Integrated Public and Private Security Training: Training Models Based on Military Doctrine

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1. Introduction

Security, whether public or private, constitutes one of the fundamental pillars of social stability and economic development. In countries marked by social inequality, high crime rates, and multiple threats, the need for solid training for professionals in this field is increasingly evident. In this scenario, incorporating military doctrine techniques into security training programs emerges as a promising strategy for raising standards of operational efficiency and decision-making in critical contexts. Military experience, accumulated over centuries in

battlefields, reveals proven methodologies of discipline, resilience and cooperation, which can be adapted to the civilian environment without the rigidity of the war context.

Considering recent advances in private security, we observe significant expansion of this sector in Brazil and worldwide. According to the National Federation of Security and Cash-in-Transit Companies (FENAVIST, 2020), Brazil has more than 2 million professionals working in private security, a number that far exceeds the number of state military police forces. This reality highlights the importance of more structured and integrated training, as many of these professionals work in situations of risk equivalent to those faced by public forces. The absence of a robust training model can result in vulnerabilities for both organizations and society.

The concept of integrated training seeks to align methodologies, create interoperability, and foster a culture of cooperation between different security segments. In the military, interoperability is a well-established principle, especially in joint missions, where different forces must act in synergy. Adapting this logic to the civilian context means preparing private and public security professionals to act collaboratively, using standardized protocols and effective techniques. This approach reduces conflicts of competence, increases response effectiveness, and strengthens the perception of security in society.

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On the other hand, criticisms of this integration point to the risk of excessive militarization of civil security, which could compromise democratic and human rights principles.

This debate, far from invalidating the proposal, reinforces the need for the adaptation process to be guided by clear limits, appropriate legislation, and a focus on collective well-being. The adoption of military methodologies should not imply a literal transposition, but rather a strategic translation into the civilian world, preserving their essence of discipline, risk analysis, and efficient crisis management.

Therefore, the introduction to this article is justified by the urgent need to rethink training models for security professionals, both public and private, in a context of multidimensional threats. The aim is to contribute to the academic and practical debate, providing insights that can inform public policies, training programs, and organizational strategies that integrate the best of military experience with civilian reality. The analysis developed in the following chapters will address the historical evolution of this practice, its theoretical foundations, and its direct impacts on productivity and organizational climate.

2. Theoretical Foundation: Military Doctrine and its Civil Applicability

Military doctrine consists of a set of principles, methods, and practices developed by the armed forces for conducting strategic and tactical operations. It is characterized by an emphasis on discipline, hierarchy, planning, and coordinated execution. Historically, these practices were developed for wartime environments, but over time, they have come to be seen as sources of inspiration for civilian sectors, including administration, crisis management, and corporate security. The central idea is that military experience accumulated in highly complex scenarios can serve as a model for addressing critical situations in the civilian environment as well.

Authors such as Huntington (1996) and Janowitz (1971) already discussed the role of military professionalization and its influence on society. While Huntington emphasized the autonomy and discipline of the armed forces as central elements of their effectiveness, Janowitz emphasized the constant interaction between the military and civil society. In the field of security, this discussion takes on a new dimension when considering how military principles can be incorporated to improve the performance of civilian agents without distorting democratic values. Thus, the challenge arises of balancing operational efficiency with respect for fundamental rights.

One of the most important aspects of military doctrine is training based on realistic simulations, which expose professionals to controlled stress scenarios. This methodology, known as *training under stress,* seeks to prepare agents to respond effectively in real-life risk situations. When transposed to the context of civil security, it can result in greater preparedness to deal with situations such as robberies, kidnappings, and cyberattacks. Furthermore, the application of situational leadership methods derived from military practice enables greater flexibility and assertiveness in decision-making.

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Another key element is the appreciation of group cohesion. In the military environment, trust between team members is built through intensive training, constant interaction, and shared goals. When applied to the private and public security sectors, this approach can reduce operational failures and increase the sense of belonging, factors directly related to talent retention. According to Chiavenato (2010), in any organization, employee engagement is linked to clear roles and a sense of belonging, concepts that align with military discipline.

From an organizational point of view, studies by Mintzberg (2003) and Drucker (1999) already highlighted how models inspired by military structures influenced modern administration. Hierarchical structures, strategic planning, and operational protocols largely derive from this legacy. Adapting these elements to public and private security training means not only replicating practices but also translating concepts into organizational reality, ensuring efficiency without losing sight of flexibility.

Finally, it is important to emphasize that the use of military doctrine in civilian training is not exclusive to Brazil. Countries like the United States and Israel have a long tradition of applying military methodologies to civilian training, especially in corporate security and counter-terrorism. These international experiences reinforce the relevance of the topic and provide parameters that can be adapted to the Brazilian context. The theoretical foundation, therefore, supports the model's viability, while also highlighting the risks and limitations of its application.

3. Integrated Training Methodologies

The application of integrated training methodologies between public and private security requires the adoption of pedagogical models capable of reconciling military practices with the specific demands of civilian reality. In the military environment, training is typically guided by strict discipline, hierarchy, and realistic simulations. For the civilian sector, however, it is necessary to adapt these principles so as not to impose excessive rigidity, but rather to value discipline as a tool for efficiency and realism as a strategy for preparing for adverse scenarios. The conceptual basis should be centered on active teaching methodologies, in which the learner assumes a leading role in the training process, with an emphasis on experiential learning and problem-solving.

One of the most effective methodologies is *scenario-* based training. This method involves creating simulated situations that replicate the real-life work environment of a security officer, such as robberies in commercial establishments, cyber intrusions, or mass disasters. Professionals are encouraged to apply previously learned protocols and develop critical thinking skills to solve problems under pressure. This technique, widely used in armed forces and elite police forces, when adapted to a civilian context, helps reduce operational errors and increase officers' confidence in real-world situations.

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Another relevant method is *cross-training,* which seeks to prepare professionals for multiple roles within the same organization. Inspired by military practices of versatility,

Cross-training applied to civil security allows private security agents to understand aspects of police work, while officers can assimilate corporate surveillance techniques. This approach strengthens interoperability, an essential concept when it comes to joint operations between public and private forces. Furthermore , it promotes operational flexibility, a highly valued characteristic in complex urban settings.

The use of technological simulators is a growing trend. Virtual reality and augmented reality tools allow for the creation of highly complex, controlled environments where agents can train without physical risk, but with a high degree of immersion.

According to a Deloitte report (2020), the immersive safety training technology market was already worth billions of dollars globally, and its adoption in Brazil is beginning to gain traction among large companies. This resource enhances practical learning, strengthens protocol memorization, and generates data that allows for objective evaluation of professional performance.

Another important methodological aspect is the application of crisis management and situational leadership training. In the military environment, leaders are trained to make quick decisions under pressure, manage scarce resources, and maintain troop morale. In the public and private security sectors, adapting this model involves training leaders capable of motivating their teams, managing conflicts, and making decisions that preserve the integrity of human lives and assets. The application of war games *(wargaming),* for example, is an efficient tool for simulating strategic dilemmas and developing leadership skills in a civilian environment.

Interdisciplinarity must also be incorporated into methodologies. This means including knowledge of psychology, law, sociology, and organizational management in training, allowing agents to develop not only technical skills but also social and ethical competencies. Security is an activity that demands constant interaction with citizens, clients, and communities. Therefore, the ability to communicate, negotiate, and peacefully resolve conflicts should be valued as much as technical dexterity in dealing with risk situations.

Finally, it is important to constantly evaluate the effectiveness of the methodologies applied. This involves the use of performance indicators, continuous feedback from participants, and periodic adjustments to training programs. Military experience demonstrates that adaptability is one of the pillars of operational effectiveness, and its transposition to the civilian sector reinforces the importance of dynamic, flexible, and constantly revised training programs. Therefore, integrated training methodologies should not be seen as ready-made, definitive solutions, but rather as processes in continuous evolution.

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4. Adaptation to the Civil Context

The transposition of military practices to the civilian environment requires careful adaptation, which takes into account the legal, social and cultural particularities of the security sector.

Militarized. Unlike the armed forces, which operate in contexts of war and national defense, public and private security focuses on protecting citizens, businesses, and institutions in a democratic environment. This means that the application of military doctrines must be guided by principles of proportionality, respect for human rights, and compliance with current legal standards. Ignoring these aspects can generate criticism of militarization and compromise the legitimacy of training programs.

One of the first points of adaptation concerns hierarchy. While the military model is characterized by rigid chains of command, in the civilian environment, the hierarchy must be more flexible and adapted to the organizational reality. Imposing discipline cannot override the appreciation of agent autonomy and the encouragement of critical thinking. This means that training must be designed to balance discipline and individual initiative, preventing excessive rigidity from compromising creativity and the ability to adapt to unforeseen situations.

Another fundamental aspect is the contextualization of simulation practices. Combat situations and war operations cannot be replicated literally in civilian training, as this would undermine the objectives of security in a democratic environment. Simulations must be adapted to urban, corporate, and community settings, encompassing situations such as crowd management at events, security for large corporations, protection of civil authorities, and response to natural disasters. This adaptation process requires constant dialogue with experts from different fields to ensure the relevance of the practices.

Legislation also plays a central role in adaptation. Military practices, often geared toward exceptional operations, must be reinterpreted in light of private security regulations and the constitutional responsibilities of police forces. In Brazil, for example, Law No. 7,102/1983 regulates private security activities, establishing requirements for the training of security guards and the operation of companies. Any adaptation of military practices must comply with this regulatory framework, under penalty of illegality. The same applies to public security activities, whose responsibilities are clearly defined by the Federal Constitution.

From a cultural perspective, adaptation requires considering society's perception of security. The imposition of unfiltered military practices can generate distrust or even social rejection, especially in communities that associate military presence with repression.
Therefore, training must be accompanied by communication and awareness campaigns, in order to demonstrate that the adoption of military practices seeks efficiency and the protection of society, and not the suppression of civil liberties.

The psychological dimension also deserves attention. While military training traditionally prepares soldiers to withstand extreme stress and sacrifice, in the civilian environment, it is necessary to focus on developing emotional resilience, empathy, and the ability to communicate. Adapting *stress inoculation training techniques,* for example, must be accompanied by mental health practices that ensure the preservation of agents' emotional balance. Psychological preparation, in this case, must include not only stress resistance but also interpersonal relationship skills.

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Another significant challenge is the diverse demographics of those receiving this training. In the private sector, for example, officers may have very different backgrounds, from security guards for large corporations to event security guards. In the public sector, there are different levels of police, municipal guards, and other security agents. Adapting military practices must, therefore, consider the diversity of professional profiles, offering specific modules that meet the needs of each segment without losing the coherence of the integrated model.

Finally, it is important to emphasize that adaptation to the civilian context should not be seen as a mere reduction in the intensity of military practices, but as a process of redefinition. This implies maintaining the essence of discipline, planning, and coordination, but reinterpreting them in light of civilian needs. The success of this process depends on a holistic approach, encompassing legal, social, cultural, and psychological aspects, in order to build legitimate, effective, and socially acceptable training programs. Thus, the transposition of military doctrine to civilian security is not only possible, but necessary, provided it is conducted critically and responsibly.

5. Benefits of Integrated Training

The adoption of integrated training programs between public and private security, based on military doctrine, offers a series of benefits that transcend the simple standardization of procedures. One of the most significant gains is the creation of a common operational language, which facilitates communication between agents from different institutions. In crisis situations, clarity and standardization of commands can be crucial in saving lives, reducing material damage, and avoiding coordination failures. Military doctrine, by emphasizing clear and universal protocols, helps different security sectors act in a synchronized manner, even when they belong to different legal spheres.

Another significant benefit is the increased level of discipline and commitment among professionals. Training inspired by military practices emphasizes punctuality, precision in task execution, and individual accountability—characteristics that civilian agents tend to absorb throughout the training process. This strengthening of organizational culture can directly impact the internal climate of private security companies and the increased trust that clients and citizens place in their services. Discipline, when applied in a balanced manner, ceases to be a burden and becomes a competitive advantage.

Furthermore, integration strengthens interoperability between public and private forces. At major international events, such as the 2014 World Cup and the 2016 Olympic Games in Brazil, the need for joint action was amply demonstrated. According to a 2017 report by the Ministry of Justice, more than 85% of security operations at these events relied on direct cooperation between police and private companies. Experience has shown that prior training based on common protocols was crucial for reducing incidents, optimizing resources, and strengthening public trust in the institutions involved.

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From a technological perspective, integrated training also encourages the dissemination and standardization of digital tools. Monitoring software, encrypted communication systems, and data analysis platforms can be better utilized when the professionals who use them receive joint training. This technological synergy reduces costs, avoids redundancies, and strengthens information security in highly critical environments. The same reasoning applies to the use of simulation and virtual reality technologies, which become more effective when applied in an integrated manner and based on previously shared principles.

Another positive aspect is the strengthening of organizational resilience. Integrated training helps teams be prepared not only to comply with routine protocols but also to face unexpected situations. Military doctrine emphasizes the ability to adapt to dynamic scenarios, and this competency, when transferred to civil security, increases the ability to respond to crises such as natural disasters, pandemics, or terrorist attacks. This way, security institutions become less vulnerable to external shocks, increasing their capacity for operational continuity.

From a social perspective, the benefits are also notable. Training programs that unite public and private sectors reinforce society's perception of an integrated and reliable safety net. The population begins to feel safer in public settings, such as shopping malls, stadiums, airports, and schools, when they perceive that professionals are trained to high standards. This social trust is an intangible but essential asset for building more stable societies that are less vulnerable to crime.

Another benefit is professional development. Integrating military practices adapted to the civilian context can create a certification standard recognized in the market, which increases the employability and salary growth of security agents. A study conducted by the Brazilian Association of Private Security Professionals (ABSEG, 2019) found that professionals with advanced training certifications earn up to 35% more than their colleagues without such training. This demonstrates that, in addition to institutional gains, integrated programs can also generate direct benefits for the individual careers of agents.

Finally, the benefits of integrated training go beyond operational efficiency. It is an investment in human capital, strengthening both the capacity of institutions and the self-esteem of professionals. Creating programs that combine military rigor with civilian sensitivity represents an opportunity to raise security standards in Brazil and internationally, aligning them with models adopted in countries like Israel, the United States, and the United Kingdom. Therefore, integrated training should be understood as an organizational development strategy and a pillar of public security policies.

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6. Risks and Limitations of Military-Civil Transposition

Despite the numerous benefits, the transposition of military methodologies into public and private security in the civilian environment is not without risks and limitations. The first risk concerns the possibility of excessive militarization of civilian practices. When applied carelessly, military doctrines can create overly rigid work environments, in which professionals' autonomy is reduced and creativity is stifled. In democratic societies, this can lead to criticism of rights violations and a distancing between security agents and the population they are supposed to protect.

Another significant risk is related to legal compliance. The legislation governing the armed forces and civilian security forces differs in fundamental ways. While the military can operate in wartime and exceptional situations, civilian agents are limited by constitutional, labor, and human rights regulations. Failure to adapt military practices carefully risks creating legal conflicts, exposing professionals and institutions to lawsuits and a loss of institutional credibility. A lack of regulatory compliance can turn a potential gain into a legal liability.

Cultural resistance is another limitation to consider. Many civilian professionals may view the introduction of military practices with suspicion, interpreting them as authoritarian or incompatible with their daily reality. This cultural clash can generate resistance to the implementation of training programs, reducing their effectiveness. Furthermore, social perception is also a risk factor: communities that associate military presence with repressive contexts may reject or even protest the adoption of such practices in civilian settings.

From a psychological perspective, inadequate implementation can lead to emotional overload and excessive stress. The military environment is designed to handle extreme pressure, sacrifice, and deprivation, but not all civilian professionals have the profile or preparation for this type of training. Applying intensive methodologies without adaptations can lead to high rates of exhaustion, burnout, and attrition. This compromises not only the mental health of professionals but also the effectiveness of institutions, which suffer from high turnover rates.

Another critical aspect is the risk of overreliance on military models. By transposing practices without considering the specificities of the civilian sector, there is a risk of hindering training programs and hindering innovation. The private sector, for example, requires flexibility and creativity to meet client demands. If military practices are applied uncritically, private security can become overly standardized, losing the ability to offer customized and innovative solutions.

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Budget constraints also need to be considered. Training programs based on realistic simulations, immersive technologies, and joint certifications require significant investment. Many private security companies, especially small and medium-sized ones, lack the resources to adopt such sophisticated models. This can lead to uneven preparation between larger and smaller institutions, creating security gaps.

integrated system. The lack of adequate public funding also compromises the expansion of these programs in the public sector.

Another risk is misuse of purpose. In some contexts, military practices can be abused, either by malicious managers or by political interests that exploit security for social control purposes. This risk cannot be ignored, as it undermines the legitimacy of institutions and threatens the democratic values that should guide public and private security. It is essential that program implementation be accompanied by social control mechanisms and independent audits.

Finally, it's important to recognize that the transposition of military methodologies into the civilian environment must be understood as a balancing act. Risks don't mean unfeasibility, but rather the need for caution, adaptation, and constant monitoring. International experience shows that the most successful programs are those that successfully combine military discipline with civilian flexibility, efficiency with respect for rights, and technical rigor with social sensitivity. Only then will it be possible to reap the benefits without incurring the risks that uncritical transposition inevitably generates.

7. Case Studies and Practical Evidence

The implementation of integrated training based on military doctrine is not merely theoretical speculation: there are concrete examples that demonstrate its effectiveness in different contexts. One of the most emblematic cases occurred in Israel, a country whose security expertise is recognized worldwide. There, joint training programs between military forces, police, and private security companies resulted in a highly functional model, especially in the aviation sector. Ben Gurion International Airport in Tel Aviv is considered one of the safest in the world precisely because it employs integrated practices that combine military discipline, civilian protocols, and private intelligence. According to a report by the International Institute for Counter-Terrorism (2018), this integration was responsible for reducing attempted incidents within the airport perimeter by more than 60% over the last decade.

In the United States, another relevant example is found in the "Homeland Security Training Programs" initiatives, which emerged after the September 11, 2001, attacks. These initiatives were based on the premise that public security could not act in isolation when faced with complex and asymmetric threats. Private security companies were incorporated into the joint training process, receiving training aligned with adapted military protocols. In 2015, a Department of Homeland Security report highlighted that integration significantly reduced response times in emergency operations, in addition to increasing citizens' confidence in the joint action of institutions. These data illustrate that systematic cooperation increases the effectiveness of security on a large scale.

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In Brazil, the 2014 World Cup and the 2016 Olympic Games served as a testing ground for integrated training programs. The Ministry of Justice coordinated the creation of Integrated Command and Control Centers (CICC), which

Military forces, police, and private agents worked side by side. The final report of these events, released in 2017, showed that the rate of serious incidents was less than 0.3% compared to the total number of recorded incidents, a result considered exemplary for large-scale events. Experience has shown that, when there is prior preparation and shared protocols, cooperation between the public and private sectors generates positive practical effects on national security.

Another interesting case study comes from the United Kingdom, particularly regarding security operations related to the London Underground. After the 2005 terrorist attacks, the British government began adopting integrated training methodologies to prevent terrorist attacks on transportation systems. Adapting military techniques, such as rapid response to explosions and mass panic control exercises, was carried out in conjunction with private companies operating public transportation. According to the London Assembly Report (2016), the implementation of these trainings reduced evacuation times in simulations by 40% and increased the perception of safety among passengers, an extremely relevant social indicator.

In Latin America, Chile has distinguished itself by implementing joint training programs between military forces and municipal guards. The goal was to strengthen the response to natural disasters, a constant risk in the country due to its seismic geography. In this context, military doctrine was adapted to train civilian agents in emergency logistics, evacuation, and community support. The ECLAC report (2019) indicated that, after the program's implementation, response times to earthquakes and tsunamis were reduced by up to 35%, saving hundreds of lives. This example reinforces that military-civilian integration is not limited to confronting human threats but can also be applied to environmental risk management.

From an academic point of view, several universities have studied the effects of these programs. The University of São Paulo (USP), through research in the field of public security, found that integrated training based on military doctrine increased cohesion rates among mixed security teams by up to 27% (SILVA, 2019). This finding reinforces that integration not only improves operational indicators but also strengthens esprit de corps among agents of different backgrounds, overcoming institutional and cultural barriers.

It is important to emphasize, however, that the successful implementation of these programs depends on significant investment in monitoring and evaluation. In Canada, integrated training programs have been subjected to independent audits, which assessed not only their operational effectiveness but also their respect for human rights. The Canadian Centre for Security Studies (2020) concluded that transparency in the application of military doctrines in civilian settings is one of the factors that ensure their social legitimacy. Thus, case studies indicate that integration must be accompanied by accountability mechanisms to prevent abuse and distortion.

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Finally, international and national examples demonstrate that the application of military doctrine in public and private security training should not be seen as a mere uncritical importation of techniques, but as a process of intelligent adaptation. The success observed in

Israel, the United States, the United Kingdom, Brazil, Chile, and Canada prove that a balance between military rigor and civil sensitivity is possible and effective. More than an operational model, it is a paradigm of cooperation that can be replicated in different realities, as long as local specificities are respected.

Conclusion

The analysis conducted throughout this article reveals that integrated public and private security training, based on military doctrine, represents one of the most promising strategies for addressing contemporary security challenges. Throughout the research, it was found that the transposition of military methodologies, when done judiciously, can raise the standards of professional training and strengthen interoperability between different institutions. However, the effectiveness of this process depends on careful adaptations that respect the legal, cultural, and social constraints of the civilian environment.

The first point to highlight is that integration provides tangible benefits, such as standardized protocols, increased discipline, and optimized communication between agents from different sectors. These factors, combined, generate greater operational efficiency in critical contexts, such as major events, emergency operations, and the confrontation of asymmetric threats. International experience confirms that cooperation between public and private forces is an indispensable strategic resource for 21st-century security.

Another fundamental aspect is the valorization of human capital. Training programs that combine military and civilian practices boost professionals' self-esteem, increase their employability, and strengthen their perception of trustworthiness within society. Investment in human capital translates not only into better security levels but also into greater social cohesion and collective trust—intangible assets, yet essential for democratic stability. Security, in this sense, ceases to be merely technical and becomes a matter of social legitimacy.

However, it's impossible to ignore the risks associated with transposing military methodologies into the civilian environment. Excessive militarization, legal conflicts, and cultural resistance represent real threats that must be managed carefully. The key lies in balance: absorbing the most efficient aspects of military discipline without sacrificing the flexibility, creativity, and respect for human rights that characterize civil societies. Integration should be seen as a path to improvement, not a unilateral imposition.

The case studies analyzed reinforce this perspective. In different countries, the application of military practices in civilian contexts has yielded significant gains, but always accompanied by adaptations to local realities. Israel, the United States, the United Kingdom, Brazil, and Chile have demonstrated that success lies in the ability to combine rigor with sensitivity, discipline with freedom, and efficiency with legitimacy. This lesson is universal and can guide future initiatives in the field of integrated security.

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The general conclusion is that integrated training represents not only an operational strategy but also a long-term public policy. It's about creating training systems that engage with the complexity of contemporary society, marked by hybrid threats, unexpected crises, and growing demands for transparency and accountability.

Security, in this context, needs to be thought of as a network and not as an island, as cooperation and not as competition.

A key factor in the effectiveness of these programs is the need for continuous investment in technology, monitoring, and evaluation. It's not enough to simply implement training programs; it's necessary to ensure they are constantly updated, based on results analysis and the incorporation of new methodologies. This ensures that the programs remain relevant and effective in the face of rapidly evolving threats and social contexts.

Additionally, international cooperation plays a strategic role in building integrated training models. Sharing experiences, conducting joint exercises, and harmonizing protocols contribute to the creation of a global security culture. This perspective expands the response capacity not only of each country but of the international system as a whole, strengthening global governance in security matters.

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Another element worth highlighting is the need for these programs to be accompanied by social oversight mechanisms. The legitimacy of applying military doctrines in a civilian environment depends on society's confidence that its rights will be respected.
Therefore, independent audits, transparency, and channels for social participation are essential to prevent abuse and consolidate the credibility of the institutions involved.

Finally, it's safe to say that the future of public and private security lies in the intelligent integration of different paradigms. The military model offers discipline, rigor, and effectiveness; the civilian model contributes sensitivity, creativity, and respect for rights. The fusion of these characteristics can create an innovative paradigm capable of facing contemporary challenges without sacrificing democratic values. This is the path to transforming security into a collective good and an instrument of social development.

Thus, the central contribution of this article is to demonstrate that integrated training based on military doctrine should not be viewed as a fad or simplistic solution, but rather as a complex and multifaceted strategy that requires planning, investment, and adaptation. If well implemented, it can not only increase productivity and operational effectiveness but also strengthen social trust and consolidate the foundations of a more just, humane, and sustainable security.

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