



Organization for Security and Co-operation in Europe

Mission to Montenegro

Police Training Center, Danilovgrad

REPORT

February 2003 – July 2006

Danilovgrad, July 2006

List of projects in this report:

- ***Police Development Course***
- ***Principles of Modern Management Course***
- ***Community Oriented Policing Course for Higher Managers***
- ***Crime Scene protection and Patrol Procedures***
- ***COPPS¹ Course for Patrol Officers***
- ***Crime Scene Protection and Patrol Procedures for Traffic Officers***
- ***Supplementary Training for Border Police Course***
- ***VIP Protection and Escort Course for Motorcycle Unit***
- ***Trainer Development Course (TDC)***
- ***Ongoing: Principles of Modern Management***

¹ COPPS – Community Oriented Policing & Problem Solving

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Introduction

After more than three years of operating Continuing Police Education Courses, this report will serve as information about these activities and future activities at the police Training Centre Danilovgrad Montenegro. We will also discuss the importance of course feedback from the participants and how courses were modified and will be modified in the future.



Danilovgrad training team

Police Development Course

This program consisted of one week of Comprehensive police training in up to date modern methods of policing in an ever-changing environment. Some **1,680 Police Officers and Border Police Officers** were trained in the following subjects:

- Vehicle Search and Person Search
- Tactical Communications
- Community Police and Problem Solving
- Drug Identification
- Officer Survival and Disarming

Evaluation of the Course

Test results and verbal feedback from the participants was received. This information indicated that the participants thought,

- The course was relevant to their everyday work
- They would like to receive more training
- The course was too short and should be longer
- More of their co-workers should go through the course.



Vehicle Stop Demonstration

Principles of Modern Management Course

This program consisted of a two weeks course with **126 Middle and higher-level police managers**. National Police Instructors, Local Experts and International Training Staff conducted the course. Based on up-to-date science combined with international police management experiences, this course focused on:

- General organizational concepts, such as
 - Organizational structures
 - Management and Leadership
- Concepts concerned with human behavior and interaction, such as
 - Teambuilding
 - Communication
 - Motivation

Ethics, Values, and Human Rights

- Concepts related to managerial functions, such as
 - Planning
 - Problem Solving
- Decision Making
 - Delegating
 - Performance Management.

In addition, it offered a one day session "Police-Media Relations", facilitated by a representative of the Media Institute, Podgorica.

Due to the success of the program, it was implemented in South Serbia and Macedonia.

Evaluation of the course

Through observation and feedback offered by participants, the involved PTC Danilovgrad training staff came to this conclusion:

- The course structure and flow appeared to be appropriate; it was well received by the participants.
- The majority of participants was not only quite interested and active in all discussions and group work but also offered useful contributions to all course subjects.
- After completing the course, participants seemed to have achieved a more professional approach to managerial practice.



Group work on Case Study

Community Oriented Policing and Problem Solving (COPPS) for Higher Managers

This three week program consisted of three modules concentrating on,

- A framework of community oriented policing
- Collaborative partnerships
- Community problem solving
- Managing organizational change
- Strategic planning
- The elements of planning documents

It was then concluded with a seminar on community policing which included national, international organizations and representatives of the OSCE. The focus of the seminar was expectations from the police and partners during implementation of the community policing. Some key findings were made during the working group portion of the seminar. Community policing is needed in Montenegro



Seminar on Partnership Building

- There needs to be more open communication between the police and the community partners
- These meetings should be held in other communities in Montenegro (not just Podgorica)
- Some communities in Montenegro enjoy a certain amount of community based policing but, it needs to be more formalized through uniform reporting procedures and training.

Total of 76 higher managers have completed the program.

Community Oriented Policing and Problem Solving (COPPS) *for Patrol Officers.*

This one week program consisted of:

- A framework of community oriented policing
- Collaborative partnerships
- Problem Solving Techniques
- Communication and Image Management

90 patrol officers from nine pilot sites have completed the program.

The original program planned the training of 550 patrol officers who will be working as Community Police Officers.

Evaluation of the course

The participants received the course positively and it was found useful and vital for their daily police work.

During the course, participants were given task to work in teams to develop new approaches, strategies and action plans to solve the common problems in society such as drug abuse, illegal woodcutting, reckless driving, illegal parking, prostitution etc. The results showed that the participants are ready to implement the COP program.

Crime Scene Protection and Patrol Procedures for Traffic Officers

This one week program consists of,

- Crime Scene Protection
- Vehicle Identification Numbers
- Traffic Accident Management and Report Writing
- Vehicle Stops and Searches
- Officer Safety
- Communication Techniques and Tactical Communication

The program has been developed and delivered by OSCE and local instructors from School.



Crime Scene

Total of 163 traffic officers went through this program in year 2005.

Crime Scene Protection and Patrol Procedures for Patrol Officers

This Crime Scene Protection course focuses on Patrol Offices' responsibilities on a crime scene, and it is also one week program, covering the following topics:

- Crime Scene Introduction
- Initial Response
- Safety Procedures
- Emergency Care, Secure and Control Persons at the Scene
- Types of Evidence
- Common Errors by Patrol Officers
- Scene Assessment
- Scene Boundaries
- Document Actions and Observations
- Crime Scene Practical Exercise



Patrol Officers securing a "crime scene"

The program has been developed and delivered by OSCE and local instructors from School.

Total of 206 Patrol Officers went through this training by the end of 2005.

Supplementary Training for Border Police Course

This **ongoing** one week course covers the following topics:

- Patrol Procedures
- Communication and Information Gathering
- Human Trafficking
- Self Initiation
- Problem Solving Exercise
- Vehicle and Person Search

During this course the participants get a chance to develop their daily operational skills, such as handling drugs and human traffickers and their victims, handcuffing, finding concealments in vehicles, etc.

Total of 294 border police officers have been trained during 2005.

VIP Protection and Escort Course for Motorcycle Unit

VIP Protection and Escort Course was held in cooperation between OSCE Police Education Development Unit, Turkish Police Motorcycle Unit and Montenegrin Police in order to increase the ability and the capacity for providing escort and protection services to Ministry of Interior and the Montenegrin Police.

Training program itself was supported by a motorcycle unit team of two instructors from Turkish National Police.



Motorcycle unit in training

As a result of five-day training course, all participants are able to demonstrate more systematic and professional approach in providing VIP escort and protection. Moreover, the sustainability will be assured in this particular area, as the six participants will be trained as motorcycle instructors for the Montenegrin Police at the end of this Course. Therefore, the need of motorcycle instructors of the Montenegrin Police will be met in a long run.

Trainer Development Course (TDC)

This intensive and comprehensive 5-week program is designed to train police educators on modern andragogical methods of delivering training.

Trainer Development Course (TDC) is intended at increasing the institutional capacity of the Police Service in Montenegro to be able to establish sustainable training and education.

TDC will enable the Police Academy in Danilovgrad to move gradually to a self-supporting and sustainable future training system.

This program was held by national police trainers, graduates from OSCE APTC² Zemun and mentored by OSCE PTC Danilovgrad international police trainers.

² APTC – Advanced Police Training Center

Principles of Modern Management Course (Ongoing)

Due to the changes in management level in Montenegrin MoI, training for newly appointed managers was needed. At the end, this project a total 56 first line and mid level managers will be trained.

Previous Management Program has been revised and tailored. In this respect, new subjects are introduced to participants such as Community Oriented Policing, Equal Opportunities and Discrimination, De-briefing Techniques.

(For other details, see page 5).