

should make clear the consequences and security force responses to co-operation and non-compliance with security force requests. Commanders should avoid pleading with community representatives and issue deliberate, direct warnings of impending retaliatory action to community representatives in situations where unacceptable crowd behavior exists.

- **Relevance**—The local commander can only influence the immediate and local situation. Local commanders should not engage in discussions about operational and strategic issues and associated grievances as they can lead to inappropriate expressions of empathy by security forces.
- **Retain the Initiative**—Commanders may find themselves taking tactical risks in order to de-escalate a situation and retain the initiative. Junior Commanders must understand what actions they can take on their own initiative. Public disorder situations change rapidly and commanders must remain flexible in order to adapt their plan to changes in crowd behavior. Commanders who stick to a plan regardless of the changes in situation are inviting failure.
- **Equipment considerations include:**
 - **Fire Extinguishers**—Foam and CO₂ extinguishers are the only types acceptable PO operations. Water & dry powder extinguishers must not be used; water causes petrol to spread and dry powder has a very limited effect against petrol.
 - **Ballistic Blankets**—The ballistic blanket is used to protect troops against unexploded ordnance, e.g. pipe-bomb. The blanket must be marked with cyalumes at night so troops know its location.
 - **Loud Speaker**—A loud speaker should be carried by the PO commander and used to give warnings to the crowd.

Security Operations with Indigenous Security Forces

Indigenous security forces are the key to the long-term success of security operations. The same principles that apply when working with indigenous people apply with the security forces. You must understand their needs and develop the force to fit their environment. In the end,

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CO Houle



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