



# **Policing Standards for Mexico**

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## **Personal and Institutional Background**

- **Started career as a Federal Criminal Investigator and Security Specialist for the Department of Treasury.**
- **Transferred to the Department of Justice, International Criminal Investigative Training Assistance Program (ICITAP), part of the Criminal Division.**
- **20+ years experience in the development of foreign law enforcement capabilities and working in Latin America**
  - **4 years in Panama after Operation Just Cause**
  - **8 years in Colombia managing the ICITAP program**
  - **8 years working for Philip Morris International, Microsoft, and Hewlett Packard with investigative responsibilities in Latin America**
  - **3 years in Mexico managing the ICITAP program.**



# Department of Justice/ICITAP

- Serves as a bridge between U.S. law enforcement and professional development overseas.

## Mission:

- To work with foreign governments to develop professional and transparent law enforcement institutions that protect human rights, combat corruption, and reduce the threat of transnational crime and terrorism.
- In Mexico, and around the world, we partner with the Department of State and the US Agency for International Development (USAID).



# Background

- **US/Mexico broad Bilateral relationship, with a renewed focus on trade and education, requires a continued discussion of Security**
  - Security underpins economic prosperity.



# Merida Initiative

- Through this initiative and other bilateral cooperation, the US supports the development of highly professional, sustainable Mexican criminal Justice system that is:

Worthy of Confidence

Effective and Efficient

Impartial and Just



# Principal Challenges

## Building Confidence

- Within institutions
- With Society

## Organizational Development

- Under Developed: Personnel , Management, and Operational systems

## Sustainable Change

- Long Term Process
- Nationalization
- Institutionalization



## Today's Discussion will focus on Development of Policing Standards as a Mechanism for Sustainable Change

- Development at the federal , state, and municipal level of standards for recruitment, selection, training, retention, and promotion.
  - Ensure that personnel from small to large municipal to federal police forces can obtain and operate consistently with at least the **minimum** acceptable norms and best practices.



# **US Experience**

**Two important experiences with respect to Police Professionalization:**

- Development of Peace Officer Standards and training (POST) in 1959.**
- Development of the Commission on Accreditation of Law Enforcement Agencies (CALEA) 1979.**



# US Experience

- Movement initiated in the late 1950's and based on several key tenets:
  - Police forces should focus on suppressing crime and be free of political influence;
  - Police forces should develop objective standards, advanced strategies to fight crime, and the means to accredit police agencies;
  - Police forces should develop a model of professional excellence, enhancing esprit de corps and their public image; and
  - The community should be involved in the development of standards and advocate for their police forces



# POST

- Post commissions were established by state governments to develop minimum standards by which peace officers are employed, trained, and certified.
  - A partner with law enforcement and other public and private entities to enhance cooperation in meeting the needs of law enforcement.
    - Advocates and serves as a catalyst for advancing the profession and image of law enforcement by working with its partners to educate members of the public about their crucial role in supporting quality law enforcement.
  - Provides mechanism by which organizational minimum standards are developed and linked to the recruitment, selection, training, evaluation, and career development of peace officers.



# CALEA

- An independent body established in 1979 by the International Association of Chiefs of Police (IACP), the Police Executive Research Forum (PERF), the National Sheriff's Association (NSA) and the National Organization of Black Law Enforcement Executives (NOBLE).
  - Goals to strengthen crime prevention and control capabilities; formalize essential management procedures; establish fair and nondiscriminatory personnel practices; improve service delivery; solidify interagency cooperation and coordination, and boost citizen and staff confidence in Police.



# Mexico's Commitment to Professionalization

- 2009 Creation of “The General Law of National Public Security System”.
  - Established legal framework for a more professional police service.
- December 17, 2012, President Enrique Peña Nieto's security cabinet established a National Goal:
  - The establishment of a Career Professional Service as one of the pillars of police and security forces who are “Professional, capable, service-oriented, and an example of compliance with the law”.



# Mexico Experience

- Several Mexican states have initiated the process of accreditation under CALEA
- Mexico has dedicated a significant budget to the development of police forces on a national level
- Sharing of experience taking place on national level



# The Potential

**Development of MEXICAN national and state standards that:**

- support the public safety mission by ensuring quality, integrity, accountability and cooperation
- encourage new ideas, exploring and using appropriate technologies, delivering relevant, client-based programs and services.

**Standards**

**Policies and  
Procedures**

**Responsibility &  
Accountability**

**Transparency**

**Recruitment &  
Selection**

**Career Development**

**Exit**

Type of  
person

What will the  
person do?

Institutional Performance

Career Paths

Retirement

Recruitment &  
Selection

Initial  
Development

Development & Evaluation

Quitting

Individual

Results

Academies &  
Institutions

Management  
and Leadership

Talented  
Institution

Executive

Separation by  
Agency

Ethical and  
Professional

Trust &  
Confidence

Mid-  
Management

Basic and  
Specialized  
Skills

Technical  
Functions

Lower  
Impunity

Entry Level

Other

Certification



# End Result

- **Creation of professional staff and their capacity to adequately support the work of national and state standards commissions capable of accrediting Mexican law enforcement agencies and setting professional performance standards for police, investigators, forensic experts and prosecution personnel;**
- **Commissions serve as centers for the collection, review, evaluation, development and sharing of ideas and information on selection, training, technology, operations, management, and leadership.**



# **Transition to Accusatory System**

- **Standards and best practices now become even more important as police, investigators, forensic experts begin to testify in oral trials.**



**Professionalization is not only training and equipment, it requires organizational and systemic change in order to be sustainable.**