



PACIFIC ISLANDS CHIEFS OF POLICE

*Working Towards - "Safe and Secure Communities
for Pacific Island Countries"*

PICP Peacekeeping Operations Project

Selection Processes and Post-mission Management



Executive Summary

At the 36th PICP Conference in Wellington, the Chiefs of Police identified two challenges to deploying their staff on peacekeeping missions, *selection processes* and *post-mission management strategies*. The Secretariat was directed to undertake the Peacekeeping Operations (PKO) project to examine and develop relevant processes and strategies for deploying and returning staff.

A number of selection processes and post-mission management strategies were presented at the 37th PICP conference in Samoa. During the research phase of this initial project, the Secretariat identified an area of concern relating to post-mission medical screening.

During the following year, research was conducted in relation to post-mission medical screening options for PICP members. The findings from this research was provided in a discussion paper for the 38th PICP Conference.

The adoption of selection processes and post-mission management strategies provides a good platform for PICP member countries to improve their selection of the right candidates to undertake peacekeeping missions and to re-integrate their officers on their return. Any strategies developed in a country should be based on their legal, cultural and traditional beliefs and be mindful of current resources. The strategies and processes identified by the Secretariat are provided below for the information of PICP members and for possible adoption or adaptation.

Selection Criteria and Processes

The selection process is the most important component of the deployment phase that each country will undertake. These may slightly vary for each country but must be in accordance with relevant Peacekeeping Mission operational requirements by the initiating organisation or country. At a minimum each applicant should submit the following;

- Chronological CV
- Letter of application
- Copy of passport bio data page
- Copy of drivers licence
- Current use of force certificate (for missions requiring firearms)
- Copy of police ID card

Other considerations for PICP members include:

Nationality

Applicant must be a citizen of the member state he or she represents.

Professional Status

Applicant must be a current serving member of their national police force with no pending Court cases. Preferably have a minimum of 3 years in community based policing, teaching or police instructor training and not be nominated for other overseas posting. They must have no outstanding disciplinary proceedings and provide a relevant work history. Standard English literacy, comprehensive skills and computer literacy should also be considered.

Physical Competency Requirement

The applicant must complete and pass the physical competency standard set for a particular mission.

Referees

The applicant must supply three referees for character reference purposes. It is preferable that referees not be a family member. Referees should have known the applicant for at least two years or more.

Partner's declaration- Background information

The applicant's partner should be briefed and consulted once an applicant has been selected. An organisation may also like to develop a communication process in order to ensure contact with the family whilst in the serving member is in mission. Welfare checks on the applicant's family would also be ideal in fostering relationships.

Medical Examination

Applicants must complete and pass a medical examination from a recognised nationally certified institution. Any history of medical issues and / or concerns should be provided with their application.

Medical Brief

All successful applicants should be briefed on the potential health hazards for deploying members. They should also be provided with information about how they may minimise these hazards and provided with suitable immunization and medication. The briefings should also be done in the presence of the officer's family members.

Psychological Brief

All successful applicants should undertake a psychological brief prior to deploying on mission to ensure they are the most suitable candidates for the missions. This

will also help ensure that the candidate does not have any current psychological issues that may be exasperated by the deployment.

Post Mission Management Strategies

These post-mission management strategies are to assist the PICP countries develop their own policies for the re-integration of their staff after a peacekeeping deployment.

Each country should develop their own strategies which will work best for their circumstances based on their legal, cultural, traditional environment and resource aspects.

Debrief and Feedback

Debrief and feedback sessions can be conducted through individual discussions, group discussions or through the use of questionnaires.

Questionnaires should be designed with a monitoring and evaluation perspective of the deployment. Discussions can centre on experiences of the officer and the issues that they encountered. The information should be collated and assessed so they can be used to improve future selection processes and reintegration strategies.

Debrief and feedback sessions should be conducted shortly after the return of the officer and then again at the sixth month point. Allow for discussions of any issues or concerns the officer may have and/or likely to have.

Medical Examination

As a general rule, officers are deployed on missions without any pre-existing medical conditions. Upon their return from missions, the officers should be medically tested for any related sicknesses that they may have contracted or injuries sustained during their deployment.

This post-mission medical examination should be compared to their post-mission medical examination results. This will enable the examining medical officer to

understand the medical history of the officer and will also ensure that the officer is provided with appropriate treatment; recuperation and/or entitlements should they contract any disease, become sick or sustain injuries during their term of deployment and as a result of their active duties.

A further follow-up test should then be conducted within six months of their return to allow for testing of diseases with a longer incubation period. Whilst it is important that the deploying officer ensure that their own behaviour does not contribute to the contracting of disease and / or illness, it is equally important that the officers organisation understands they also hold responsibility in ensuring the safety and wellbeing of their officers on deployment. This may include on-going medical care should the officers sustain an injury or contract a disease as a result of their deployment and through no fault of their own.

Psychological Debrief

Deployment related health concerns and problems may appear subtly over time and go unnoticed among fellow officers. A review and discussion on adverse health effects of deployment including post mission syndromes, post - traumatic stress disorder (PTSD), other mental illnesses and unidentified illnesses can be administered through one-on-one debriefs, group discussions or a questionnaire. Psychological debriefs must be conducted by a person with the relevant medical background and education.

Family Contact and Debrief

The family's peace of mind is an important part of the officers' well-being. It is important that families be part of the debriefing process after deployments. This provides the family with insight into some of the issues that the officer may face. An organisation may consider developing a family network so that when communicating with deployed members they are still receiving information and updates from the Police Service.

Leave Management

Consideration may be given to a stand down period which may assist returning officers to settle back into their roles within their family, community and then finally the workplace. The health condition of the returning officer must also be

considered and appropriate amendments made to sick leave policies to allow for the officer time for recovery if required.

Recognition Function

An organisation may wish to consider a function involving serving members of the organisation, senior officers and government officials to welcome back the officers' from their deployment. Awards may be presented during the function if appropriate. This provides officers' with a feeling of being valued as not only ambassadors for their organisation but also their country. Often a member who has deployed on mission has little contact with their organisation whilst away which can result in a feeling of isolation. Having a recognition function allows the member to be welcomed home and back into the organisation.

Honours and Awards

An organisation may consider this initiative in recognition of the effort, dedication and commitment of officers whilst on mission.

Network Development

This may assist officers to develop relationships with other members who have served on missions. They can then work together by sharing and implementing ideas and workplace practices that will be of benefit to the policing organisation.

Record Keeping

It is essential that records are kept and maintained. This will help the policing organisation to further improve on its strategies and policies on reintegration in relation to Post Mission. An example report format that PICP Members may wish to adapt and use for record keeping purposes is:

- *Summary* - Provides a brief overview of debrief, its findings, and preliminary action plan.
- *Introduction* - A review of any information that is known about the adverse health effects of deployment both current and past, including illnesses, injuries, mental illnesses and any other unidentified illnesses.

- *Methods* - Describes the content and the process of interview and data collection and collation, analysis and any ethical issues.
- *Results* - Presents the preliminary findings on physical and mental status and interviewers impressions and recommendations.
- *Discussions* - Interpretation of the findings.
- *Conclusion* - Summarise the most significant findings of the debrief sessions.
- *Action Plan* - A planned response to the findings described.
- *Any references.*

Conclusion

Following the resolutions at the 36th Pacific Islands Chiefs of Police Conference, the Secretariat commenced work on the Peacekeeping Operations Project. The initial aim of the project was to identify a range of selection processes and post-mission management strategies for possible adaptation by PICP members.

The Project continued for a second year after the Secretariat identified an issue with post-mission medical screening. The outcomes of both phases of the project were reported on at the 37th and 38th PICP Conferences. The strategies identified by the Secretariat are provided for PICP member use. The Secretariat is willing to assist any PICP member with further clarification or guidance if requested.

The project objectives would not have been achieved without the support of all involved either directly or indirectly. The Secretariat therefore would like to thank all member countries and individuals that contributed in each phase of the project.

