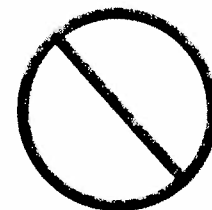




THE JAMAICA CONSTABULARY FORCE
PROFESSIONAL STANDARDS BRANCH

ANTI-CORRUPTION STRATEGY
"CONFRONTING CORRUPTION"

Corruption takes two;
the giver and the taker...
which are you?



THE PROFESSIONAL STANDARDS BRANCH
*Advancing Professionalism based on
honesty, integrity and respect for human rights*



STRATEGIC VISION

The vision of the Jamaica Constabulary Force is to become a high quality professional service that is valued and trusted by all the citizens of Jamaica

STRATEGIC AIM

To achieve a cultural change within the JCF to reduce corruption at every level thereby engendering pride and trust in the integrity of the organization.

VALUE STATEMENT

The Jamaica Constabulary Force is committed to the quality of its service delivery and the satisfaction of its internal and external customers

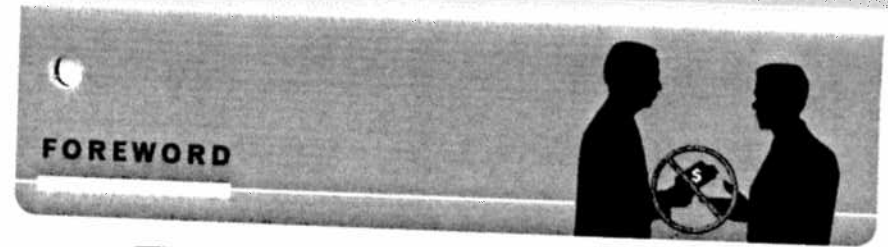
OUR PROMISE

Our promise is to concentrate all our efforts on continuously improving the quality of service we offer to our citizens.

TO REPORT CORRUPTION

CALL: 1-888-1-STOP IT

1-888-4-PROTEC



Corruption is the most talked about and least reported crime of all. It is generally conducted in the greatest of secrecy by the parties involved. Corrupt activities undermine societies and institutions and the "benefits" of this insidious practice are enjoyed only by the selfish persons who engage in it. The Jamaica Constabulary has its fair share of problems with the perception and reality of corruption among its ranks.

Since 1998 the Jamaica Constabulary Force has embarked on a new journey through the development of the first Corporate Strategy; the Force has made great strides in trying to modernize the organization. However these efforts are being undermined and the gains eroded by the image held of the JCF as a corrupt organization. While the Force has always dealt with police misconduct, past efforts were not as focused and as consistent as they could have been to prevent, deter and detect in a proactive manner. The anti-corruption strategy will provide focus and direction to better deal with reports, investigation and prosecution of cases against members of the Force.

The policy and strategy will provide avenues for members to report on the misconduct of colleagues and offer protection for those who willingly do so. The policy will seek to protect members from malicious and frivolous reports of misconduct by ensuring that all reports are investigated with transparency and honesty and the findings publicized to clear member(s) of false allegations. Those who conduct themselves contrary to the policies and procedures established for the good order and discipline of the Force will not be sheltered, so I urge the decent and professional members to shun the association of corrupt members and expose their misconduct.

Some members of both the Force and the society play an active role in corruption and it will take even greater effort on the part of those of us who want to rebuild the trust and confidence in the police to confront those who are selfishly bent on destroying the Force. It is in the best interest of the people of integrity within the Force and the society to unite against those who seek unfair gains at our expense. Remember, a police force that does not enjoy the confidence of its society will be less than

effective. All of us who want to see the Jamaica Constabulary fulfill its vision and potential of being a high-performance and highly respected organization must say, "enough is enough" and begin to act against corruption.

As Commissioner of Police, I am fully committed to the goals of the anti-corruption strategy and will be decisive and uncompromising in leading the efforts to separate from among us those who are unwilling to live up to the values and codes of conduct of a professional police officer. I expect the leadership at all levels of the Force, especially the Officer Corps, to be unrelenting in our efforts and vigilance against corruption as we unite and work to transform both the image and culture of the Force.

I urge all police and civilian members of the JCF family to resist, and where necessary prosecute those who seek to have you betray your oath and pledge for their benefit. In spite of the economic difficulties and hardships, continue to be strong and work towards an organization that you can feel justly proud of serving.

Let us all resolve to make honesty and integrity our watchwords as we continue to serve, protect, and reassure the people of Jamaica.

Lucius Thomas
Lucius Thomas
Commissioner of Police

INTRODUCTION

UNDERSTANDING CORRUPTION

*This section is intended to provide members with **some** basis for understanding the issue of corruption both as a concept and as a real problem facing the JCF. The education and communication strands of the strategy will provide ongoing training and education on the subject.*

It should be noted that legal definitions of corruption will by no means adequately cover the entire range of corrupt practices and how they are effected.

Police officers are entrusted with power that must be used for the common good. Any **misuse or abuse of that power** for personal gain or the private gain of others **is a betrayal** of that trust and a betrayal of our office, oath and colleagues.

Definition: Corruption

'The abuse of a role or position held for personal gain or gain for others'

Police corruption consists of acts which involve:

- the misuse of police authority for personal gain
- any activity of a police employee which compromises or has the potential to compromise his/her ability to enforce the law or to provide other services impartially
- the protection of illicit activities from police enforcement whether or not the police member(s)' involvement is promoting the "business" of one person whilst discouraging that of another person

*The most prevalent forms of police corruption usually involve the police officer and members of the public; **there is often an offer and an acceptance on both sides which leads to corrupt conduct.***

Police corruption may occur for one or both the following reasons; **for "self" or for the "job".**

Corruption for the job is worth some explanation.

Corrupt for the job - "noble cause" corruption

There is widespread view among some police and some members of the public that criminal suspects are unduly championed by rights groups and that these offenders and their lawyers enjoy undue privilege in the criminal justice system.

This view provides some police the justification for 'bending' the rules in ways that they think will 'balance' the scales of justice against the offender. In this way police officers believe they are acting for a noble cause to protect innocent citizens; some of our citizens actively encourage this view. This is corruption and it is **wrong**.

Planting, suppressing or falsifying evidence, lying, physically abusing offenders for a confession or any such act in the name of justice can never be justified because they constitute corrupt conduct. The following explanation and categories of corrupt conduct is intended to further understanding of the problem.

Corrupt conduct

- I. Any conduct of a police officer that constitutes or involves the dishonest or partial exercise of any of his/her official functions
- II. Any conduct of any person that adversely affects or that could adversely affect, either directly or indirectly, the honest or impartial exercise of official functions/duties by any police officer

Corruption is divided into 2 categories:

A. Corruption which influences the course of justice

B. Criminal dishonesty

Category A:

- I. requesting or accepting bribes for not opposing bail or for not bringing charges
- II. making arrangements with known criminals to protect them for personal gain
- III. falsifying or fabricating evidence to obtain conviction, planting evidence, or use of brutality to extract confessions

¹ The rules which are intended to ensure due process are sometimes seen as barriers by some and therefore should be circumvented in the name of protecting the public doing so can and does lead to

² James Morison A Strategy of Police Corruption Bent Coppen, H. ed. Brown and Company, 2001 p206

⁴

Category B:

- I. theft from premises under police surveillance
- II. appropriation of parts of the proceeds of theft
- III. appropriation of parts of, or carelessness with, prisoners' property
- IV. suppression of evidence on behalf of defendant(s)
- V. obtaining any pecuniary (monetary) or other benefit by reason of the use of uniform or office of a policeman/woman

Going down the slippery slope into corrupt and dishonest conduct

We believe you did not join the JCF to engage in corruption. However you may begin the slide down the slippery slope of corruption because of **a loss or decrease of awareness for integrity**. You need to ask whether you are behaving in unethical ways and the ladder below can be of help to you in this regard. As you can observe, this ladder begins with seemingly simple acts but which grows into outright dishonesty and corruption.

LADDER OF POLICE CORRUPTION³

E.R. Stoddard likened police corruption to a ladder in ascending rungs. He claims it begins with the following:

- **Mooching** – free meals (in the Jamaican context this is called "cutting" using the "razor" and of course it is done using the official position of being a police)
- **Chiseling** – gaining free admission and obtaining price discounts (*similar to cutting*)
- **Favoritism** – granting immunity from traffic prosecutions to some groups because of their status/influence
- **Prejudice** – some groups receive less than impartial treatment because of their lack of influence
- **"Shopping"** – taking small items from unlocked stores during the rounds ("shoplifting" in the Jamaican context)
- **Extortion** – using undue influence to get money, gifts or favors for self or the department
- **Bribery** – payments of cash or 'gifts' for past or future help to avoid prosecution (these gifts are of higher value than in mooching and services must be performed to mutual understanding)

³ E.R. Stoddard. The Informal Code of Police Deviancy. Journal of Criminal Law and Police Science. (1968)

- "Shakedown" - appropriating large and expensive items when investigating (break-ins) etc (in Jamaican terms shakedown is like extortion especially by people of shady character)
- Perjury - providing an alibi for other members apprehended in unlawful activity
- 'Premeditated theft' - providing an alibi for planned burglary/robbery as opposed to shakedown

It is important that as members of the JCF you examine your personal and professional lifestyles to see if any or all of the following factors are affecting you and which could lead you on this ladder of corruption

- How well do you understand your responsibility for the wide range of powers entrusted to you
- Are you engaged in inappropriate association with criminals and informants
- Are you overspending ; trying to keep up with the 'Joneses'
- Are you womanizing or having multiple male partners
- Do you indulge in excessive gambling
- What cultural and ethical standards are you following?

The nature of corruption

Corruption is generally a **secretive, conspiratorial crime** where the parties involved are usually satisfied with their transaction. Greed is a strong motivational factor. The opportunity to engage in corrupt acts comes through the offer or temptation from the public; from lack of good police management, insufficient command and control within the system. The latter reason makes leadership and supervision critical preventative and deterrent elements within the anti-corruption strategy.

Corruption affects us all; our Police Force and society lose out to corruption through, among other things; criminals going free, bribery, extortion, and diversion of government revenues and by any other group in society that seeks to use the police to pursue their own agenda.

Selling information to criminals, conducting sloppy investigations that lead to criminals going free and becoming 'partners' with criminals may provide monetary enrichment to the police officer who does so, but at what price to the individual, the police force and the society? The impact of this vile practice is that it hurts the poor and the weak, and benefits only the corrupt.

Who benefits from corrupting the police force? Look to the greedy, selfish, and unscrupulous among us who systematically seek to deprive us, by foul and harmful means, of the protection and security that the police provide, and ultimately the chance for a better quality life for all.

Confronting and defeating corruption will be a long and hard struggle. However, it is a struggle that must be undertaken even though it will be made difficult by **misplaced loyalty** of members, and **fear of victimization and reprisal**.

In the end every police officer is **personally responsible** for his/her own integrity and ethical behaviour and is therefore accountable.

*Written by Novelette Grant, MA, M.Sc. B.Sc.
Assistant Commissioner of Police in charge of
Professional Standards Branch.*



Key Elements

The focus is on: **Deterrence/Interdiction • Prevention • Education**

It must be recognized by all members of the JCF that every action and behaviour come under intense scrutiny. It means therefore that any act of omission or carelessness is likely to be regarded by the public as corruption on our part. This further erodes our image, the trust and confidence of the public, as well as our self esteem as members of the organization.

The strategy is based on a set of basic values and principles: Therefore it:

- conveys an important message to police who may be the subject of a complaint/investigation- and potential complaints- what to expect from the process
- targets corrupt and dishonest members as well as those who seek to corrupt us
- provides anti corruption education- Police Integrity Education Campaign
- provides a Code of conduct for our members that will promote ethical and healthy lifestyle
- contributes to sound and effective management and direction of the JCF
- provides for partnership with civil society and other agencies to reduce corruption
- will ensure that systemic sources of police misconduct, as well as misconduct itself, are identified and addressed
- will be transparent and fair, and promote respect for rights and impartial investigations
- will protect 'whistleblowers'
- will monitor the ethical standards of the JCF by regular surveys
- will establish devices for early warning signal of corruption amongst members
- will develop set of 'best practices' for corruption prevention
- will build corruption resistance within the JCF
- will help change attitudes and build an ethical culture

The JCF is determined and committed to continue, with even greater vigour,

- to investigate all cases of corruption and dishonesty with a view of criminal prosecution for those who are involved;
- to use the disciplinary codes to dismiss from the Force any member for serious cases of unethical and inappropriate behavior, breaches of discipline and codes of conduct that harm the image of the Force and where it is in the public's interest to do so
- use the provision of the Corruption (Prevention) Act to support the strategy

STRATEGIC GOAL:

LEADERSHIP AND SUPERVISION FOR STANDARDS COMPLIANCE



Purpose: To enhance the Leadership and Supervision capabilities within JCF to ensure standards compliance, and to enable leaders and supervisors to identify, challenge, report, deal with, and record all instances of corruption and unethical behaviour, as well as create and foster a climate that will empower members to speak out against corruption.

Key Objectives

- Consistent delivery of leadership education and training packages that support and sustain an ethical police force by emphasizing the critical role of police leaders/supervisors in dealing with corruption
- Publish 'Leadership/Management Principles' and incorporate them as a key component of appraisal and promotion assessments
- Ensure greater focus on accountability, supervision, intrusive management, ethical reporting, regular appraisals and feedback, and deal effectively and promptly with those who fall below standards
- Develop management information systems to monitor performance
- Review effectiveness of internal disciplinary system and the grievance procedure (Fast Track) to ensure better enforcement of the disciplinary code
- Setting standards for ethical performance which are tied to the rewards/sanctions system

Key initiatives

Key initiatives are to be implemented over the 2005-2008 period on short, medium and long term basis

Short term

The focus will be on the strengthening of knowledge, skills and ability to better equip leaders/supervisors to provide effective supervision and guidance. Therefore we will:

- Get consensus on the core values and management principles, publish and distribute them
- Develop guidelines for leaders/supervisors so that they are clear about what they have to do to confront and combat corruption
- Provide support and training to leaders and supervisors to instill/implement the core values, leadership and management principles of the organization for better adherence and accountability
- Distribute a Statement of Ethics and ethical test as an aide memoire for members to facilitate adherence to set standards
- Review, collate and develop standards and procedure manual for distribution to members to facilitate senior manager's ability to exercise control over the organization
- Tighten and increase the supervision of front-line police members
- Review the current disciplinary process, and grievance procedures to ensure greater use of the Orderly Room process, and facilitate timelier disposal of Court of Enquiry matters, upgrade and improve the grievance procedure to provide a simpler and user-friendly process so that members will be confident of a fair and speedy hearing of their complaints

Medium term

The focus will be the effective deployment of the leadership and supervision capacity Therefore we will:

- Consistently audit and monitor standards of behaviour and performance, provide timely feedback, and where appropriate take disciplinary action.
- Evaluate and test all within the performance management system, selection, promotion, and placement processes will incorporate the leadership/management principles which are fundamental to supporting and sustaining an ethical and effective culture within the JCF
- Encourage zero tolerance for breaches of misconduct by building understanding for **the just and fair application** of the disciplinary code in the day to day management of the Force.
- Encourage and promote greater and better **integration among performance results, and the use of rewards and sanctions** to bring about and maintain desirable behaviors.
- Train and support managers/supervisors to develop and maintain accurate performance records to evaluate and measure all aspects of performance, behaviour, and results on a day-to-day basis to facilitate informed human resource management decisions at both the operational and strategic levels.
- Collect baseline data on the climate and culture of the organization

Long term

We will seek to consolidate the leadership skills and competence; therefore we will:

- Continue the process of education and training of leaders and staff in core values, leadership & management principles.
- Review use of rewards and sanctions to reinforce desirable behaviour and make suitable recommendations as appropriate.

- Conduct reviews, climate surveys etc. to evaluate and assess the degree to which cultural and behavioral changes have taken place. The result/data will be used to reinforce positive outcome, improve managerial and performance competences, and correct any shortcomings.

Indicators

- Quarterly reports on the outcomes of investigation on police misconduct/corruption, i.e. summary of the incidents and outcomes
- Bi-annual Performance survey and assessment on leaders and supervisors
- Exposure of leaders/supervisors to a minimum of 40 training hours (on performance standards, leadership, ethics, counter-corruption etc) per annum
- Distribution of 10,000 Statement of Ethics by November 2005
- Distribution of 5000 Standards and Procedural manuals to members by June 2006
- Use of leadership principles in promotion, internal recruitment and appraisal by June 2006
- No. of training courses delivered to command teams by April 2006

Key Result Area

To have leaders at all levels of the JCF comply with and enforce standards

STRATEGIC GOAL: COMMUNICATION



Purpose: To communicate internally and externally the strategic goals and actions in the fight against corruption.

Key Objectives

- Develop communication/PR strategy
- Identification of anti-corruption champion/communication manager.
- Create and distribute handbook, pamphlets and posters promoting counter corruption messages and values.
- Use of Force Orders and weekly spaces in the Observer and the Star dedicated to the Police "On the Beat" and "Cops on Patrol" to communicate and educate on anti-corruption activities
- Develop internet site for internal and external access regarding corruption issues
- Obtain dedicated radio channel for corruption operations
- Develop messages to help break "wall of silence and hostility" within the JCF to anti-corruption efforts

Key initiatives

Short term

- We intend to open the channels of communication to create awareness and understanding of the vision of the JCF. Therefore we will:
- Develop a comprehensive Anti-Corruption Communication Strategy
 - Appoint an Anti Corruption Champion who will carry the message promoting ethical standards and reveal actions and outcomes against incidences of misconduct.
 - Use cartoons, images, illustrations, slogans, posters and other art forms to educate and inform our members and the wider society on how to recognize, confront, report, and stop corruption.
 - Develop slogans to use as a brand for the strategy
 - Develop and distribute a 'Conscience Card', as an ethical guide/test, to all members.
 - Obtain a dedicated radio channel from the Police Radio Network for anti corruption matters that entail operational activities.

Medium term

We will continue to encourage open communication so as to increase the flow of information. Therefore we will:

- Conduct press briefings and press releases as the need arises to keep the public informed of action taken against corrupt behaviour, and to promote greater transparency and accountability
- Develop and maintain a JCF Anti-corruption website that will highlight outstanding conduct, as well as emerging issues relating to misconduct and corruption
- Conduct "Integrity Surveys" amongst members to assess their responses to corruption issues related to police conduct

Long term

We will strengthen the communication strategy by using all available tools to effectively communicate to our members. Therefore we will:

- Develop handbooks and pamphlets on Anti-corruption practices to educate members and civilian staff on the investigation and prosecution of corruption.
- Continue to carry the message promoting ethical standards and to reveal incidences of misconduct and the actions taken.
- Conduct "Victimization" surveys and public opinion polls for feedback on police conduct

Indicators

- Anti-Corruption drive developed; distribution of slogans (Bumper stickers), posters and fliers
- Distribution of slogans, posters, fliers etc and the operation of anti-corruption hotline by November 2005
- Seminars to promote greater understanding of corruption and its effects and cost to the JCF and Jamaica
- Quarterly reports to strategic command
- Opinion surveys, Integrity surveys etc to provide information on perception of corruption within the organization
- Biannual survey of levels of satisfaction with police investigation

Key Result Area

- Calls to the hotline number
- Increase confidence in the accountability and transparency of the conduct of the Force

STRATEGIC GOAL: INTELLIGENCE



Purpose: To create a corporate memory and develop and deliver a strategic intelligence assessment regarding corruption within the JCF, and provide tactical intelligence for investigators.

Key Objectives

- Develop Strategic Intelligence Assessment capability to identify acts of corruption as well as the risks and opportunities for corruption, misconduct and unethical behaviour and to assess the and build a strategic picture of the extent of corruption within the JCF
- Development of a centralized computerized intelligence system for the PSB.
- Recruitment of Intelligence Analysts
- Develop a secure Source Register and Management System
- Develop the capability to monitor activities of members involved in business/commerce
- Conduct lifestyle surveillance on members where necessary demand disclosure of assets

Key initiatives

Short term

We will develop an intelligence network to assist in the management of information. Therefore, we will:

- Recruit persons to educate, train and develop as intelligence analysts.
- Develop and manage a centralized computerized intelligence system to identify and assist in targeting corrupt police and their associates.

- Establish an Anti-Corruption Intelligence Unit (AIU), which will assist in the information management process.
- Provide a distinct management framework to coordinate and task the two investigative units within the PSB
- Develop a system for the effective use of technical resources in gathering intelligence

Medium term

We will develop and deliver strategic intelligence assessments of corruption within the JCF. Therefore we will:

- Implement a secure registration and management system that promotes the most effective and ethical use of human intelligence sources
- Develop a comprehensive strategic intelligence assessment procedure to provide information on new and emergent threats of corruption within the organization
- Encourage all members of the Anti-corruption unit and other members of the JCF to actively support and participate in the gathering and timely use of intelligence.
- Identify and establish links with local and international anti corruption agencies and bodies.
- Develop a warning system to identify 'sliding' members so as to facilitate early and appropriate interventions
- Use intelligence data to enhance management's ability to deal effectively with individual members found to be corrupt

Long term

The aim is to continue to consolidate the intelligence capability and capacity of the PSB. Therefore, we will:

- Develop procedures within the legal framework to intercept, record, analyze and report telephone conversations that are critical to the work of the Internal Affairs/Anti-Corruption Division.
- Utilize electronic devices to assist in investigations and aid in the collation of evidence presentation for prosecutions.

- Develop a process for recording and monitoring telephone lines assigned to police offices/ formations and seek legal guidance for this type of information to be used in evidence.
- Develop an integrity profile of members to provide timely and reliable reports to the High Command on members' performance/behaviour
- Continue to develop the intelligence gathering system to enhance the potential to detect and interdict corruption, unethical behaviour and dishonesty

Indicators

- Design, and acquisition of computer network by November 2005
- Establishment of the intelligence unit
- Analysts trained by June 2006
- Development of Procedures Manual by June 2006 to support IA/ACD

Key Results Area

- Reduction in the level of reports/perception of corruption in the organization and its auxiliaries

STRATEGIC GOAL:

RECRUITMENT, EDUCATION AND TRAINING



Purpose: To recruit persons of integrity, to educate and train all members on matters of anti-corruption. To equip members with the knowledge to deal effectively with those that fall below set standards.

Key Objectives

- Develop an ethical and robust system of vetting police applicants/recruits and civilian staff so as to minimize the risk of corruption
- Broaden education and training in professional standards and for ethical standards to be themed through all training courses
- Develop Anti Corruption training programmes
- Develop broad based education and training programmes for investigators
- Review pre-employment contract signed at time of first hire, to make provision for instant dismissal for any corrupt, dishonest behavior or unethical conduct that brings the Force into disrepute but which is not seen by the Director of Public Prosecutions (DPP) or Attorney General (AG) to be in the public interest to press criminal charges

Key Initiatives

Short Term

We will develop procedures to enhance the recruitment and socialization of staff. Therefore we will:

- Review and improve the vetting system for applicants and recruits for sensitive internal units, in collaboration with the Human Resource Director and Training Branch; this system will be subjected to regular auditing and monitoring
- Provide robust training in recruitment techniques for recruiting officers

- Develop, with the Training Branch, appropriate anti corruption training courses that will speak to the nature and signs of corruption, method and systems of prevention and detection for all trainers including Divisional Training Sub-Officers (DTSOs)
- Continue the work with external educators and trainers to revise the competency framework that supports the professional standards of the JCF

Medium Term

We will continue with the training of members at every level to enhance competency. Therefore we will:

- Work with the Training Branch to develop and incorporate anti corruption modules in all training syllabi
- In collaboration with the Training Branch, assist In-Service and DTSOs to develop and deliver training sessions consistent with the goal of devolution and of exposing members to a minimum of 40 training hours per year
- Train members of the Audit and Monitoring Bureau to examine systems, processes, and procedures to uncover any corrupt act
- Institute a system of vetting and improve the method of re-socialization of members re-instated after protracted periods of suspension/interdiction
- Focus on CIB recruitment, selection and training and placement and evaluation

Long term

We will continue and improve the education and training of recruits to meet professional standards. Therefore we will:

- Work with the Training Branch to develop and deliver relevant and flexible education and training that will be embedded in the workplace and tied to the goal of greater professionalism
- Develop cost effective work-based learning, and assessment strategies
- Work to develop a critical core within the JCF with a strong commitment, vision and vigilance for action against corruption

Indicators

- 25% of members exposed annually to formal training in anti corruption principles and values
- Number of training sessions delivered at Twickenham Park and divisions
- Implementation of improved vetting procedures
- The number of recruiters and investigators trained
- Anti-corruption training modules developed and included in syllabi
- Signing off on competency framework

Key Results Areas

Improved performance, behaviour and working relationships

STRATEGIC GOAL: CORRUPTION PREVENTION



Purpose: To mobilize the Jamaica Constabulary and its Auxiliaries in the fight against corruption.

Key Objectives

- Establish policy to support effective reporting of wrong doing
- Continuously develop systems and methods to prevent and detect corrupt and unethical behavior in order to increase certainty of the detection
- Develop drug and polygraph policy and testing systems
- Develop and implement a service confidence procedure
- Develop and implement an ethical testing programme and ethical posting policy
- Increase oversight and sanctions, and improve/change incentive systems
- Establish security policy that governs the sharing of sensitive information

Key initiatives

Short term

We will enable and empower members of the Force to recognize corruption and be steadfast in their approach to reject and take action on corrupt practices. Therefore we will:

- Prepare and conduct ethical tests at all levels of the JCF as a means of preventing corruption and dishonesty
- Develop policy that sets out principles and system for sharing sensitive information about individuals and investigations in progress with managers who need to know; create security markings for documents etc
- Identify personnel from divisions to be trained to participate in anti-corruption operations and act as guardians of the image and reputation of the JCF

Medium term

We will develop a witness management and protection program and develop proper security markings for documents for evidential purposes. Therefore we will:

- Develop a witness protection programme which will be modeled on the Witness Protection Programme of the Ministry of National Security to protect civilian and police witnesses
- Train our investigators in the principles and practices of witness management/protection
- Improve the 'security markings' of internal documents and exhibits
- Examine, review and identify internal procedures/systems that can 'encourage' corruption in order to change and improve them
- Work with CIB and other investigative units within the JCF to institute measures to ensure that police-informant relationship remain healthy

Long term

We will consolidate our efforts to fight against corrupt practices. Therefore we will:

- Develop a policy to support mandatory polygraph and drug testing for personnel assigned to sensitive areas of policing
- Develop and implement a system of random drug testing for all members of the force
- Establish a **Service Confidence Procedure** to ensure the rotation of members where intelligence makes it prudent so to do
- Develop and implement an ethical posting policy to ensure that no member remains more than 4-5 years in sensitive areas or location
- Develop and establish a **Wrong Doing Policy** that promotes confidentiality and protect members who report corruption.
- Develop incentive schemes to reward those who facilitate and sustain good practices that prevent corruption

Indicators

- Confidential line established and publicized
- Implement security marking system
- Procedure for Witness Protection developed
- Service confidence and ethical g policy developed and operationalised

Key Results Areas

- Improved confidence in reporting wrongdoing
- Restoration of the Force's image and reputation
- Respect for the organization

STRATEGIC GOAL:

INVESTIGATION



Purpose: To conduct honest, transparent and effective investigations which gain the trust and confidence of Police and the community.

Key Objectives

- Develop and implement Integrity Testing
- Investigate and verify all reports and allegations of corruption
- Employment of civilian investigators
- Develop and sustain a proactive investigative capability and culture
- Ensure operational security for all corruption investigations
- Develop process for consistently obtaining legal advice on ongoing investigations
- Review Standard Operating Procedures (SOPs), resources and equipment of the Internal Affairs/Anti-Corruption Division to ensure effectiveness of investigations
- Strengthen JCF witness management and protection capability
- Investigate abuse and misuse of Force assets and systems

Key initiatives

Short term

We will:

- Install confidential telephone hotlines to facilitate timely and confidential report of corrupt practices
- Develop the capability to conduct covert surveillance on police units and members suspected to be involved in corruption in keeping with our policy of proactive investigations
- Train investigators to conduct random and targeted integrity testings

- Develop tactics to consistently monitor and interdict corrupt and dishonest conduct of those engaged in road policing and other frontline activities
- Develop the necessary capability and capacity to receive information on corrupt members, conduct investigations, make arrests and convict these members
- Implement the case management and crime recording system to ensure effective file security and vetting, and proper recording of all decisions/actions taken by investigators during the course of investigations
- Limit access of individuals at different levels to information and computer systems; the access procedures will be subject to frequent tests and reviews to ensure integrity is at all times maintained

Medium Term

We will continue to improve the overall capability of our investigators and increase investigative capacity. Therefore we will:

- Use Integrity Testing as a key element of investigations
- Establish links with agencies that can support the investigation of corruption; Integrity Commission, Police Public Complaints Authority (PPCA)
- Review and improve systems for handling allegations of corruption especially where allegations are malicious
- Further develop and maintain the security system to protect the integrity of files and information disseminated

Long term

We will consolidate all our efforts to protect the integrity of all investigations, and increase and sustain investigative capacity and capability

Indicators

- Successful investigations , prosecutions and convictions
- Decrease in complaints

Key Results Area

- Increased confidence in the outcome of investigations
- Reduction in incidences of misconduct

ANNEX A

OUR CORE VALUES

Our Members are our most important resource

The Jamaica Constabulary Force is committed to developing a police force of quality that offers an attractive career choice for citizens from all sections of the Jamaican society; that can develop all members to their full potential to ensure excellence in the delivery of policing services; that provides scope for fulfilling career opportunities for all members; and ensure enlightened leadership and management.

Honesty and integrity are our watchwords

Honesty and integrity are our standards and will guide our conduct on and off the job; we will abide by the ethics of law enforcement and be honest and truthful in our interactions so that we merit the trust and respect of our citizens.

We recognize our office as a symbol of public trust and faith and are committed to the challenge of being true to the ethics of the police service. We will abstain from corrupt and illegal practices and conduct that are harmful to professional policing. We will demonstrate courage and stand up for what is just and honest and do that which is right to uphold the integrity of our profession.

Transparency and accountability - a way of life for professionals

We are employed by the people of Jamaica to provide a service and as such we are answerable to them for our decisions and actions. Our relationship and dealings with the public will be based on a high level of transparency and accountability for our behaviour, performance, and outcomes within our control.

Covering up and lying about our mistakes and wrongdoing and those of our colleagues will only harm the good standing of us all. We will support and encourage our colleagues to abide by the ethics of truth and the profession and shun those who do otherwise.



Respect for the law at all times

As law enforcement officers we will respect the spirit and letter of the law in the performance of our duty and at all times act with integrity so that our personal and professional behaviour will be an example to the whole society.

We will uphold the laws of Jamaica fairly, firmly, and exercise the power and authority entrusted to us with integrity in accordance with our work. In all our actions we will obey and support the law; giving service where we can and exacting compliance with the law where demanded.

Respect and equitable treatment for all individuals

Our **Oath of Office, Mission Statement and Code of Ethics** each emphasize our mandate to respect the rights of citizens, treating each fairly, without bias or prejudice. We are committed to the JCF's responsibility and each officer's obligation to safeguard the rights of all citizens; we will ensure that we adhere to the principles of justice, and within our powers ensure that all suspects/ accused persons are given their legal rights.

We will respect the dignity of all our citizens and treat them with proper respect, courtesy, impartiality and be humane in our treatment of individuals and so instill respect for the laws of Jamaica and the Police service. **We police with due regard and commitment to the principles and values of human rights.**

The Good name and reputation of the Force: **Building Brand "JCF INC."**

The credibility of the police is dependent on its corporate image; it must seek, at all times, not to be the subject of unfavorable media and public comment/scrutiny because of unethical conduct amongst members.

It is incumbent **upon all of us** to avoid scandals and the repetition of such behaviours that will harm the JCF brand. It is not enough for a few individuals to be outstanding; we all should strive to keep the badge shining brightly.

The professional and personal life of each member should at all times enhance the prestige and honor of the office we hold and contribute to public approval and respect for our organization.

STATEMENT OF ETHICS

As a member of the Jamaica Constabulary I will:

- Uphold the values and principles of my Oath, and act with fairness, impartiality and integrity;
- Be exemplary in obeying the laws of Jamaica and the regulations of the JCF knowing I have no authority to do otherwise and that no one may place on me a requirement to act outside the law;
- Enforce the law while upholding fundamental human rights;
- Use force **only** when justified and in accordance with the JCF Human Rights and Use of Force and Firearm Policy;
- Perform my duties with due diligence to the best of my skills and knowledge to provide community safety;
- Be honest in my dealings with **all persons** and avoid acts that will tarnish the good name of the JCF;
- Not abuse the powers of my office but will be responsible in exercising them in a manner that will uphold the good name of the JCF
- Be accountable for my acts of commission and omission
- Recognize that confidential matters communicated to me should not be repeated except when my duty requires me to do so
- Use the resources entrusted to me in an effective manner for the benefit of the public

Committed to: **Duty, Responsibility,
Accountability, Integrity
& Respect**

ETHICAL ASSESSMENT TEST

*"This above all: to thine own self be true,
and it must follow, as the night the day,
thou canst not be false to any man".*

Each member is asked to **self test** with the following questions during the course of each assignment:

- Am I acting out of anger, authority, power or sound knowledge of my job?
- Is my action necessary, proportional, legal or humane?
- Am I following Force Standards?
- What would I do if my family were standing beside me?
- Would my loved ones be proud or ashamed of me?
- Can I live with the consequences of my action for the rest of my life?
- Is my action worth my reputation, my career and my job?
- Will my action tarnish or burnish the image of the Force?
- Am I a proud member of the JCF? WHY?
- How did I do today?