

Received on (30-11-2014) Accepted on (18-03-2015)

## A Suggested Proposal for Restructuring Security Training in the State of Palestine

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### Abstract

The security establishment constitutes the defensive shield of the state, provided that it is built on sound scientific and national foundations. This can only come through a number of factors, the most important of which are neutrality of the establishment and comprehensive security training. This is the problem of Palestinian security services which suffer from weakness of neutrality and security training due to political, administrative and professional reasons. Therefore, the study's problem lies in searching for appropriate mechanisms to overcome this weakness. The study was confined to the training institutions belonging to the Palestinian security services and to reviewing the reality of security training and looking at previous studies and experiences, and then submitting the suggested proposal. The study relied mainly on the descriptive analytical method, while also depending on the abstract method as a secondary one. In order to bring the suggested proposal into fruition, the study recommended the need to form committees of experts in both the academic and the professional security fields, to restructure the training institutions, and to put in place other types of training as part of the requirements for promotion to the next rank.

### Keywords:

Training, Security, Services, Palestine, Courses.

### تصور ومقترح لإعادة هيكلة التدريب الأمني بدولة فلسطين

تشكل المؤسسة الأمنية الدرع الواقي للدولة، إذا ما بُنيت على أسس وطنية وعلمية صحيحة، وهذا لا يكون إلا بتوافر عدة عوامل، أهمها: حيادية المؤسسة، والتدريب الأمني الشامل. تلك هي مشكلة الأجهزة الأمنية الفلسطينية التي تعاني من ضعف الحيادية والتدريب؛ نتيجة لأسباب سياسية وإدارية ومهنية، لذلك تكمن مشكلة الدراسة في البحث عن الآليات المناسبة للتغلب على حالة الضعف هذه. هدفت الدراسة إلى التعرف على واقع التدريب الأمني، وتقديم تصور مقترح لإعادة هيكلة التدريب الأمني في ظل المصالحة الفلسطينية. اقتصرت حدود الدراسة على المؤسسات التدريبية للأجهزة الأمنية الفلسطينية. ولاستعراض واقع التدريب الأمني، والاطلاع على دراسات وتجارب سابقة، ومن ثم تقديم التصور المقترح. اعتمدت الدراسة على المنهج الوصفي التحليلي كمنهج رئيس، إضافة إلى المنهج التجريدي كمنهج مساعد. وأوصت الدراسة بضرورة تشكيل لجان من الخبراء في المجالين: الأكاديمي والأمني المهني؛ لإعادة هيكلة المؤسسات التدريبية، وفرض أنواع من التدريبات الأخرى كجزء من متطلبات الترقية للرتبة التالية.

### كلمات مفتاحية:

التدريب، الأمن، الأجهزة، فلسطين، الدورات.

## 1. Introduction:

The ultimate goal of national security is the ability of the state to achieve security and prosperity for its people and guarantee human dignity and national pride. The security establishment becomes the defensive shield for protecting the state's national security. Therefore, achieving cohesion within the security establishment is considered one of the most important national security elements. Such cohesion is based on several factors: ensuring the neutrality of the security institutions and comprehensive training to all employees of the security services, so as to guarantee their ongoing preparedness (Habib, 2010). As a result, developed states resort to building a comprehensive training system aiming at creating professional security services capable of protecting national security (Abu-Nasr, 2002), hence the need for professional security training to improve professionalism and efficiency of the security services (Club, 2010).

Training is based on a thorough process of organization through which expertise and knowledge are transferred to increase trainees' knowledge and skills and effect a change in their behaviors and convictions towards the security policies and orientations of the state (Perry, 2012).

As a result, training institutions in the security sector aim to achieve many objectives in the training process, including:

1. To raise the professional, administrative and technical efficiency of all security personnel: leaders and subordinates.
2. To increase the abilities of security personal and develop their skills so that they can deal well with the nature and circumstances of security work.
3. To expand the perceptions of security leaders through education, training and development.
4. To instill team spirit among members of the security apparatus.
5. To develop a spirit of collegiality, friendship and respect between subordinates and leaders.

6. To be up-to-date with research and developments in the field of modern security studies.

The continuation of the training process in an orderly manner ensures the promotion of attitudes and values among security services personnel and gives them the necessary experience that will help them protect the state (Yagi, 1986). This training process should not be limited to qualifying affiliates when they join security services, but it should continue during their work to reflect the logical and continuous development of information, expertise, and skills that must acquire (Abdel Salam, 1983).

The state should plan the training process and carefully build its institutions to protect its national security, hence the need for establishing training centers and specialized military colleges and academies to prepare highly qualified and professional security affiliates (Ruslan, 1994).

This is the problem facing the Palestinian security services which suffer from weakness in the training process that lacks inclusiveness, continuity and planning since its establishment until today. The concept of training in the Palestinian security services is still limited to providing preparatory (basic) training for officers and non-commissioned officers, while missing on the rest of the training types of training due to political, administrative and professional reasons.

Despite the establishment of training and academic institutions in the West Bank and the Gaza Strip, these institutions have been unable to organize the training process that would help create real state institutions of the State, and this requires the need to restructure the security training in the light of national reconciliation.

## 2. The Reality of Training of Palestinian Security Services in the West Bank and the Gaza Strip:

This section addresses four main sections: the first section reviews training types and central aims. The second section provides a general conception of the reality of security training in the Palestinian security services since their beginning until 2007,

when the Palestinian division started. Sections three and four address the results of the Palestinian division that led to a split between security services in the West Bank and the Gaza Strip, and with this we offer a suggested proposal for restructuring the training of the security services in the state of Palestine.

### **2.1 Security Training Types:**

Security training is divided in terms of its functions into five types: basic training, Compulsory training, specialized training, refresher training, and leadership training). All security services affiliates are required to undergo such training including new recruits, non-commissioned officers, assisting officers, and chief officers, but each category receives particular training programs and methods as follows:

#### **2.1.1 Basic Training:**

It is a structured training based on sound scientific grounds, and is primarily subject to specialty standards (Sibai, 2011). It can be termed 'basic training' when it used for new recruits for security services, while the term preparatory training is applied to study at security colleges or to those enrolled in officers' qualifying training courses. The aim of this training includes the following:

- Acquiring knowledge necessary for new recruits to specialize (Club, 2007).
- To give the affiliates basic physical and technical skills (Obeid, 1971).
- Building values and attitudes toward military and security work (Rabi', 2006).

#### **2.1.2 Compulsory Training:**

It is professional training which includes the Compulsory courses that must be taken by all affiliates of the security services belonging to the two categories: non-commissioned officers and assistant officers, who must successful pass them passed for promotion to the next rank, according to the provisions of Article (140) of the law of service in the security forces No. (8) of 2005, which aims at the following:

- Enhancing professional knowledge; to improve performance and productivity level (Hashim, n. d.)
- Promoting the values and attitudes toward military and security work (Abdel Wahab, 1981)
- Upgrading the security services member to the next rank (Siba'i, 1963)

#### **2.1.3 Specialized Training:**

It depends on specialty in the specific field of work (Qadour, 1996), which contributes to building capacity, skills, knowledge, and professional competence of all affiliates (Reber, 1995), and helps control and optimally monitor the security situation. Its aims include the following:

- To give affiliates new knowledge and skills; to enhance their professional and technical abilities. (Mohammed, 1999)
- To arrive at a state of professionalism of the security affiliates in the specific professional field (Bader, 1994)
- To control unexplained needs for material and physical and human resources. (Hashim, n. d.)

#### **2.1.4 Refresher Training:**

It is a short-term physical training targeting all officers and non-commissioned officers in order to maintain a level of permanent readiness to counter any potential threat (Al-Mashharawi, interview, 06/07/2014). The duration of this training is determined according to the security situation in the country, and the nature of the war it faces, roughly between (15-45) days. Therefore, through the implementation of this type of training, the security services seek to achieve the following objectives:

- Maintain Fitness levels of the security services employees, to keep them at a high level of preparedness (Bashat, 1985)
- Maintain military control and connectivity, and enhance morale. (Al-Mashharawi, interview, 06/07/2014)
- Follow up on recent developments in infantry and weaponry training (Siyam, 05/05/2014)

The involved in the establishment of the Palestinian Authority in 1994 did not help to implement these five types of training, but training was limited to parts of preparatory (basic) training and specialized training, through courses for new recruits, and then courses for qualifying officers. This was due to lack of local specialized experts and leadership qualifying training. This has negatively affected the performance of the security services, and reduced the level of preparedness to face any real threats that might face the country. The Palestinian political split has had serious impact on the division of the security services including their training process and the institutions involved.

## **2.2 The Reality of Training of Palestinian Security Services Between 1994-2006:**

Forming the security training division at the Ministry of Interior and National Security goes back to the time of the formation of the security services in 1994. Since the very early stage of its formation, work started on qualifying new recruits from the people of the West Bank and Gaza Strip. Thus, several training centers were established in the cities of Jericho and Gaza, but the level of training at the beginning was weak. Therefore, the security services resorted to external qualifying and training, especially in the surrounding Arab countries. Over time, local training expertise has accumulated, and along with it grew training directorates and departments that were formed.

The General Directorate of Training was established to oversee the National Security Forces' training institutions, while the General Department of Training for Police was created and was later changed into Arafat Police Academy in 1999, which has had a significant role in promoting the general training of the police apparatus (Al-Rayyes, interview, 25/50/2014). In 2003, the General Department of Training at the Interior Ministry was created to take over the management and planning of local and external training of the Internal Security Forces, while the General Directorate of Training remained in

charge of training of national security forces (Kaloub, interview, 27/05/2014). Below is a review of the most important training courses carried out locally and abroad:

### **At the Local Level:**

1. A Foundational course for non-commissioned officers, which lasted for two weeks in 1994, and later lasted for (6) months in 2000. The course was implemented in every security service separately in Gaza and the West Bank.
2. Officer Qualifying course which started in Gaza and lasted for three months, and then was adopted after 1998 to become (6) months. The first courses were held at the Police Training Centre that was later changed into Arafat Police Academy. The included officers from all security services. After 1998, the National Security Service held special training courses for national security officers. Various training courses were conducted depending on the functions and work of each security apparatus (Abu Adrih, 10/06/2014).
3. A 12-month course was conducted for staff holding law degrees. The first course was held in Jericho and targeted those holding bachelor's degree in law from the West Bank and the Gaza Strip. Another course was conducted in the Gaza Strip.
4. Refresher training courses were held for non-commissioned officers (Al-Rayyes, 25/05/2014).
5. Some specialized courses were held in different areas of security through bringing in international trainers to the Gaza Strip and the West Bank (Al-Rayyes, 25/50/2014).

### **At the External Level:**

1. Dispatching a number of high school graduates to join the police and security colleges in some Arab and foreign countries.
2. Dispatching a number of officers and non-commissioned officers to attend specialized courses in Arab and foreign countries.
3. Dispatching a number of senior officers to join Command and Staff course in some Arab and foreign countries.

It is noted that during this period preparatory training was the most common one, while other training types were weak and unplanned, and therefore did not yield a positive impact on the performance of the security services. (Kloub, 27/05/2014).

This situation remained intact until the emergence of the Palestinian internal division that followed the events of 14/06/2007 in Gaza, the consequence of which was the split of the security services in the West Bank from the ones in the Gaza Strip. This has led to the emergence of two separate entities, each of which has sought to develop its staff according to their potential and outlook. A significant development in the preparatory training in the West Bank and the Gaza Strip following the establishment of the two academic institutions for qualifying officers.

### **2.3 The Reality of Training of Security Services in the Gaza Strip Between 2007-2014:**

After the order of Palestinian President Mahmoud Abbas to bar security forces staff from working under the Hamas-run government, the number of security staff who resumed their duties after the events of 14/06/2014 did not exceed 4,000 officers and non-commissioned officers. This is in addition to the 5,000 members of the Executive Force, which was set up by the former Interior Minister Said Siyam in 2006 (Musleh, 10/05/2014).

The training situation was weak and difficult situation, and the most difficult problem was finding trainers who were supposed to provide training for the Executive Force staff who did not receive any police training. That situation reflected negatively on the professional performance with the public. The number of qualified trainers was very limited in light of the refusal of the majority of efficient trainers to join work due to political reasons. Despite security challenges, suffocating siege, the limited number of trainers, and stopping of external training to a large extent, the security services in Gaza were able to undertake their responsibilities in light of limited material and human resources.

All training institutions that previously existed before the Palestinian division were rebuilt. The Ministry of Interior and National Security established the Palestinian Police College which was the first police academy that graduates police officers in Palestine who hold a bachelor's degree. Its formation came about by a decision from the former Minister of Interior, Fathi Hammad, in 2009 in order to upgrade the security and police work of the officers working for the Ministry of Interior and National Security, especially after external training for security services personnel was completely prevented. The college got accreditation from the Ministry of Education and Higher Education in 2010. The college gives a bachelor's degree in law, police science for students holding general secondary school certificates. The college is also involved in qualifying the security services officers who hold bachelor's degrees through a nine-month special diploma in police science.

Interior Minister Hammad continued work to develop the specialized training for the security services, and therefore the Naval Department was opened in 2013, and then received accreditation from the Ministry of Education and Higher Education in 2014, and then the first batch of high school graduates joined the department. The Department of Strategic (Military) Sciences was established to strengthen the preparedness and professionalism of the national security forces and professionalism, and it is expected that the first batch of students join the program in September 2014.

Due to this expansion in the disciplines within the Police College, the Council of Ministers issued a decision to establish "Ar-Ribat University College" on 25/05/2014, which also got all necessary accreditations from the Ministry of Education and Higher Education, so as to enable it to transform the Police College departments into separate colleges. In this way, this university college is in parallel with Al-Istiqlal University in the West Bank (Ar-Ribat University College, 2014).

## **2.4 Training of Security Services in the West Bank Between 2007-2014:**

Training of security services in the West Bank was not affected mainly because the security services in the West Bank remained intact, as they continued to work without any disruptions, and as a result of the availability of material and human resources, and the ongoing external training. All training departments in all security services were activated, where "Palestinian Academy for Security Sciences" as set up following a presidential decree dated 10/09/2006, and was accredited by the Ministry of Education and Higher Education as a Palestinian higher education institution on 22/05/2007. Later the Academy was changed into "Al Istiqlal University". This university awards a bachelor's degree in three majors as well as six special diplomas (Al Istiqlal University, 2014).

It should be noted that the Ministry of Interior represented by the police force in the West Bank sat up the Palestinian Police College in Al Nu'ayma area north of the city of Jericho, and strives to develop the college so that it awards a bachelor's degree in police science and law. This is a clear case of negative competition between Police Service that belongs to the Ministry of Interior and Al Istiqlal University that belongs to Major General Tawfiq Terawi, the former director of the Palestinian General Intelligence.

It is well known that the majority of countries around the world establish one specialized college only in the country, around which all material and human resources are harnessed in order to upgrade promote graduates to the best levels. However, in the case of the security services in the West Bank, the two parties got embroiled in a state of conflict with one another, as each side tries to prove itself, even if that comes at the expense of public interest. Moreover, the size of the forces in the West Bank does not call for the establishment of two police colleges because the need for graduate police officers does not exceed the 100 officers. Bear in mind that in a country like Egypt needs nearly 1,500 graduate police officer, and yet it has only one police college.

Based on the previous review of the reality of the Palestinian security training, and in light of the researcher's endeavor to develop national cadres and advance the nascent Palestinian state institutions, a matter that is directly related to Palestinian national security, which is the researcher's main focus, a suggested proposal for restructuring training in the State of Palestine is presented in the following section.

## **3. A Suggested Proposal for Restructuring Security Training in the State of Palestine:**

The proposal aims to raise the level of security personnel, so as to enhance affiliation and discipline, and upgrade the level of the institutions of the nascent Palestinian state. To achieve these aims, it is necessary to practice all types of training in parallel and in all disciplines.

Security services staff are distributed into four categories, namely, new recruits, non-commissioned officers (corporal- staff warrant officer), assistant officers (lieutenant - captain), and commanding officers (major - lieutenant general).

The researcher will give an explanation of the required training mechanisms and how to manage them and execute their programs through four sections addressing methods of implementing these four types of training: the first section addresses the category of new recruits, while the second section deals with non-commissioned officers. Section three deals with assistant officers, while section four addresses ways for restructuring of training institutions, which will be assigned the task of implementing all types of training, as follows:

### **3.1 New Recruits Training:**

Training of new recruits is limited to one type of training, namely the basic training, while the rest of training types are received after they are upgraded to the non-commissioned officers' category. Since their inception, Palestinian security services have variously held training courses for new recruits, but their main problem lies in the absence of specific professional standards for admission, according to the functions and nature of

work of each security service. Here we distinguish between two stages:

**Palestinian Pre-Division Stage:** planning and execution of basic training for new recruits were the responsibility of each security service, in the absence of a general governing body that determined the required numbers, general conditions for admission, and the training curriculum, which all led to the enlargement and weakness of these security services.

**Palestinian Post-Division Stage:** training of new recruits has become somewhat organized, both in the West Bank or in the Gaza Strip. In the West Bank, basic training courses were held at the General Directorate of Training, and then graduating members are distributed to the various security agencies (with some exceptions for some agencies); one could see a similar situation in Gaza, where basic training courses for new recruits were conducted in the General Directorate of Training. Clearly, the shortcoming in the implementation of these courses can be observed in the following points:

- The absence of specialized training since basic training is uniformly conducted to all new recruits and are then distributed to the security services without taking into account the nature of tasks and work of each security services.
- The short duration of the course, as there is no fixed duration for the basic course; it generally ranges between 3-6 months, where it should naturally be put at six months.
- **Poor knowledge content:** Focus is placed on physical training, which is generally unplanned and where there is dependence on ill-advised violent training to cover the training period.

To address these shortcomings and to arrive at an organized management and planned training of basic training courses, the researcher suggests the following foundations: lay the foundations for the following:

- a. Determine the admission criteria for new recruits by General Directorate of Training in cooperation with the relevant security service.

- b. Specify the duration of the basic training course to be (6) months and to be implemented by the specialized school of that service to which the new recruit will belong. The researcher sees that the security services need (6) basic specialized courses, because of the different functions and fields of specialty, see Table (1).
- c. All courses should have a unified curriculum for physical fitness, infantry, weaponry, military control and coordination, and national mobilization, while the rest of the curriculum is determined according to the tasks and specialization of the specific security service.
- d. The specialized schools is in charge of preparing the detailed training program of the specialized basic training course in cooperation with the General Directorate of Training, such that the training course plan is divided into two sections: field and knowledge, with 50% for each section.
- e. The General Directorate of Training supervises the implementation of training programs for basic courses which will be held in the specialized schools to ensure quality.
- f. Due to the nature of the work of the Internal Security Service and the Preventive Security Service, and the limited number of non-commission officers in each service and that their work is limited to guards and operations, the scope of their work is similar to a large extent to the work of non-commission officers working in the Security and Protection Service or the Presidential Guards, and therefore they can join basic courses in the school of special forces belonging to Security and Protection Service.

**Table 1** *Basic Training Courses for New Recruits According to the Specialty of Each Security Service*

	Course Name	Execution Body	Relevant Security Service	Course Duration
1.	Basic Military	Non-Commissioned Officers School	National Security	6 months
2.	Basic Naval	Naval School	National Security	6 months
3.	Basic Police	Non-Commissioned Officers School	Police	6 months
4.	Basic Security and Protection	Special Forces School	Security and Protection	6 months
5.	Basic Civil Defence	Civil Defence School	Civil Defence	6 months

### 3.2 Non-Commissioned Officers:

For qualifying this category of officers, they must be subjected to all types of training which enable them to upgrade their skills and professional standard. This would reflect positively on all the security operation components and results in the State of Palestine. Therefore, training for this category can be classified into three types:

#### 1. Compulsory Training:

It involves compulsory educational courses which non-commissioned officers must take in order to promote to the next rank, according to the provisions of Article (140) of the law of service in the security forces number (8) for the year 2005. The researcher suggests dividing promotion courses for non-commissioned officers, according to the security services they work for, into five sections, as shown in table (2). The duration of each period is confined to two months, according to the following considerations:

- The pertinent specialized school is responsible for designing and implementing the training program of the promotion course scheduled for each rank in cooperation with the General Directorate of Training, which is in charge of overseeing the implementation of these programs.
- The promotion course is generally specialized in the field of operation of that security service.
- Study in the promotion course is divided into academic and training, with (50%) for each section.
- To upgrade non-commissioned officers belonging to the Internal Security Service or the Preventive Security Service, they must enroll in compulsory courses for non-commissioned officers working in the Security and Protection Service, which are conducted by the Special Forces School run by the Service.

**Table 2** *Compulsory Training Courses Required by Non-Commissioned Officers in Order to Promote to the Next Rank*

	Security Service	Upgraded to Rank	Course Name	Course Duration	Execution Body
1.	National Security	First Sergeant	Compulsory (1)	(45) Days	Non-commissioned Officers School
		Sergeant Major	Compulsory (2)	(45) Days	
		Senior Warrant Officer	Compulsory (3)	(45) Days	
2.	Police	First Sergeant	Compulsory (1)	(45) Days	Police School
		Sergeant Major	Compulsory (2)	(45) Days	
		Senior Warrant Officer	Compulsory (3)	(45) Days	

3.	Navy	First Sergeant	Compulsory (1)	(45) Days	Navy School
		Sergeant Major	Compulsory (2)	(45) Days	
		Senior Warrant Officer	Compulsory (3)	(45) Days	
4.	Civil Defence	First Sergeant	Compulsory (1)	(45) Days	School of Civil Defence
		Sergeant Major	Compulsory (2)	(45) Days	
		Senior Warrant Officer	Compulsory (3)	(45) Days	
5.	Security and Protection + Internal Security	First Sergeant	Compulsory (1)	(45) Days	School of Special Forces
		Sergeant Major	Compulsory (2)	(45) Days	
		Senior Warrant Officer	Compulsory (3)	(45) Days	

## 2. Specialized Training

Specialized training in the Palestinian security services is still unstructured, which reduces its ability to improve the performance of the security forces' non-commissioned officers; therefore, these officers, each within the field of his work, should be instructed to attend specialized courses that enhance his capabilities and skills level. The researcher suggests organizing specialized training in accordance with the following considerations:

- a. Every non-commissioned officer should pass a number of courses parallel to the number of years required to be met for promotion to the following rank, such that they attend at least one specialized course every year.
- b. The implementation of courses is carried out according to the fields of specialty available in each service.
- c. The implementation of courses is carried out according to the specializations of the schools regardless of a school's subordination of the security service, in which the non-commissioned officer works.
- d. Equipping the non-commissioned officer with skills, so the curriculum is divided into two parts: (70%) for skills, and (30%) for knowledge.
- e. Specialized courses are divided into two categories: (1) specialized physical courses ranging between (40-60) hours of training, carried out during two consecutive weeks, whereby daily training hours should not go over 6 hours. (Except for the special closed courses). (2) Technical and skills specialized courses ranging between (12-24) training hours of training, carried out during a

maximum of one month, where daily training hours should not exceed 3 hours.

- f. In the physical training courses, non-commissioned officer relocates from his work to the school temporarily until the end of the course. In technical courses, he remains at work and is allowed to participate in the course.
- g. The General Directorate of Training collaborates with the security services and central agencies in identifying training needs for specialized courses and required numbers of staff.
- h. The specialized schools design and implement the training courses based on an annual publication issued by the Central organization and Administration Department in cooperation with the General Directorate of training. The publication includes the names of non-commissioned officers to be trained during the year.

## 3. Refresher Training

It is a training system designed to maintain physical and mental readiness for security services staff, since the neglect of this training type has led to a state of stagnation for security staff. Therefore, a uniform system for refresher training should be conducted to all security staff.

The researcher proposes that the General Directorate of Training supervise this training in cooperation with the specialized school in the service which should take on the training process directly, and that all field units members should be relieved of this training, such as intervention and law and order forces, patrols and escorts, traffic, security and protection, national security forces, and workers in

training; while it is obligatory for other staff. This training can be implemented training in several ways, including:

1. Implementation of training in the school of non-commissioned officers should be as follows:
  - a. Holding a continuous training course for two weeks, with (60) hours of training at least.
  - b. It's preferable that the number of daily training hours does not exceed 6 hours.
  - c. The non-commissioned officer should attend the school fully until the end of the course.
2. Conducting the course inside the unit (the Department to which the officer belongs): the course may be held in the unit of the non-commissioned officer, according to the daily work system used in the unit, such as the work hours system of (12 hours versus 24, or 24 to 48, and the like). A morning session is held for two consecutive weeks, with (6) hours a day, provided that the non-commissioned officer is at the head of his work, and if day of his work clashes with the training course, he should take the course in the morning and joins his work afterwards.

### 3.3 Training of Commissioned Officers:

This category includes officers from the ranks of (lieutenant to captain). To commission this category, they must be subjected to all types of training that enable them to improve their professional and skill levels, which would reflect positively on all the security process and on the

State of Palestine. Therefore, training for this category can be divided into four types, namely:

#### 3.3.1 Basic Training:

Planning for the qualifying training program must be based on sound scientific standards. Security colleges of various kinds are usually the only entrance to preparing and graduating officers, as is the case in most countries of the world (Gabriel, 2010), unlike the difficult and fractured reality experienced by the Palestinian security services in the West Bank or in the Gaza Strip.

Therefore, the researcher suggests that implementing qualifying training for this category of officers is limited to specialized security colleges, according to both bachelor's and diploma programs, as detailed below: program the program:

- a. **Bachelor's Program:** The Ministry of Interior and National Security in the West Bank and the Gaza Strip sat up several military colleges as already noted in the first section. Therefore, the researcher believes that the security services is in real need for four colleges only. The graduates of these colleges will take the rank of lieutenant, in accordance with Article (5) of the law of service in the security forces, number (8) for the year 2005, See Table (3). The National Security Service needs other disciplines, such as air defence and aviation officers, who could be trained aboard).

	<b>Bachelor's Degrees</b>	<b>Implementation Body</b>	<b>Security Service to Which the Graduate Joins</b>	<b>Duration</b>
1.	Administrative and Military Sciences	Military College	National Security	Four Years
2.	Legal and Police Science	Police College	Police and Prisons	Four Years
3.	Naval Sciences	Naval College	The Navy	Four Years
4.	Humanities and Security Sciences	Security Sciences College	Internal Security or Preventive Security	Four Years

### b. Specialty Diploma Program:

The specialty diploma program: members enrolled in these diplomas are divided into three categories:

- Officers who have been promoted from non-commissioned officers category to the category of officers (lieutenant and above) based on organizational and factional standards, or access to the first university degree while in service.
- New entrants from those holding a bachelor's degree (physician –engineer - pharmacist - accountant, etc.), according to the needs of the service.
- Senior Warrant Officer who are nominated for promotion to the rank of lieutenant in accordance with Article (44) of the law of service in the security forces No. (8) of 2005.
- Given the wide scope of work of the security services and the different functions, powers and terms of reference, the research suggests implementation of (6) specialty diplomas that

meet the needs of the security services, each according to its area of specialization. The diploma should last for (9) months, spanned over two semesters (see Table 4). The researcher sees the need to involve all diplomas with the general basics of training that include fitness materials, infantry, weapons, and national mobilization, while the difference is in the specialty materials for each diploma. For qualifying a specialized professional officer, the study plan for the Diploma can be divided into two sections: academic and training, with 50% for each section, so as to avoid doing more field training at the expense of the academic part, which weakens the foundation level for the specialized officer. To implement these diplomas successfully, the researcher proposes the establishment of a specialized training college under the name of Training College that belongs to the University and is responsible for executing specialty diplomas.

<b>Table 4</b> <i>The Necessary Specialty Diploma for Security Services According to each Service's Field of Specialization</i>					
	<b>Diploma Name</b>		<b>Implementation Body</b>	<b>Security Service to Which the Graduate Joins</b>	<b>Course Duration</b>
1.	Military Diploma	Science	Training College	National Security	9 Months
2.	Police Diploma	Science	Training College	Police	9 Months
3.	Naval Diploma	Science	Training College	The Navy	9 Months
4.	Civil Diploma	Defence	Training College	Civil Defence	9 Months
5.	Security Diploma	Science	Training College	Internal Security	9 Months
6.	Security and Protection Diploma		Training College	Security and Protection	9 Months

### 3.3.2 Compulsory Training:

It is about the compulsory educational courses that the officer needs to pass for promotion to the next rank, according to the provisions of the third paragraph of Article 32 of the law of service in the security forces No. (8) of 2005. The researcher

suggests splitting the promotion courses for officers according to the services they work in to (7) sections, which are of specialized nature to the work of the service as shown in Table (5). Each courses lasts for two months, whereby all courses

share the general rules for training (fitness, infantry, weapons, national mobilization).

To prepare curricula and study content for each course, the researcher suggests the formation of a specialized joint committee made up of the General Directorate of Training and the Security University as well as specialists in the specialized

school, which will be responsible for implementing the promotion courses for officers of the security service in question. The program of promotion courses will be divided into two parts: academic and training, with (50%) for each section.

**Table 5** *Compulsory Educational Courses for Officers*

	<b>Security Service</b>	<b>Promotion to Rank</b>	<b>Course Name</b>	<b>Course Duration</b>	<b>Implementation Body</b>
1.	National Security	First Lieutenant	Compulsory (1)	45 Days	Infantry School
		Captain	Compulsory (1)	45 Days	
2.	Police	First Lieutenant	Compulsory (1)	45 Days	Police Officers Institute
		Captain	Compulsory (1)	45 Days	
3.	The Navy	First Lieutenant	Compulsory (1)	45 Days	Navy School
		Captain	Compulsory (1)	45 Days	
4.	Civil Defence	First Lieutenant	Compulsory (1)	45 Days	Civil Defence School
		Captain	Compulsory (1)	45 Days	
5.	Internal Security	First Lieutenant	Compulsory (1)	45 Days	Security School
		Captain	Compulsory (1)	45 Days	
6.	Security and Protection	First Lieutenant	Compulsory (1)	45 Days	Special Forces School
		Captain	Compulsory (1)	45 Days	
7.	Medical Services	First Lieutenant	Compulsory (1)	45 Days	Medical Institute
		Captain	Compulsory (1)	45 Days	

### 3.3.3 Specialized Training:

Please see specialized training for non-commissioned officers, as the terms and conditions are also applied here, but it should be taken into consideration that when conducting a specialized course, it should not be jointly between non-commissioned officers and officers; each category must be involved in the course separately.

### 3.3.4 Refresher Training:

See refresher training for non-commissioned officers above, where the terms and conditions are also applicable here, but it should be taken into account that when conducting refresher training, it should be done separately from the non-commissioned officers.

### 3.4 The Proposed Training Institutions:

The success of the training process is related to the level of awareness of its importance and the ability to manage it based on sound scientific grounds, and therein lies the importance of planning for the training process (Hilal, 2001). Therefore, there must be sound organizational framework that is able to implement training programs for all types of training (Hanafi Abdul Baqi, n. d.).

Given the breadth of training and qualifying process in the armies and police and security institutions, the State sets up special training institutions for the implementation of the required

training. Based on the Palestinian need for it, the researcher suggests the organization and implementation process of qualifying and training security staff through three main institutions: the General Directorate of Training, the Security University and the Supreme Military Academy, as detailed below:

### 3.4.1 General Directorate of Training:

The researcher proposes merging the General Directorate of Training and the General Department of Development that belongs to the Ministry of Interior and National Security in Gaza with their counterparts in the West Bank: the Military Training Commission of the National Security Service, and the Training Department that supervises the training of the Internal Security Forces (Police, Civil Defence, and Preventive Security), so that they all become a single institution which has the following objectives:

- Preparing and qualifying officers and non-commissioned officers to work of the security services.
- Raising the level of preparedness among officers and non-commissioned officers of the security services.
- Improving the professional skills and moral level of officers and non-commissioned officers of the security devices.

The tasks of this institution include the following: (based on a workshop on 08/05/2014)

- Planning for the training process and supervising its implementation in schools and specialized institutes.
- Providing and developing programs and curricula of education and training.
- Assessing and developing the teaching and training and teaching process.
- Organizing and steering external missions and training.

As the General Directorate of Training is a primarily supervisory institution, it does not exercise direct training roles. Therefore, it needs secondary training institutions in security departments and services to implement training programs, namely, specialized schools. These

schools should technically belong to the Training Commission and administratively belong to the security service it works under. To organize the training process, the Council for Specialized Schools is established in the Directorate General of Training, whose tasks are determined as follows (workshop, 04/07/2014):

- Placement through establishment of specialized schools in the security forces.
- Recommendation for educational and training courses in each school.
- Proposing admission requirements in each school.
- Participation in determining the organizational structure of each school separately.
- Participation in raising the efficiency levels of lecturers and trainers in each school.
- Proposing annual training plan, courses and curriculum.

The researcher suggests the accreditation of (18) specialized school in principle, while new schools are accredited as needed. The following are these schools and their specific tasks (workshop, 05/07/2014):

#### A. School of Non-commissioned Police Officers:

The school belongs to the Police Service, and its tasks as the following: implementation of basic training courses for police new recruits, implementation of compulsory courses for non-commissioned police officers, implementation of specialized field courses for those working in the security service, implementation of refresher courses for non-commissioned officers directly or indirectly.

B. **Police Officers Institute:** it follows the Police Service and its duties are as follows: implementation of compulsory courses for police officers, implementation of specialized field courses for those working in the security service, and implementation of refresher courses for police officers directly or indirectly.

C. **Traffic Institute:** it belongs to the Police Service, and its duties are the following: implementation of specialized and refresher

- training courses for staff working in the Traffic Department.
- D. **School of Non-commissioned National Security Officers:** it belongs to the National Security Service, and its tasks are as follows: implementation of basic courses for new recruits to the national security service, implementation of compulsory courses for non-commissioned national security officers, implementation of specialized field courses for staff in the security services, implementation of refresher training for non-commission officers of the national security either directly or indirectly.
- E. **Infantry School of the National Security Service** whose tasks are as follows: implementation of compulsory courses for officers of the national security, the implementation of specialized courses for field staff in security services, and implementation of refresher training directly or indirectly for National Security officers.
- F. **Naval School:** it follows the Naval Service and its task include the following: implementation of basic courses for new recruits in the Navy, implementation of compulsory courses for the Navy's non-commissioned officers, implementation of specialized courses for field staff in the security services, implementation of refresher training courses both directly or indirectly for officers and non-commissioned officers in the Navy.
- G. **Special Forces School:** it belongs to the Security and Protection Service (the Presidential Guards), and its tasks are as follows: implementation of basic courses for new recruits to the Security and Protection Service and the Internal Security Service, implementation of compulsory courses for non-commissioned officers of Security and Protection Service, implementation of specialized field courses for staff in the security services, implementation of refresher training for non-commission officers of the Security and Protection Service either directly or indirectly.
- H. **Civil Defence School:** it belongs to the Civil Defence Service, and its tasks are as follows: implementation of basic courses for new recruits to Civil Defence Service, implementation of compulsory courses for non-commissioned officers of Civil Defence Service, implementation of specialized field courses for staff in the security services, implementation of refresher training for non-commission officers of the Civil Defence Service either directly or indirectly.
- I. **Security School:** it belongs to the Internal Security Service (Preventive Security), and its tasks are as follows: implementation of compulsory courses for Internal Security officers, implementation of specialized courses for staff in the security services, implementation of refresher training for officers of the Internal Security officers either directly or indirectly.
- J. **Intelligence School:** it belongs to the General Intelligence Service, and its tasks include the following: implementation of compulsory courses for General Intelligence officers, implementation of specialized courses for staff in the security services, implementation of refresher training for officers of the General Intelligence officers either directly or indirectly.
- K. **Medical Institute:** it belongs to the General Directorate of Military Medical Services. It's tasks include the following: implementation of compulsory courses for Medical Services officers, implementation of specialized courses for staff in the security services, implementation of refresher training for officers of the Medical Services either directly or indirectly.
- L. **The Weapons School** which belongs to the National Security Service, **the Judicial School** which belongs to the Police School, **Communications and Signals School** which belongs to the General Department of Central Operations, **School of Supplies and Logistics** which belongs to the General Department of Supplies and Preparation, **the Institute of Mobilization and Guidance** which belongs to the Political and Moral Guidance Commission,

**Media and Public Relations School** which belongs to the General Department of Media and Public Relations, and **School of Administration and Finance** which belongs to the Organization and Administration Commission. The tasks of these schools are determined through implementation of specialized courses for staff working in all security services.

#### 3.4.2 Security University:

The researcher suggests the unification of similar security colleges in the security of academic institutions (Al-Istiqlal University in the West Bank, which belongs to the Presidential Institutions, with Al-Ribat University College, which is affiliated to the Ministry of Interior and National Security in Gaza, in addition to the Palestinian Police College in Al Nu'ayma which is affiliated with the Ministry of Interior in the West Bank, and unifying all colleges therein under a single academic institution.

As for Al-Istiqlal University and Al-Ribat University, each of which includes three colleges, both share two colleges, namely the Faculty of Law and Police Science and the Military College, while differ in two colleges, namely, Naval College of Al-Ribat University College, and Security and Humanities Science College at Al-Istiqlal University. These are all distinguished colleges that the researcher sees that the Palestinian security services have a real need for (see table 3).

#### 4. Recommendations:

Based on the above, the researcher recommends the following:

1. Inclusion of specialized, refresher and compulsory training as requirements for promotion to the next rank for all security staff and leadership qualifying to the category of commanding officers. Therefore, the Organization and Administration Commission in the Ministry of Interior and National Security Ministry in cooperation with the General Directorate of Training must issue an annual publication for the yearly courses which includes the names of all staff requiring training in the various types of training mentioned above. The publication should

include the compulsory course scheduled for the following rank, the annual specialized courses and the annual refresher training courses.

2. Formation of a joint committee of the Ministry of Interior and the Ministry of Education and Higher Education aiming at putting a proposal on how to unify the colleges at Al-Istiqlal University and Ar-Ribat University as well as the Palestinian Police College in the West Bank, that takes into consideration and applies academic standards.
3. Formation of the Higher Training Committee which consists of the heads of the main training institutions, namely the General Directorate of Training, the Security University, and the Higher Military Academy for the purpose of coordinating training plans and programs and achieve the goals of training.
4. Formation of specialized committees for the preparation of specialized training curricula, which should not be limited to security professional, but they should incorporate academic experts from the Ministry of Education and Higher Education.
5. Strengthening training institutions by bringing in trainers and lecturers.
6. Choosing the leaders of the training institutions should not only be subject to professional standards, but there should also be specific conditions relating to good leadership and management and understanding of the importance of training, because if specialists took leading positions in their specific field of specialization, they would only focus on the career specialization and overlook management and leadership. This would make the training institution susceptible to becoming more closed and inflexible.
7. Providing all material and logistical possibilities for the success of the training process.

8. Providing financial incentives for those working in the field of training, in order to encourage outstanding trainers to work in this field.

**Notes:**

The following documents were used as sources in the study:

1. Palestinian Basic Law as amended in 2003.
2. Service Law in the Palestinian Security Forces No. 8 for the year 2005.

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