- Development of the HN police is a key component of the security force assistance plan and the overall stability operation
- The civilian police must obtain primacy in establishing security, safety, and well-being of the civilian population in order to establish justice under the Rule of Law
- While civilian organizations are better suited to develop police forces, the military must be prepared to execute the mission

Integral to establishing civil control is the support military forces provide to law enforcement and policing operations.… The preferred providers of civilian law enforcement services are civilian police, augmented as required by military and paramilitary police units with stability policing capabilities. Civilian agencies typically provide training and capacity-building support for law enforcement services. However, military forces may be required to perform these services on an interim basis, until the situation permits the transition of this function to civilian agencies or organizations.

FM 3-07, *Stability Operations*

The Role of the Advisor

Liaison versus Advisor

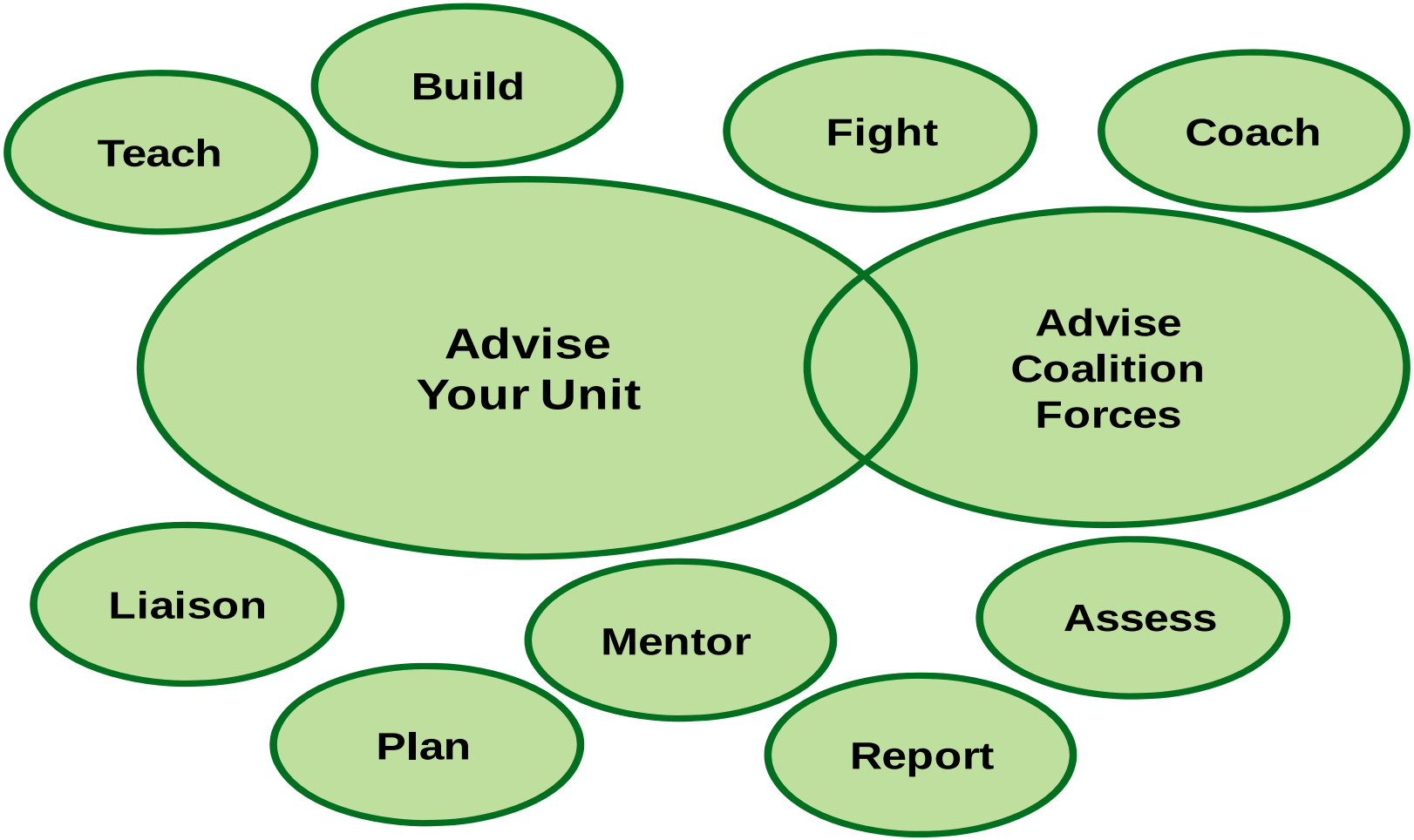
Liaison: a person who establishes contact or intercommunication between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action.

Advisor: a person assigned to an HN organization with the mission of mentoring its members and improving its functioning by providing advice, guidance, technical, and (in some cases) resource assistance.

This TSP is meant to <u>train advisors</u> — not liaisons

The Role of the Advisor

Critical Advisor Missions



The Role of the Advisor

Advisor Attributes

- Mature
- Professional
- Patient
- Knowledgeable
- Confident
- Strong communicator
- Problem solver
- Culturally aware
- Situational Awareness
- Sense of humor

GEN Eisenhower possessed all of the leader attributes that would have made him a good advisor

The Role of the Advisor

Advisor versus Commander

- An advisor is never in charge of the organization he or she advises
- Military leaders must fight the urge to "take command" of the station and to tell them how to do something
- Advisors identify problems and help the police leaders develop solutions
- Being too headstrong may result in the police doing what the advisors ask—so long as the advisor is standing there
- Advisors accept that the police will not accept all of their recommendations

Although a great leader, GEN Patton's lack of patience may have made him an ineffective advisor

Developing Advisory Effectiveness

Advisory Effectiveness Formula

	Rapport
+	**Credibility**
+	**Value to Your Counterpart**
=	**Influence**

Influence = Effectiveness

The Role of the Advisor

Rapport

- Mutual respect between two people that evolves into trust
- Rapport is built slowly but destroyed quickly
- Rapport building skills:
  - Cross-cultural communication skills
  - Language skills and/or the ability to use an interpreter
  - Respect for a counterpart's rank, age, status, and experience
  - Negotiation skills
  - Interpersonal skills
  - Enthusiasm and a positive attitude
- Advisors must practice rapport building skills

The Role of the Advisor

Gaining and Maintaining Rapport

- Integrate the police and the advisors into one team
- Establish themes of common ground between the police and the advisors
- Accept that building rapport takes time; realize that if the advisor works with multiple stations, rapport building will suffer
- Spend time with the police in off-duty or social settings
- Constantly assess the advisors relationship with the police

Only by first gaining rapport can a police advisor begin to develop influence with police leaders

The Role of the Advisor

Dealing with Values Conflicts

- Conflicts between the advisor and the police's value system are inevitable
- Most of these conflicts will arise because different nations and cultures have different values systems—the advisor cannot change the culture
- Steps to resolve conflicts
  - Determine beforehand how conflicts will be addressed
  - Do not judge the HN values
  - When the value runs counter to the rule of law or police legitimacy, address it in a way that shows an internal conflict between the HN values
  - Expect the police to bring up American values failings (Abu Ghraib, slavery) to point out advisor hypocrisy; have an answer for these accusations

The Role of the Advisor

Credibility

- Demonstrating you are worthy of the police's confidence

Credibility is rooted in the advisor's understanding of the environment, culture, and challenges of the police experience. The advisor must strive to learn all he or she can about those issues.

- Credibility is established by living your values system and "practicing what you preach"
- Avoid comparing your experiences to those of the police you advise

This attempt could backfire if an advisor tries to draw parallels with his three or four deployment rotations to a police leader who has 30 years of direct combat experience starting at age 10, often with nothing more than a rifle, some bullets, ragged clothing, and no logistical support against a vastly superior enemy.

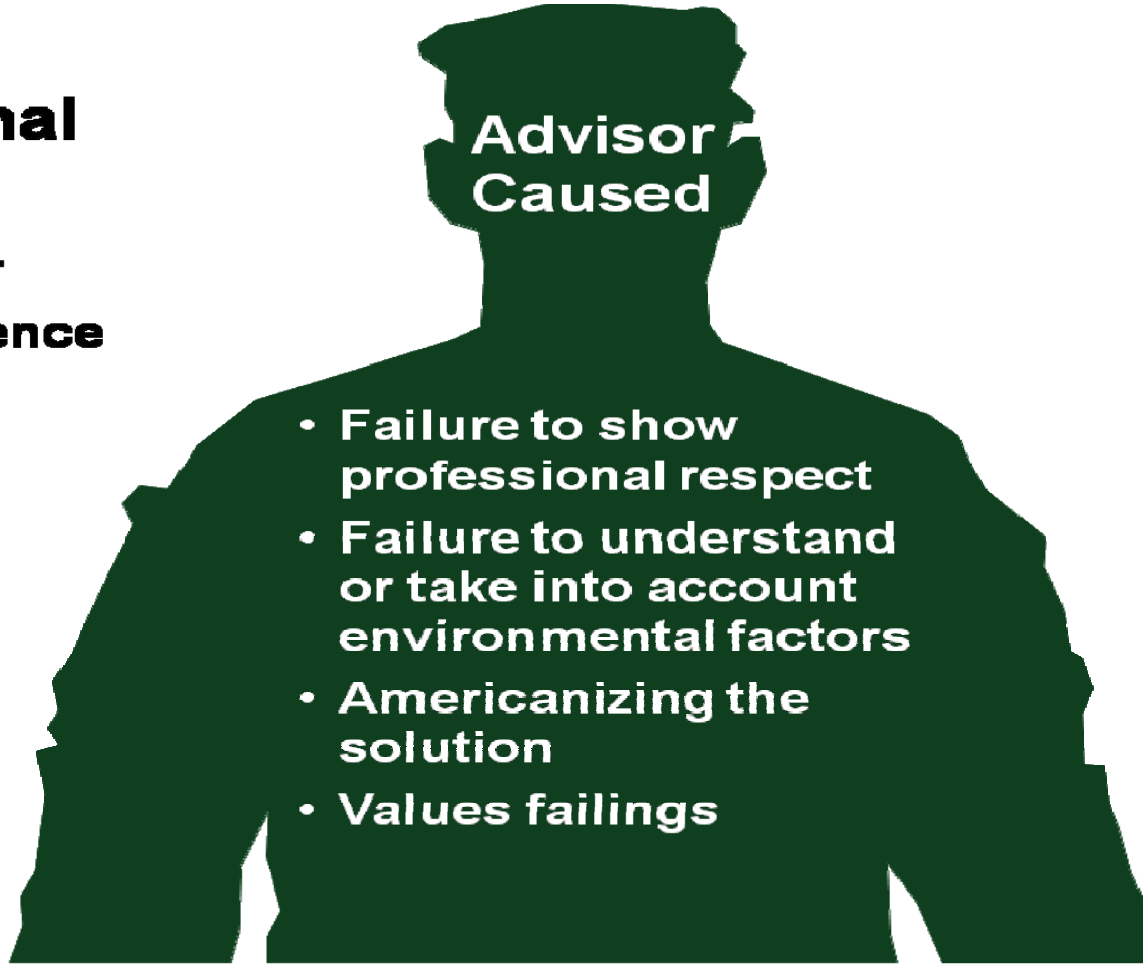
- Asking the police to do something they cannot due to inherent limitations is the surest way to destroy credibility

The Role of the Advisor

Factors that Affect Credibility

External

- **Age**
- **Gender**
- **Experience**



The Role of the Advisor

Value

- Value is showing how the advisor's suggestions will have a positive impact on the situation in *the eyes of the police*
- Value must be built on more than what the advisors can give the police in terms of material support
- Every recommendation made by the advisors must be sold to the police on how it will make them better
- Sometimes advisors will have to show individual as opposed to organizational value

Most police leaders will see the value of first-aid training—they realize that it has an immediate benefit for morale, especially if the training is accompanied by first-aid equipment. On the other hand, the chief may show little interest in training for crime scene processing, as the local station police may not do investigations. In this case, the advisors will have to show how the training adds value. In this case, the advisors can show value in recommendations by tying the suggestion to either personal benefit to the chief or as an appeal to cultural values such as duty or honor.

The Role of the Advisor

Role of the Advisor

- Advisors assist the police by identifying problems and recommending solutions to the police
- Advisors understand the environment and the overall commander's intent to ensure that the police development supports the overall tactical and strategic goals
- Ultimate goal of the police advisory mission is the establishment of a competent, capable, committed, and confident police force that is seen as legitimate in the eyes of the people
- Advisors work within the advisory chain of command, land owners, and other advisory elements to promote unity of effort

One term that defines the advisor role is
Problem Solver

The Role of the Advisor

Working as Part of the Advisor Team Hierarchy

- Advisor teams do not develop their assigned police stations or headquarters in a vacuum
- Coordination with advisor elements above and below the team is essential for success
- Advisors must synchronize systems development efforts at every police command level
- Police advisors must also work with other HN security force advisor teams to promote synchronization between the police and those HN forces

The Role of the Advisor

Providing Logistics Support

- During the development process, the police may be dependant on U.S. or donor nation support for logistics or financial support
- Even when foreign governments provide the equipment, advisors should work to force the police logistics system to handle the distribution of equipment
- Providing too much logistics support may weaken the advisory effort since the police may see them as only “cows to be milked”

Many nations provided support to build the Iraq and Afghan police forces. Here are ANP Ford Rangers prior to issue to policemen

UNCLASSIFIED

The Role of the Advisor

Information Operations

- Police advisors support the land owner's IO campaign with respect to the police; teams must conduct extensive coordination to ensure the police's IO efforts support the overall effort
- Major IO tasks include:
  - Ensure that IO are synchronized at all levels and nested within the landowners' strategic communications operation
  - Identify all the audiences, the news cycles, and how to reach the audiences with the HN government messages
  - Manage the local populace's expectations regarding what the HN police can achieve
  - Develop common, multi-echelon themes based on and consistent with HN government policies and the operation's objectives. Sustain message unity
  - Coordinate and provide a comprehensive assessment of the information environment, incorporating the activities of all other lines of effort
  - Remember that actions always speak louder than words; IO are executed every day through the actions of firm, fair, professional, and alert police on the streets among the populace
  - Work to establish and sustain transparency that helps maintain HN government and police legitimacy

The Role of the Advisor

Information Operations (continued)

Managing information encompasses the collection, analysis, management, application, and preparation of information both from an information operations perspective and in ways internal to the advisor operation, such as lessons learned integration. Because the advisor "will not know what he does not know," the team must synchronize its IO efforts with the overall theater and landowners' IO campaign to ensure continuity across the battlespace.

Commander's Handbook for Security Force Assistance

Media Affairs

- The media affects the police advisory mission both for the HN and for American support
- Police advisors must work diligently with the police to leverage the media to be "the first with the truth"
- Police advisors must also ensure that the development of the police supports the overall U.S. media message

The Role of the Advisor

Develop Sustainable Solutions

- Advisors are trying to work themselves out of a job
- Recommendations by the advisors must be sustainable by the police over the long term and without continued U.S. support
- Advisor teams must ensure that their replacements are prepared to continue forward and not repeat their earlier efforts

The Role of the Advisor

Setting Your Advisor "Clock"

- Rebuilding the police force will take much longer than your deployment—accept that fact
- Take the long view of solution development:
  - Just because a solution will not be implemented during your tour does not mean it is not the best solution
  - Avoid implementing solutions that will result in a quick fix the advisors can show as an accomplishment
- The police may show less of a "sense of urgency" than the advisors because they realize the futility of working on an issue today that may take years or decades to actually resolve

The Role of the Advisor

T.E. Lawrence's Advisor's Rules to Live by

- Go easy the first few weeks
- On all matters, deal with the chief first
- Avoid close relations with subordinates
- Work through influence, not direction
- The police doing something tolerably well is preferable to your doing it for them
- Do not let the police get into the habit of asking you for things

The Role of the Advisor

T.E. Lawrence's Advisor's Rules to Live by (continued

- Learn all you can about the police chief
- Win and keep the confidence of the chief
- Remain in touch as constantly and unobtrusively as you can
- Always treat the chief with respect
- Reasons given for actions or inactions may be true, but often there is more to the reason than is stated
- Never stop studying the people, area, and culture
- Keep your sense of humor

The Role of the Advisor

David Killcullen's Advisor's Rules to Live by

- **Diagnose the problem**
- **Organize for intelligence**
- **Find a political/cultural advisor**
- **Have a game plan**
- **Be there**
- **Avoid knee-jerk reactions to first impressions.**
- **Prepare for handover from day one.**
- **Build trusted networks**
- **Seek early victories**
- **Practice deterrent patrolling**
- **Be prepared for setbacks**
- **Take stock regularly**
- **Small is beautiful**
- **Know the turf**
- **Rank is nothing; talent is everything**

The Role of the Advisor

Advising Your Police Counterparts

- Forms of Influence
  - Suggesting alternatives
  - Recommending
  - Persuading
  - Advising
- To obtain acceptance of a solution the police leader must:
  - Believe the issue exists
  - See the issue as a problem or a potential problem
  - Accept the reasons presented as the cause of the problem
  - Propose or buy into the solution
  - Commit to the plan of action and communicate the plan to his subordinates

The Role of the Advisor

Attempting to Mandate Change

Police advisors have only a limited number of mechanisms at their disposal to mandate change:

- Bring in another advisor
- Take the issue to a higher police authority
- Withhold support
- Removal of the leader by the HN
- Leader detention by U.S. forces

Advisors will get much further by using persuasion as opposed to coercion to create change. It takes longer, but is ultimately more effective

Dealing with Special Situations

- Lack of acceptance by the police leadership
  - Indicators:
    - Refusal to meet with the advisors and allowing the advisors to meet only with subordinates
    - Meeting with advisors but never discussing anything of substance
    - Forcing the advisors to wait long periods and then conducting only a very short meeting
    - Limiting the advisor's contact with police or section leaders at the station
  - Options
    - Try to convince police leadership of advisor's value
    - Work with the lower level police however possible
    - Reduce coverage on the station

Dealing with Special Situations (continued)

- Personality Conflict
  - Chain of command should not force a relationship that does not work
  - Often reassigning the advisor is the best option
- Illegal Activity

If you want to get power, join the army; if you want to get rich, join the police.

—popular Thai saying

  - Determine if the activity is culturally or an accepted practice—if not confront it
  - Does the activity undermine the advisory efforts—if so, confront it
  - Report all illegal activity to the chain of command (advisor and land owner)

- Cutting Ties with a Station

The Role of the Advisor

Gender Issues

- Many nations do not have the same concepts of gender equality that western nations do; police advisors cannot change this fact
- Common gender issue areas include:
  - How the police interact with female members of the advisory team
  - How the police interact with female police
  - How the police interact with women in the community
  - How the police react to the advisor's interaction with local women

The Role of the Advisor

Specific Advisor Functions:

The specific functions of a police advisor are largely determined by the abilities of the mentored unit upon arrival. Based on the capabilities the functions of the advisor are adjusted to compensate for areas of weakness while providing minimal guidance to sustain effective policing efforts. Functions may include some/all of the following, but may also include substantially more:

- Establish accountability of equipment (weapons, vehicles, etc.) and assess needs
- Assess and implement/refine (as necessary) five priority systems
  - Operations
  - Logistics
  - Finance
  - Personnel
  - Training (Determine number of trained/untrained personnel and determine training needs)
- Verify Communications capabilities and document deficiencies/needs
- Assess force protection at the district stations
- Assess habitability and utilities issues at the district centers, with particular attention to detention facilities

The Role of the Advisor

Specific Advisor Functions (Cont.):

- Assist in the development and implementation of SOPs to direct future operations
- Assist/mentor/advise/train:
  - front line supervisors on basic personnel management skills
  - ANP staff in developing forms that improve and assist them with their daily activities

- Spot check ANP personnel to ensure that they are receiving pay and benefits in a timely and appropriate manner

- Maintain pertinent biographical information on all ANP key leaders (update as soon as changes occur)

- Coordinate and sync efforts with coalition forces partner

- Complete the District Status Report and update monthly

The Role of the Advisor

Advisors Do

• Develop assessments and provide appropriate reporting to CJTF Phoenix and CSTC-A as required:

- 100% serial number inventory of all ANP weapons for all ANP units
- Establish a Property Book for all ANP units
- Complete LOGSTAT reports which show the combat/policing power and capabilities of each ANP unit on a monthly basis.
- Complete Capabilities Endorsement (CE) reporting monthly on units which have completed the FDD cycle.

The Role of the Advisor

Advisors Do (Cont.)

- Empower the station commander
- Ask for and respect their counterpart's opinion
- Use the soft approach to request action
- Correct the most important deficiencies first
- Advise the station commander but never usurp his authority
- Advise against a bad decision tactfully
- Approach discussions from different directions and with a variety of words to make sure advice given is clearly understood
- Exercise patience
- Give the police credit and ownership for good ideas
- Take time developing a healthy relationship
- Demonstrate sincerity and a positive attitude
- Know the organization, equipment, and tactics of the unit thoroughly
- Demonstrate persistence
- Give the police credit for what they do well

The Role of the Advisor

Advisors Do (Cont.)

- Spend maximum time at the police station so that the police officers get to know and trust them
- Encourage frequent inspections by the station commander
- Constantly strive to raise the police station's standards to the level needed to complete the mission
- Stress human rights
- Confront corruption
- Constantly promote esprit de corps to sustain the police station in the face of difficulties
- If authorized, get used to the native food and drink
- Train their backup
- Maintain the values and attributes of a good leader and Soldier
- Learn as much as they can about the history, culture, economics, and politics of the HN as they can before they arrive
- Know and understand U.S. history and current political policy

The Role of the Advisor

Advisors Do Not

- Take charge of the police station
- Hoard the chief or staff leaders' time
- Use bribery or coercion
- Accept information in blind faith
- Give the counterpart the impression that status reports and administrative requirements are the most important items
- Immediately jump into the meat of the day's discussion
- Ask open-ended questions
- Present too many subjects at one time or unnecessarily prolong the discussion of one subject.

The Role of the Advisor

Advisors Do Not (Cont.)

- Hesitate to make on-the-spot corrections
- Make promises they cannot or must not carry out
- Become discouraged
- Try to apply the “American” solution to HN problems
- Criticize the police or HN government policy in front of police personnel
- Get caught in personality clashes between police leaders or the police and other formal or informal power structures
- Forget that a careless word or action can cost the United States dearly in good will and cooperation that may have been established with great effort and at considerable cost

The Role of the Advisor

Advisors Do Not (Cont.)

- Take responsibility for accomplishing the ANP mission unless directed by leadership to do so
- Assume responsibility for acquiring, emplacing, and sustaining support logistics
- Assume responsibility for the conditions of the ANP work environment
- Compensate ANP for conducting their duties
- Assume responsibility for the transmitting or transporting of personnel or supplies for the ANP
-

NOTE: It is the responsibility of the mentor to teach the ANP how to do these functions on their own rather than complete them.

The Role of the Police in a Counterinsurgency (COIN)

"Few military units can match a good police unit in developing an accurate human intelligence picture of their area of operation. Because of their frequent contact with the populace, police often are the best force for countering small insurgent bands supported by the local populace."
FM 3-24 Counterinsurgency, pg. 6-19

• **AUP are the frontline COIN force**: The goal of policing in a COIN environment is to provide political legitimacy to the government through the population's acceptance of authority. Since the police operate in small groups, interact with the populace on a daily basis, and can assist people with their problems they are best positioned to affect the population's perception of the government.

• **Security and Rule of Law**: The primary counterinsurgency objective is to provide security and rule of law to enable local institutions to grow and increase in effectiveness while decreasing the ability of the insurgency to execute operations. Because of their frequent contact with the populace, police are often the best force for countering small insurgent bands supported by the local populace. It is equally important to note, however, that in the case of larger insurgent bands, or insurgencies that have had time to mature, the local police often become ineffective in countering them based on mandate, mission, legal limitations, and training and equipping issues.

• **Assist ANA when countering larger or entrenched insurgency**:
  • Intelligence development.
  • Anti-Corruption efforts.
  • Processing detainees
  • Post-conflict security assumption plans.

The Role of the Police in a Counterinsurgency (COIN)(Cont.)

Key to COIN: Creating a Secure Environment

Long-term success in COIN depends on the people taking charge of their own affairs and consenting to the government's rule. The first step to gaining trust and confidence in the government is to provide a safe and secure environment for the populace to work and conduct daily life.

- **Threats to Security and Rule of Law:**
  - Terrorists
  - Insurgents
  - Militias
  - Criminals
- **AUP Countering Threats**

  - **Establish a visible presence** – This requires a police force that is visible day and night. The government will not gain legitimacy if the populace believes that insurgents and criminals control the streets some or all of the time. Properly located and protected police stations that are defensible can establish a presence in communities as long as the police do not hide in those stations. Being proactive and efficient in their actions, police display a position of strength to the insurgents and a sense of safety to the local population.

  - **Community involvement** – Police must show a genuine interest and concern for the safety and security of the local population through active patrolling and rapid response to the community needs. The community must believe that the police work to protect and help them while remaining accountable to the local government.

Another Key to COIN: Winning the Support of the People

In order to win support, the police must convince the people that the ANP have the following goals:

• Return to Normalcy: ANP must convince the community that the police will contribute to the community's return to normal life by protecting them from criminal violence. The police must continue to show they are part of the solution for the average citizen.

• Have a better life without the Taliban: This encourages the people to turn on the Taliban and contact the police instead of tolerating Taliban presence or criminal operations. It must be noted that criminal enterprises often funnel funds and equipment to Taliban and other AAF activities.

• Police must be separate from Negative Influencers: These are activities such as sectarian and ethnic violence, corruption, and political influence. This effort will be very difficult because these "influencers" are embedded in everything about this society. The Minister of Interior and police leadership must help the police work within these differences. The desired end state is for the police to learn how to treat the people in the community they serve with equality.

The Role of the Advisor

Summary

- Understanding the Advisor Mission
- Developing Advisory Effectiveness
- Role of the Advisor
- Advisor Rule to Live By
- Advising your Police Counterparts
- Things Advisors Do and Do Not Do
- Police Advising in COIN

Questions?