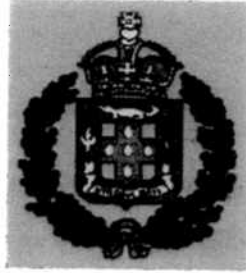


THE JAMAICA CONSTABULARY PROFESSIONAL STANDARDS BRANCH  
Advancing professionalism based on honesty, integrity and respect for human rights



**THE 2006 PERFORMANCE**  
**ANNUAL REPORT**  
**OF THE JCF**  
**THE PROFESSIONAL STANDARDS**  
**BRANCH**

## 2006 PERFORMANCE REPORT OF THE PSB

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### 1.0 Introduction

The JCF Professional Standards Branch was formally introduced and established in the JCF on June 1, 2005 in keeping with the strategic objectives of the 2005-2008 Corporate Strategy of the JCF. The mandate of the Branch is to carry forward and strengthen the reform process begun in 1998 under the first corporate plan.

The PSB therefore is the nerve centre for the largely DFID funded JCF Reform and Modernization programme as outlined in the 2005-2008 Corporate plan of the Force. Broadly the reform is anchored on three key strategic objectives of the JCF;

#### **Providing a citizen-focused service:**

The aim is to improve the quality of service and ethics of the JCF by developing a culture which emphasizes accountability, integrity and performance

#### **Tackling key operational issues:**

The aim is to reduce the fear of crime by developing a proactive intelligence-led approach to policing using the latest technique to investigate and analyze criminal activities;

To build safer communities by developing community based policing as the model for Jamaica

To reduce death and injury on Jamaica's roads by improving the effectiveness of traffic policing

#### **Making the best use of our staff and resources:**

To continue with the modernization and restructuring of the JCF so that it can provide an enhanced quality of service to the public in an effective and efficient manner

To improve the competence, professionalism and motivation of our staff by strengthening the JCF human resource management systems

To achieve better quality for the money in the service we deliver by strengthening the JCF financial and asset management

The calendar year January 1 to December 31<sup>st</sup> 2006 marked the first full year of operations for the Professional Standards Branch. The year had its challenges and achievements as we worked on the mandate of JCF Reform & Modernization Programme which drives the operations of the Branch and its various divisions viz;

- The Corporate Planning and Research Division (CPRD)
- The Internal Affairs Anti-Corruption Division
- The Internal Affairs-- Complaints Division
- The Legal Affairs Division (LAD)
- The Performance Monitoring and Auditing Bureau (PAMB) and
- The Bureau of Special Investigations (BSI)

Overall the Branch performed creditably as it creatively made the best use of the limited resources available.

## **2.0 The Performance Auditing & Monitoring Bureau (PAMB)**

The PAMB is the JCF central internal oversight mechanism. Its mandate is to conduct detailed audits of all police geographical and non geographical establishments with particular attention to performance and service levels, compliance with Force policies and regulations, discipline, management and use of all resources (manpower and physical) by examining systems and procedures, records and facilities as well as interviewing management and staff. The Bureau also carries out monitoring functions, investigation of procedural breaches, assist with policy development and training.

Given the staffing levels currently at the PAMB, the Professional Standards Branch established cross-functional teams to conduct general and thematic audits at a number of stations. Where irregularities and administrative breaches found, remedial action was recommended.

For the period twenty-seven special assignments were undertaken by the PAMB. Fourteen out of this total have been completed, while the remaining thirteen are at various stages of incompleteness.

### Investigations & Projects Assignment

Subject	number	status	
		Complete	incomplete
Escape of prisoners	12	5	7
Death of prisoners in custody	3	2	1
Release of prisoner through negligence	1	1	
Inspection/condition of stations	4	2	2
Irregularities in Station Records	1	1	
Application for F/arm license	1	1	
Prisoners' Property	1	1	
Audit of Firearms	1	1	
Injury of police by prisoner	1		1
Outstanding Administration Review	1		1
Thematic audit <sup>1</sup>	1	1	
General audit	1	1	

The work of the Bureau is essential to helping the JCF keep on track with its strategic objectives as it provides information on how well we are doing in relation to the initiatives and programmes introduced. The unit will therefore be strengthened by increased staff levels, improved office space and equipment as well as training so that its activities can be increased.

The strength of this division will be the extent to which it can support the enforcement of compliance with policies and procedures as well as managerial accountability which are prerequisites for reducing opportunities for misconduct and corruption at all levels of the Constabulary.

<sup>1</sup> thematic audit used to address critical functions; in this case an examination of government & civilian property in police custody

### **3.0 The Internal Affairs Anti- Corruption Division-IAACD**

This division is primarily concerned with the ethics and integrity of the Constabulary and is mandated to investigate both in a proactive and reactive way in order to hold members accountable or clear them of any act or allegation of corruption.

Support for anti-corruption initiative and investigations continued to grow throughout the year as members of the JCF and the public continued to provide the PSB with credible reports and information.

In spite of the perception and allegations of corruption among senior police officers, so far no member of the police or the public has brought forward any credible information/ or evidence against senior members of the police; that is persons within the officer corps of either the JCF or ISCF.

While the Anti- corruption strategy recognizes the need for proactive investigations into allegations of corruption we are yet to acquire the assets necessary to develop such a capability.

For the year a total of 168 reports were investigated by the Division and which resulted in 22 categories of offences/breaches.

Breaches under the Corruption Prevention and other Acts constitute 83 or 49% of total offences/breaches (see table 1).

**Categories of Offences/Breaches Investigated:**

Unprofessional Conduct	70
Br. Corruption Prevention Act	47
Escape of Prisoner	2
Larceny	8
Robbery	7
Missing Portable Radio	1
Missing Boat	1
Br Forgery Act	1
Loss Registration Plate	1
Rape & Indecent Assault	4
Carnal Abuse	2
Missing Money	1
Kidnapping	2
Missing Motor Vehicle	1
Larceny of service Firearm	5
Death of Prisoner in Custody	1
Loss of Service Firearm	6
Missing Exhibit	1
Stolen Motor Car	2
Assault	1
Theft of Motor Cycle	1
<b>Drug Involvement</b>	<b>1</b>

Of the 168 reports, 67 (40%) case files were completed with 101(60%) still under investigation. 78 files were sent to the Director of Public Prosecutions for rulings; 52 of these files relate to 2006 and 26 are cases from 2005. Of the 78, the DPP has ruled on 51 for criminal action while 28 are recommended for internal disciplinary action. This resulted in **60** persons- **58 police and 2 civilians**- being arrested in 2006.

Among those arrested were four District Constables and five members of the ISCF. The remaining 45 are members of the JCF from the ranks of constable, corporal and sergeant. To date, no Inspector or member of the Gazetted Ranks has been arrested (see table 2)

### Ranks of persons Arrested

	JCF	ISCF	Dist. Const.
Gazette Ranks	-	-	-
Inspectors	-	-	-
Sergeants	3	-	-
Corporals	13	3	-
Constables	33	2	4
<b>Civilians</b>	<b>2</b>		
<b>(Transport Authority Inspector &amp; Bus operator)</b>			

### Divisions featured in Arrests

17 geographic divisions and two non- geographic formations accounted for the 60 person arrested. Kingston Western Division, with 11, had the highest number of personnel arrested followed by St. Catherine South (9) and St. Andrew Central (6); these three Divisions accounted for 26 of the 58 persons charged.

The leading rural divisions are Westmoreland and Trelawny with a total of ten members arrested. St. Ann and St. Thomas emerged as the only two geographic divisions in which personnel were not arrested (see table 3)

<b>Divisions</b>	<b>No. of Persons Arrested</b>
Kingston Central	1
St. Catherine South	9
Kingston Western	11
Clarendon	1
St. Andrew Central	6
St. Catherine North	3
Motorized Patrol	5
Kingston Eastern	1
Westmoreland	4
Traffic Headquarters	3
Portland	2
St. James	3
St. Andrew North	1
St. Elizabeth	1
St. Mary	2
Hanover	1
St. Andrew South	1
Trelawny	3
Manchester	1

The anti-corruption efforts of the JCF is a critical success factor in developing a professional and accountable Constabulary and so special emphasis is placed on capacity building in the unit.

The Division benefited from the experiences and knowledge of two retired JCF officers who are contracted to the Ministry of National Security, and are assigned primarily to the IAACD. In addition external consultants have worked with the division to improve systems and processes necessary for effective performance.

The staff have benefited from continuous coaching, mentoring as well as training seminars; topics included Responsibilities of an Investigator, Attributes of a good Investigator,



Interview and Report Writing, Preparation of case files, Judges Rules, Homicide Practical, Major Investigation, Procedure at Circuit Court and Administrative Directives. This has resulted in marked improvement in the case management within the division.

In order to be proactive the division established an Intelligence Unit which is supported and guided by one of the re-engaged JCF member. Throughout the year several seminars of one-two day duration were held for 41 members of the PSB during which they were introduced to Basic Intelligence Gathering, Principles of Vetting, Interview as a source of Intelligence Gathering, Personal, Physical and Document Security, Confidential Human Intelligence Sources (CHIS) management, and Report Writing.

The PSB Anti-Corruption Division still has challenges with intelligence capabilities such as those needed to conduct life-style surveillance for example so that we may be more proactive in investigating members that come to our attention.

### **Divisional Support for anti-corruption**

In keeping with our anti-corruption strategy, both our internal and external customers were sensitized through a public education campaign utilizing the electronic media, posters and stickers.

Additionally, police personnel in geographic divisions were also sensitized through workshops and seminars. There are positive signs that these Divisions are cognizant of their role and are co-operating in this effort.

Fourteen civilians who attempted to bribe police personnel in the lawful execution of their duties were arrested during the period January – July, 2006 as indicated in the data below. (Data for August- December are not yet available)

Divisions	Bribery/Persons Arrested
Clarendon	1
Hanover	1
Kingston Central	4
Kingston Eastern	1
Portland	1
St. Catherine North	3
St. James	2
Kingston Western	1

#### **4.0 The Internal Affairs- Complaints Division (IACD)**

The Complaints Division complements the Anti-Corruption division as its function is to investigate police misconduct of the nature of abuse and non performance of duty. This Division is also being supported by members of the police and public who continue to report the misconduct of police personnel.

One of the biggest hindrances to the work however, is that a significant number of complainants are unable to supply information necessary to identify the offending members. This has led to a number of issues being unresolved due to difficulties in holding any one accountable.

The 2006 records indicate that 630 complaints have been filed which resulted in 708 offences/breaches being investigated against members of the Constabulary.

560 police personnel were implicated; 428 from the JCF, ISCF 106, and 26 from the Rural Police (District Constable). In 159 (25%) of the complaints, the identities of the implicated members have not been ascertained (unknown).

Complaints were made against 13 members of the JCF Gazette Ranks and 2 from the ISCF were implicated. (See table)

<b>Ranks</b>	<b>JCF</b>	<b>ISCF</b>	<b>D/C</b>
Gazette Officers	13	02	n/a
Inspectors	15	02	n/a
Sergeants	68	18	n/a
Corporals	106	21	n/a
Constables	226	63	26

A total of 190 case files were completed for the period and submitted to the Director of Public Prosecutions for rulings. Sixty of the completed files are for 2006 while the remainder is from previous periods. Sixty-one rulings were received 50 of which were for criminal charges, and 11 for internal disciplinary proceedings.

As a result of these rulings 46 cases have been placed before the courts with 53 police personnel charged with various offences. 37 cases are pending while the personnel charged in the other 13 have been acquitted by the courts.

Area 5 (St. Andrew North, St. Thomas, St. Catherine South, St. Catherine North) had the highest number of complaints -131- against members, followed by Area 4 (St. Andrew Central, Kingston Western, St. Andrew South, Kingston Central, Kingston Eastern) with 122.

Area 1 (Westmoreland, Hanover, St. James, Trelawny) emerge with the lowest number -21 complaints filed against police personnel.

Area 5	131
Area 4	122
Area 3	44
Area 2	68
Area 1	21

The following table highlights the breaches/ offences for which members were implicated.

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Unprofessional Conduct	233
Assault O.B. Harm	226
Assault O.G.B. Harm	06
Common Assault	73
Assault at Common-law	19
Unlawful Wounding	09
Larceny	09
Malicious Destruction of Property	16
Threat /Harassment	42
Non-action	32
Tardiness	04
Indebtedness	03
Discharging Firearm	02
Abuse of Power	02
Unlawful Arrest	06
Negligence	01
Simple Larceny	05
Unlawful Seizure	03
Robbery	01
Missing Property	06
Indecent Assault	01
Unlawful Search	04
Credit by Fraud	02
Breach Corruption Prevention Act	01
Perverting the Course of Justice	01

118 of the 630 complaints were dealt with through mediation as provided for under the Police Complaints Act. This method is utilized when complainants no longer wish to formally pursue the matter and does not give a written statement. The issue is then mediated with the complainant and implicated police personnel. At the end of the mediation a waiver is signed by the complainant indicating his/her satisfaction with the resolution of the matter.

## 5.0 BUREAU OF SPECIAL INVESTIGATIONS (BSI)

The BSI is responsible for the timely investigations of incidents of police use of force with firearms. This area of police behavior in the performance of their duty is of critical importance to the credibility of the JCF and its ability to demonstrably police with respect for human rights and therefore requires objective and transparent investigations. This cannot be achieved without the cooperation of citizens however who sometimes fail to facilitate the investigations even when they claim to be eyewitnesses as they are unwilling to provide written statements.

The context within which the police are required to use force is often very dangerous and challenging and may have some bearing on the increased use of firearms in some instance. In 2006 the police reported that that they were shot at in over 355 police criminal confrontations which left 35 members injured and 10 killed.

The following table shows per quarter the incidents of police shootings and their outcomes

	<b>Shooting Incidents</b>	<b>Fatal</b>	<b>Injury</b>	<b>Discharge of F/Arm</b>
First Quarter	133	41	38	54
Second Quarter	<b>119</b>	49	27	43
Third Quarter	111	45	27	39
<b>Fourth Quarter</b>	<b>139</b>	<b>65</b>	<b>28</b>	<b>46</b>

For the year, a total of 515<sup>2</sup> shooting incidents were investigated by the Bureau. 199 were categorized as fatal, 122 involved injuries, and 194 involved the discharge of firearms.

<sup>2</sup> The variance of 7 incidents between the quarterly figures and the total is as a result of incidents reported outside of the quarter to the BSI

229 fatalities and 144 injuries have resulted from these shootings. This is the highest number of police homicides for a calendar year since the establishment of the BSI in July 1999, surpassing the 202 recorded for the year 2005<sup>3</sup>.

Twenty police personnel have been arrested for offences arising from these shootings, comprising 17 members of the JCF, one ISCF and two Rural Police.

Fatal Shooting	199 -39%
Shooting Injury	122 – 24%
Discharge of Firearm	194 – 38%

### **Summary of Shooting Incidents in Divisions**

21 police formations- 19 geographic and two non-geographic Divisions- were involved in shooting incidents during 2006. The five leading divisions were: St. Catherine North -59, St. Andrew Central -51, St. Andrew South -50, Kingston Western -40, St. James 38 and Kingston Eastern -36.

Westmoreland was prominent among rural divisions with 29 incidents 16 of which were fatal. The data also indicate that the divisions involved in the most fatal shooting incidents are: St. Andrew South -26, St. James -22, St. Catherine North-19, Kingston Eastern-16, and Clarendon 15. (See table)

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<sup>3</sup> in 2005 the police reported being shot at in 375 criminal confrontations which left 13 members dead and 50 injured

<b>Division</b>	<b>Shooting Incidents</b>	<b>Fatal</b>	<b>Injury</b>	<b>Discharge of Firearm</b>
Clarendon	32	15	7	10
Hanover	4	1	3	0
Kingston Central	30	10	6	14
Kingston Eastern	36	16	5	15
Kingston Western	40	11	11	18
Manchester	9	2	4	3
Mobile Reserve	2	0	2	0
Motorized Patrol	1	0	1	0
Portland	9	3	3	3
St. Andrew Central	51	13	10	28
St. Andrew North	25	10	8	7
St. Andrew South	50	26	8	16
St. Ann	24	10	9	5
St. Catherine North	59	19	10	30
St. Catherine South	34	13	8	13
St. Elizabeth	9	2	4	3
St. James	38	22	7	9
St. Mary	11	1	5	5
St. Thomas	9	4	3	2
Trelawny	13	5	1	7
Westmoreland	29	16	7	6

For the year, 452 case files were completed with 77 relating to 2006 and 375 carried forward from the previous years. In addition the BSI with a serious backlog of cases has over 1124 cases are at various stages of completion.

A total of 281 files were submitted to the Director of Public Prosecutions and 238 rulings were received with 17 for criminal proceedings, 15 for departmental action, and 117 in which no criminal action was recommended and 89 referred for Coroners` Inquest.



156 files were sent to the Commissioner of Police for internal disciplinary proceedings. The files that are sent to the Commissioner are those in which clear breaches of the JCF Regulations are observed and instances where a member shot and injured himself/herself.

Files sent to DPP	281
DPP Rulings	238
Criminal Action	17
Departmental Action	15
No criminal Action	117
Coroner's Inquest	89
Files sent to CP	170

Of the 20 cases placed before the criminal courts in 2006 18 of these cases are at various stages of prosecution. In the two cases disposed of by the courts, one member was held to be criminally liable while the other was acquitted.

Another 16 cases are pending in the Coroner's courts where incidentally most of the BSI cases experience delays.

The 515 reports investigated by the Bureau is a marginal decrease from the 521 which it investigated in 2005. Comparatively, there was a 17.75% increase in the number of fatal incidents; injury incidents increased by 10.91%; and a moderate decline of 19.83% in instances involving the discharge of firearms. (See table)

<i>Year</i>	<i>Fatal</i>	<i>Fatalities</i>	<i>Injury Indts</i>	<i>Persons Injured</i>	<i>Disc/F-arm</i>	<i>Total</i>
2005	169	202	110	129	242	521
2006	199	229	122	144	194	515
<i>Total</i>	<i>368</i>	<i>341</i>	<i>232</i>	<i>273</i>	<i>436</i>	<i>1036</i>

## **6.0** Status of cases submitted to the Courts between July 2005-Dec 2006

One of measures of the effectiveness that the Branch will be assessed by is the successful prosecution and conviction of cases brought before the courts. This assessment, however, often does not indicate the level of effort by the investigators or take into account extraneous variables in the Justice system which is beyond the control of the police and sometimes the court itself.

Highlighted below is the status of the cases by the three investigative arms within the Branch.

### **6.1** *Complaints Division*

Between July 2005 and December 2006, criminal charges have been preferred against 83 members of the Constabulary by the Complaints Division. Of this number, nine have resigned from the organization.

#### **Outcome of Cases**

No case submission	1
Dismissed -not guilty	1
-Adjourned sine die	1
-Want of prosecution	2
No order made -request of complainant	5
No order made	7
Convicted	1
Pending	37
To be gazetted -members resigned	3

In 2006 one hundred and thirty-six files were dealt with according to the internal disciplinary procedure of the Constabulary and were disposed in the following manner:

Complaint Withdrawn	26
Officers Cautioned	5
Civil Action	9
Departmental Charges Preferred	19
Mediation	4
Officers Warned	20
Complaint without Merit	19
Complaint not Substantiated	24
Respondent Died	2
Complainant Died	2

### **6.2 Anti Corruption Division**

For the period July- December 2005, twenty-two cases were placed before the courts in which 25 police personnel were arrested and charged. These matters were disposed of in the following manner:

Withdrawn by DPP	1
Pending	12
Dismissed -want of prosecution	2
-no evidence	1
Witness not located	1
No order made -complainant withdrew	1
Admonished & Discharged	1
No order made	1
Acquitted (found not guilty)	1
Convicted (found guilty)	1

Jan-Dec 2005

For the period January- December 2006, fifty-eight police personnel and two civilians were arrested, charged and placed before the courts. These charges arose from 44 case files. The refusal of some witnesses to attend court after police personnel are arrested is the major challenge in securing conviction in court. (See table)

Conviction -pleaded guilty	1
Dismissed -witness changed testimony	1
-Complainant not attending	1
-Complainant not pursuing matter	1
No order made	2
Pending	35
No order made -complainant failed to attend	3

Status of cases Jan-Dec 2006

An analysis of 35 cases before the courts in 2006 reveal two cases had one court date, two cases with two court dates, two cases with three court dates and the remaining 29 cases with court dates ranging from a low of four to a high of seventeen, since the initial date of arrests. In all instances postponements were sought by both prosecution and defense counsels. These matters were still pending before the courts at the end of December, 2006.

### 6.3 Bureau of Special Investigations

A total of 20 police personnel were arrested in 2006 from 17 criminal rulings by the Director of Public Prosecutions. From this total eighteen members are still before the

courts, two were acquitted and one conviction was secured; this conviction relates to an incident investigated in 2002.

Since July, 2005 twenty-one criminal cases have resulted in the arrest of 30 police personnel. Seventeen cases are pending before the courts.

In relation to Coroner's cases, a total of 124 rulings of which 35 is for (July-December) 2005 and 89 relates to 2006. No date has yet been set in over 50% of these matters. Investigators continue to face a number of difficulties relating to cases before the courts. Specifically, insufficient jurors to serve the Coroners Court (St. James, Westmoreland & Corporate), cases drawn out for inordinately long periods, and the delay it takes for the Coroners Files to go through the Official Dispatch System to the Coroners Court in rural parishes, including St. Catherine.

These delays result in witnesses losing interest in their cases and often times cannot be located. It is instructive that 57 of the 89 rulings for Coroner's Inquest in 2006 relates to the period 1999 to 2005. (see table)

Year of incident	No. of Incident	DPP Ruling received in
1999	2	2006
2000	6	2006
2001	4	2006
2002	9	2006
2003	3	2006
2004	21	2006
2005	12	2006

## **7.0 LEGAL AFFAIRS DIVISION (LAD)**

The Legal Affairs Division is a small but very important part of the Branch. The members are called upon to provide legal advice and research to the JCF. In addition they are consulted by the investigative arms in the preparation of cases to be forwarded to the DPP. The Following are some of the important tasks undertaken by this small team during the year:

- Summarized Draft ICC Cricket World Cup West Indies 2007 Act, 2006 for the JCF
- Developed an Aide Memoir from the Act for the JCF to be used at ICC Cricket World Cup games
- Researched and submitted findings & opinion on The Presence of Independent Photographers at Post Mortems
- Vetted sales agreement and accompanying documents for JCF Microwave Radio Network System
- Conducted lectures on case file preparation, importance of having a Will, and effective testimony in court.
- Worked on draft Standard Operating Procedure for the ISCF
- Worked on several committees within and outside the JCF re policy and legislative requirements
- Made presentations as part of the PSB island-wide lecture tour

It is envisioned that the capacity of LAD will be enhanced by the engagement of trained legal staff members.

## **8.0 The CPRD**

This Division spearheads areas critical to the implementation and achievements of the JCF 2005- 2008 strategic objectives. In keeping with the mandate we worked on strengthening the concept and practice of divisional primacy which designates the divisions as the primary means of service delivery. Divisional primacy operates within the 'tight-loose -tight framework that requires Divisional Managers and teams to develop and implement annual divisional policing plans that are in keeping with the strategic direction of the JCF.

Seminars were held with key divisional stakeholders to educate on the following:

- Divisional Primacy
- Structure and Management of "New" Geographical Model/ Management Team's Core Functions
- Divisional Tasking and Coordination Group
- Community Based Policing
- Briefing and Debriefing
- Intelligence Led Policing – NIB & DIU, critical Activities
- Community Safety and Security Committee
- The Finger Print(Amendment)Act 2005
- The Missing Person Policy & Investigation
- The JCF Anti-Corruption strategy
- Development of Annual Policing Plans

The Division has also participated in audit activities, review of the JCF Disciplinary Procedure, and a focus group research on the use of force in the JCF and its Auxiliaries. In addition the Division reviewed the Traffic Ticketing System, conducted a review of JCF establishment and staff distribution and the final reports of this activities are being completed.

In relation to the strategic crime objective of the Corporate Plan the following work was done by joint PSB/ CPRD work groups;

- Evaluation of the implementation of the Missing Person Policy in St Thomas, Clarendon and St. Catherine North.
- the development of a new training programme for Investigation of Sexual Offence
- Completed draft the new crime classification/counting rules
- Completed draft Investigator's Handbook
- Completed job descriptions for staff of Divisional Intelligence Units (DIU)
- Managed the procurement / acquisition of DIU equipment
- Identified suitable accommodation for 10 DIUs
- Completed & submitted to the National Security Ministry JCF Capital Budget (2007-2008)
- Review of use of JCF Fuel Debit Cards
- Conducted over 20 seminars on Customer service and Ethics
- Completed the draft of the new Citizens' Charter

The CPRD also worked with the DFID consultants to assist divisional managers develop annual policing plans necessary to the implementation of the Corporate Plan. In addition the Division has provided technical support to the JCF in the areas of project implementation in crime, intelligence and operations.

In keeping therefore with the strategic objectives outlined in the JCF (2005-2008) Corporate Strategy, the PSB teams conducted and organized a number of seminars focusing on the three strategic objectives. These seminars were held at the PSB, Area and Divisional levels and covered both geographic and non-geographic formations.

Specifically, the sensitization seminars focused on the corporate and anti-corruption strategies and the role and functions of the PSB. Those on divisional primacy were geared towards the management teams of the various police formations. Their autonomy and accountability in optimizing staff and other resources to achieve agreed measurable performance targets were highlighted.

## **9.0 CHALLENGES**

The PSB year has not been without challenges mainly centered on human and material resources. The overall mandate of the Branch and its various divisions is quite extensive. The JCF Reform and Modernization Programme is an ambitious one that requires extensive investment of resources, commitment, leadership and creativity.

While the common thread of insufficient personnel runs through the six Divisions within the Branch, each Division has its own unique needs and requirements. These needs and requirements are highlighted below per division.



## **9.1 PAMB**

The policy document that sets out terms of reference for the establishment of the Performance Auditing and Monitoring Bureau projected a staff complement of 61 police personnel that would form the six teams needed to work across the JCF and its auxiliaries. Since commencing operations in 2005, the PAMB has not grown beyond 23 police personnel, consisting of 8 gazette officers and 15 federated ranks.

Of this number, four gazette officers are temporarily transferred, two Inspectors transferred and one corporal has resigned. The present staff complement is **eleven** made up of three officers, two sergeants, two corporals and four constables with a support staff of six civilians.

The extensive mandate of the Bureau as well as the geographic and non geographic span of the Constabulary and its Auxiliaries requires six teams, a support staff and a secretariat to effectively fulfill the mandate.

The acute shortage of personnel has resulted in the use of cross-functional teams from the PSB and other formations having to conduct audits. The work of the PAMB however, does not absolve Area and Divisional management teams of their responsibility in this area.

## **9.2 Complaints**

The Complaints Division is presently staffed by twenty police personnel, consisting of two gazette officers, five inspectors and thirteen other sub-officers; supported by a civilian staff of nine. The present complement of investigators is insufficient to adequately deal with the number of complaints received on an annual basis, averaging 600 per year for 2004 to 2006. Investigators currently work in office to appreciate complaints, effect arrests for the

division and on behalf of the Police Public Complaints Authority (PPCA), and travel island wide to investigate matters and to attend courts.

For 2006, the division had a caseload of 1089 from having appreciated a total of 635 new cases and the 454 cases brought forward from 2005. With only thirteen personnel assigned to investigations, the average caseload per investigator is 83 per year. The workload requires ten additional police personnel and six civilians (retired police) to reduce the backlog of cases and improve efficiency in investigating current matters.

### **9.3 Anti Corruption**

The establishment for Internal Affairs/Anti-Corruption Division has not yet been formally determined, but the strength of police personnel in the division stands at thirty-six. This is complemented by a support staff of seven civilians.

It is projected that the establishment of a satellite office in Area 1 and the work of the Intelligence Unit within the Division will drive operational activities and increases the need for additional personnel.

The nature of the investigations and operations will, in the short term, require at least 25 more police personnel for the Division to function optimally.

These additional personnel will take the divisional strength to 61 members and will augment the personnel assigned to the five teams currently involved in investigative and intelligence work. The need for the division to be functioning optimally is most urgent, given its island- wide scope and focus.

### **9.4 CPRD**

The establishment for this division is 35 police personnel but currently, has a membership of 22 personnel. In 2006 the division experienced a turnover of fourteen members; five gazette officers, four inspectors, three sergeants and two corporals. Nine members were

transferred, three are seconded to state agencies and UN Mission, one granted no pay study leave and one has resigned

An additional nineteen personnel is required to achieve the Division's mandate of spearheading the JCF Reform and Modernization Programme, and for reviewing and developing policies that are consistent with the JCF strategic objectives.

The projection for 2007 is for eighteen new members of three gazette officers, three inspectors, eight sergeants, four corporals and one constable to take the Division to its full complement.

## **9.5 LAD**

This Division currently has a complement of five personnel consisting of two inspectors, one corporal and two constables. The transfer of three members in May, 2006 to the division accounts for the increase from three which commenced operations. This division is without a gazette officer as the Deputy Superintendent of Police who formerly commanded the division has resigned, and the division is now headed by an Inspector.

General legal services are offered to members and the organization. By virtue of the nature of the work undertaken by the division, trained Attorneys-at-law and paralegals are required for the staff. An additional two attorneys would significantly increase the output and services offered by the Division to the JCF.

## **9.6 BSI**

The formal establishment of the Bureau in 1999 was for 60 police personnel, headed by a Deputy Commissioner of Police with one Superintendent and two Deputy Superintendents complementing the Officer corps and supported by five Inspectors and fifty-one Sergeants and Corporals.

Presently, the Bureau's strength is thirty-four which comprises one Acting Assistant Commissioner of police, one Superintendent, two Inspectors and thirty others ranks. It was projected from our policy document that personnel would be utilized as follows: three investigative teams, each supervised by an Inspector and consisting of fifteen members, a technical department headed by an Inspector with two others, and an Inspector as sub-officer in charge of the Bureau with a staff of four.

There is a shortfall of 27 sergeants and corporals which needs to be filled to complement the current cadre of investigators.

This shortfall needs to be rectified immediately, especially when viewed against the background of a total case load of 1124 at the end of 2006 and a complement of 23 investigators. Additionally, the Bureau's policy stipulated that all investigators should be sub-officers, and the scope and focus of investigations is island wide.

Overall the Divisions of the Professional Standards Branch has a current shortfall/requirement of 12 Gazette Officers and 117 members of the federated ranks; for the BSI, 1 Officer and 27 other ranks, Anti- Corruption, two Officers and 25 other ranks, Complaints, 1 Officer and ten other ranks, CPRD, two Officers and 15 other ranks, PAMB, five Officers and 40 other ranks.

This shortfall will continue to impede total output as we seek to implement and attain the objectives of the JCF 2005 – 2008 Corporate Strategy.

## ***Critical Investment needs of the PSB***

The PSB continue to have critical investment needs that are yet to be fulfilled although some are partially addressed. Mobility, a sustained education campaign, technical equipment and operating cash are areas of the greatest need. As we have stated in previous report the investment in the Professional Standards is to facilitate the goal of ***“Developing the JCF for the 21<sup>st</sup> Century.”***

The Branch is the driving force behind the Reform and Modernization Programme and therefore needs capacity and capability to enhance professionalism in the JCF by eradicating misconduct, poor performance, corruption and other inept behaviors within the organization, thus improving the quality of service we offer the people of Jamaica and other stakeholders.

- A **robust and sustained anti-corruption campaign** is needed to help break the cycle of collusion between citizens and police that facilitates and cover up acts of misconduct and corruption
- Corruption is a secretive crime that requires long-term and assiduous **intelligence and evidence gathering capabilities** to ensure effective prosecution/ dismissal of deviant members
- **Mobility is paramount** as investigators travel cross country daily and require vehicles that do not fit with usual fleet stock of the Force; use of these vehicles have compromised a number of investigations and have proven to be detrimental to investigations, intelligence work and arrests.

Staff motivation continues to be high in the Branch with persons willingly undertaking their tasks. The ongoing training interventions have proven beneficial as evident in improved performance and output.

There is increased confidence on the part of police and citizens in making reports to the Branch and we want to maintain this level of support by demonstrating our ability to action reports and intelligence.

Through the Reform efforts, funded by DFID, the Branch continues to work with JCF stakeholders in the implementation of key initiatives outlined in the Corporate and Anti-Corruption Strategies.

## **10.0 PROJECTIONS & INITIATIVES FOR 2007**

The major objective is to strengthen the preventative side of corruption and breaches of the Force policies and regulations. This will be achieved through internal staff development programmes such as seminars, workshops and courses. Among our key initiatives are:

- Formulation of Public Disclosure Policy (Whistle Blower policy)
- Implementation of a new Witness Management Programme
- Strategic assessment (surveys) of corruption within the JCF
- Increased surveillance and intelligence gathering capacity
- Revising the JCF recruitment, selection and orientation policies and programmes
- Review the education, training and development curriculum
- Review of vetting processes
- Completion of the Managers' Handbook
- Publication of the revised Citizens' Charter
- Development of manuals on Customer Service and Ethics
- Publication of Conservation document
- Establishment of Permanent Court of Enquiry Panels
- Establishment of training rooms in Areas 1, 2, 3 and at the PAMB
- Fully equipping the Divisional Intelligence Units
- Completion of a comprehensive Force Intelligence Strategy
- A public education campaign
- Island wide seminars on ethics and anti-corruption for the Constabulary