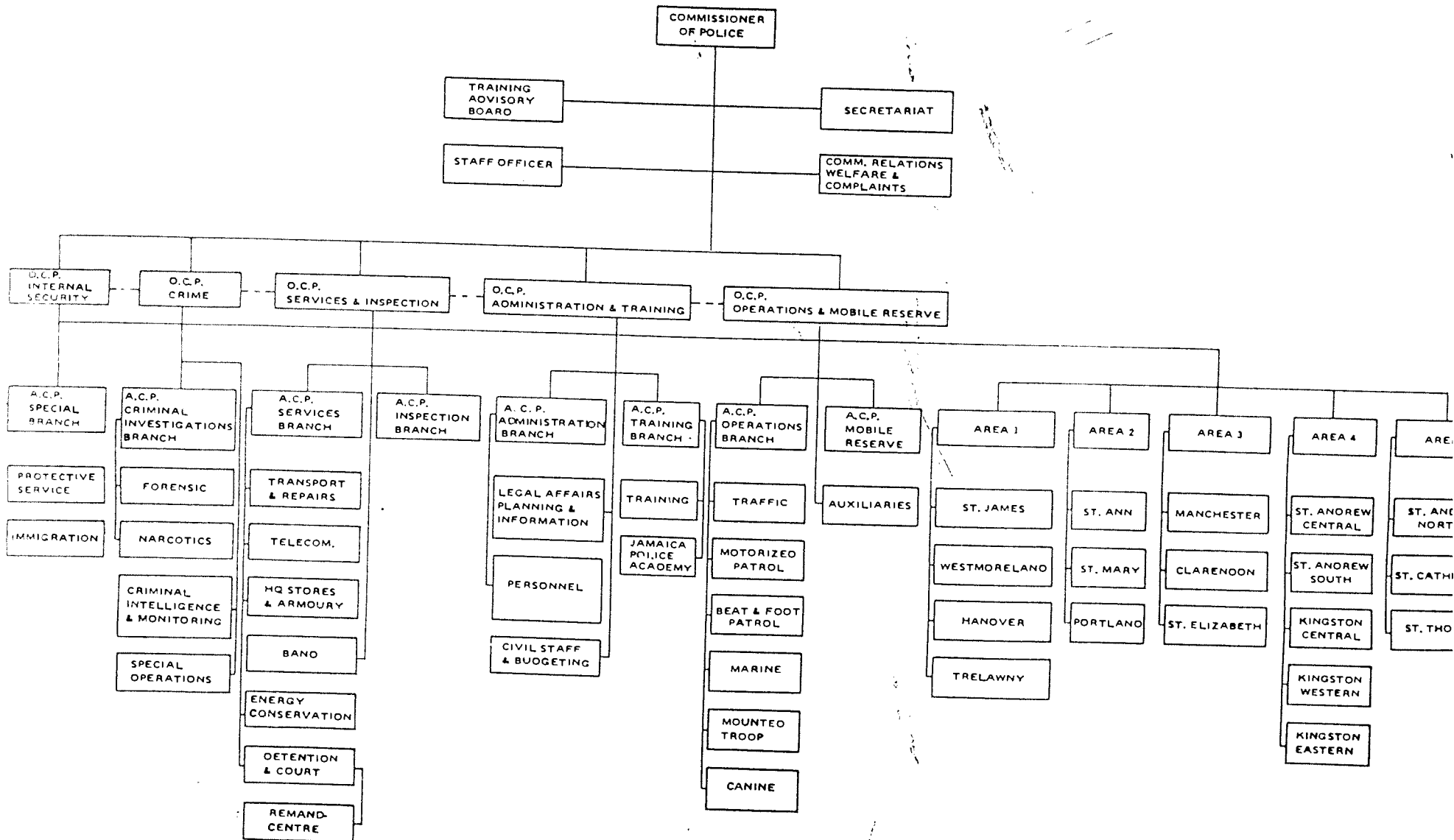
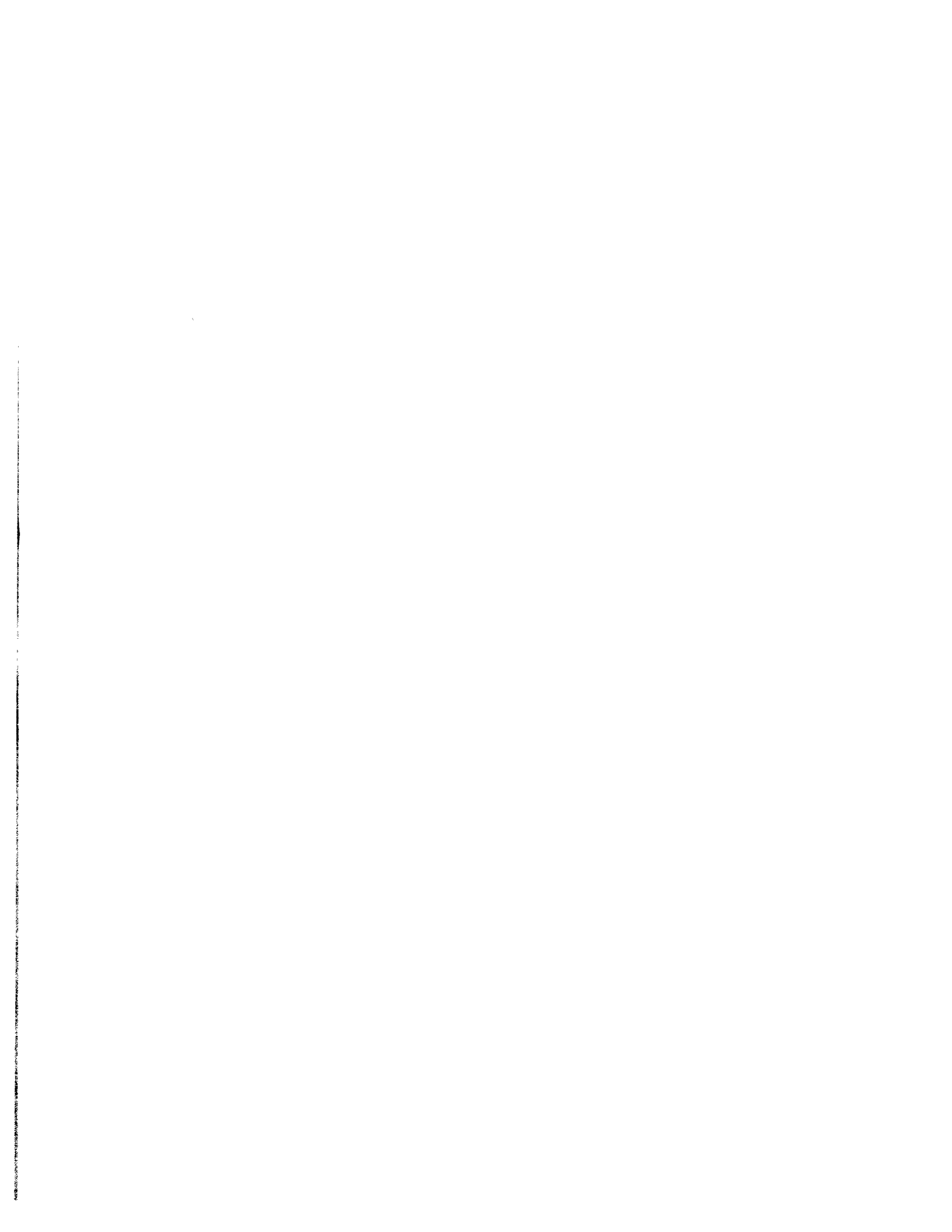


# ORGANIZATION OF THE JAMAICA CONSTABULARY FORCE





2. Complaints by Police Personnel against other Members of the Force
  - a. any member of the Force who has just cause for complaint against another member of the Force will make a written statement thereof and send it to his Commanding Officer;
  - b. the Commanding Officer will expeditiously follow the procedures set forth in this policy and inform the complainant of the action taken.

C. Individual Responsibility.

1. Each member of the Force shall co-operate fully with any supervisor or Officer conducting an investigation of a citizen's complaint;
2. The Divisional Officer or his designee shall investigate the following:
  - a. complaints concerning minor infractions of orders or rules and/or the matter in which employee's duties are performed;
  - b. complaints relative to differences of opinion between a member and a citizen arising from the performance of duty;
  - c. complaints concerning the manner in which a member investigated a crime, traffic accident or service incident; concerning a policeman's authority
  - d. complaints or the propriety of a particular to arrest charge.
3. It shall be the responsibility of every member to answer fully and truthfully all questions pertaining to the investigation of departmental orders rule which might be asked by the investigating Officer in an administrative investigation;
4. During the course of an investigation, members do not have the right to refuse to answer any question concerning their performance of duty or adherence to Departmental Orders or Rules;
5. If, during the course of an administrative investigation, the investigating Officer

determines probable cause exists to justify a member's submission to a medical, physical, psychiatric, laboratory or photographic examination, the member shall submit to such test or examination. The tests and examinations may include, but are not limited to: blood and urine tests, photograph and physical identification parades, voice and handwriting examinations, and financial disclosure. All tests and examinations will be performed in a reasonable manner. Such test shall be conducted only after a request with justification has been made to the Commissioner of police and he has so authorized;

6. It shall be the responsibility of every member to co-operate fully with the parliamentary Ombudsman in the course of any official investigation being conducted by or on his behalf;
7. Members who are to be interviewed regarding a complaint against them shall be given a "Caution Statement of Rights" when appropriate to the circumstances;
8. The Officer in charge of the Complaint Section shall ensure that all files and records concerning citizen's complaints against policemen are maintained in a secure manner. These files and records shall be considered to be confidential. Access to the files and records shall be limited to the Commissioner, one Deputy Commissioner or a designee, the Divisional Officer in charge of the member under investigation, and the Officer in charge of the Complaint Section or his designee;
9. All investigations shall be concluded within thirty (30) days of the complaint being received. Weekly progress reports shall be submitted during that period. This requirement is flexible when circumstances develop which necessitate additional time to ensure a thorough investigation.
10. The investigation authority shall notify the complainant concerning the status and results of the complaint in writing.
11. Should it be determined during the investigation that the complaint is clearly unfounded, the investigation shall be terminated and the evidence giving justification for this conclusion will be documented in the investigative file and maintained in the Complaints Section;

12. When there is sufficient evidence to indicate that the policeman's action was immoral, indecent, involves the physical mistreatment of another person or the consumption of alcohol, the employee may be immediately relieved from duty by his Commanding Officer until such time as the investigation is concluded or at the direction of the Commissioner of Police;
  13. Members of the Force may request an investigation by the Complaints Section when they feel threatened by a false accusation or a contrived situation involving false evidence;
  14. The Officer in charge of the Complaints Section shall provide the Commissioner through the Officer in charge Community Relations, Welfare and Complaints a return in the months of July and January each year setting out the number and type of all citizens complaints against the police and the result/status of the investigation. This information shall be made available to the public on request.
- D. On completion of an investigation, the following procedures will be followed by the Officer in charge Community Relations, Welfare and Complaints:
1. Where an offence against any enactment appears to have been committed by a member, unless criminal proceedings have been or are about to be instituted, submit statements to the Director of Public Prosecutions through the Deputy Commissioner of Police, Crime, for a ruling as to whether criminal proceedings ought to be instituted. A memorandum should be sent to the Deputy Commissioner, Administration, Training and Inspection informing him of this step and giving particulars of the complaint made against the member;
  2. If the Director of Public Prosecutions advises that no criminal proceedings will be instituted, and the Deputy Commissioner, Administration, Training and Inspection decides that a disciplinary charge is not justified, a report must be sent to the Commissioner of Police for his ruling;
  3. If it is determined that disciplinary proceedings should be instituted, the file will be referred to the Officer in charge Administration Branch for prompt attention.

E. Disciplinary Procedures

Any and all disciplinary procedures to be followed as a result of a sustained complaint against a member shall conform with the provisions of Part V of the Police Service Regulations, 1961.

Upon completion of a disciplinary proceeding, the file must be submitted to the Officer in charge of Community Relations, Welfare and Complaints, in order that the result be recorded in the Central Registry.

The Officer in charge Community Relations, Welfare and Complaints, shall inform the complainant of the final decision regarding his/her complaint.

I will keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn, or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and

2.

The code must now be incorporated in all Training Programmes of the Jamaica Constabulary Force and Auxiliaries. A copy of this should be given to every student on entering the Police Training School. As a Law Enforcement Officer, my fundamental duty is to serve mankind; to safeguard lives and property; to protect the innocent against deception; the weak against violence or disorder; and to respect the Constitutional rights of all men to liberty, equality and justice.

1.

The definition of corruption under the Corruption Prevention Act is "any forbearance to demand any money or money's worth or valuable thing, and includes any aid, vote, consent, or influence, or pretended aid, vote, consent, or influence, and also includes any promise or procurement of or agreement or endeavour to procure, or the holding out of any expectation of any gift, loan, fee, reward or advantage."

(b)

Any act of corruption in the same way as any other abuse or authority, is incompatible with the profession of Law Enforcement Officials. The Law must be enforced fully with respect to any Law Enforcement Official who commits an act of corruption, as Government cannot expect to enforce the Law among their citizens if they cannot, or will not, enforce the Law against their own agents and within their own agencies.

(a)

ARTICLE VII:--

"Medical attention" which refers to services rendered by any medical personnel, including certified medical practitioners and paramedian, shall be secured when needed or requested.

RE: ARTICLE VI:--

For an act he has committed or is suspected of having committed, or intimidating him or other persons. (b) the term "Cruel, inhuman or degrading treatment or punishment" should be interpreted so as to extend the widest possible protection against abuse, whether physical or mental.

"..... torture means any act by which severe pain or suffering whether physical or mental, is intentionally inflicted by or at the instigation of a public official on a person for such purposes as obtaining from him or a third person information or confession, punishing him

(a) The Declaration defines torture as follows:

Re: ARTICLE V:

By the nature of their duties, law enforcement officials obtain information which may relate to private lives or be potentially harmful to the interests, and especially the reputation, of others. Great care should be exercised in safe-guarding and using such information, which should be disclosed only in the performance of duty or to serve the needs of justice. Any disclosure of such information for other purposes is wholly improper.

Re: ARTICLE IV:

The use of firearms is considered an extreme measure. Every effort should be made to exclude the use of firearms, especially against children. In general, offenders should not be used except when a suspected offender offers armed resistance or otherwise jeopardizes the lives of others and less extreme measures are not sufficient to restrain or apprehend the suspected offender. In every instance in which a firearm is discharged, a report should be made promptly to the Commissioner of Police.

(b)

This provision emphasizes that the use of force by Law Enforcement officials should be exceptional; while it implies that Law Enforcement officials may be authorized to use force as is reasonably necessary under the circumstances for the prevention of crime or in affecting or assisting in the lawful arrest of offenders or suspected offenders, no force going beyond that may be used.

Re: Article III:-

The human rights in question are identified and protected by national and international law. Among the relevant laws are the Jamaica Constitution, Universal Declaration of Human Rights and the Declaration on the Protection of All Persons from Being Subject to Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment.

Re: ARTICLE II :-



- (a) The term "Law Enforcement Officials" includes all officers who exercise Police powers, especially the powers of arrest or detention.
- (b) Service to the community is intended to include particularly the rendition of services of assistance to those members of the community who by reason of personal, economic, social or other emergencies are in need of immediate aid.

Re: Article I :-

COMMENTARY

Law Enforcement officials shall not commit any act of corruption. They shall also rigorously oppose and combat all such acts.

ARTICLE VII

Law Enforcement officials shall ensure the full protection of the health of persons in their custody and in particular, shall take immediate action to secure medical attention whenever required.

ARTICLE VI

No Law Enforcement official may inflict, instigate or tolerate any act of torture or other cruel, inhuman or degrading treatment or punishment, nor may any law enforcement official invoke superior orders or exceptional circumstances such as state of war or a threat of war, a threat to national security, internal political instability or any other public emergency as a justification of torture or other cruel inhuman or degrading treatment or punishment.

ARTICLE V

Matters of confidential nature in the possession of Law Enforcement officials shall be kept confidential, unless the performance of duty or the needs of justice strictly requires otherwise.

ARTICLE IV

Law Enforcement officials may use force only when strictly necessary and to the extent required for the performance of their duty.

ARTICLE III

In the performance of their duty, Law Enforcement Officials shall respect and protect human dignity and uphold the human rights of all persons.

ARTICLE II

Law Enforcement Officials shall at all times fulfill the duty imposed upon them by law, by serving the community and by protecting all persons against illegal acts, consistent with the high degree of responsibility required by the law

ARTICLE I

4. The Standard Minimum Rules for the treatment of prisoners are generally embodied in the Prisons Act and Regulations in Jamaica. However, as a further step it is considered that the standards set out in the Code of Conduct should be made available to all Law Enforcement Officials. Accordingly, I have reproduced the Code along with a commentary on each article for our benefit.

3. It is also recognized that while Law Enforcement Officials made every effort to uphold the rights and dignity of each citizen, the nature of their work had an inherent potential for abuse.

2. Law Enforcement Officials, as part of the criminal justice system, are representative of and responsible to the community as a whole.

1. The United Nations Congress on the prevention of crime and treatment of offenders have adopted Standard Minimum Rules for the treatment of prisoners and also, a Code of Conduct for Law Enforcement Officials.

UNITED NATIONS CODE OF CONDUCT FOR LAW ENFORCEMENT OFFICIALS

The United Nations Congress on crime and offenders have adopted certain Rules for the guidance of law enforcement officers. The code of conduct for law enforcement officers as adopted by the United Nations is reproduced below as also THE LAW ENFORCEMENT CODE OF ETHICS OF THE JAMAICA CONSTABULARY

According to the nature of their duties, it is of vital importance that law enforcement officers be governed by certain codes of conduct.

Introduction:--

LAW ENFORCEMENT CODE OF ETHICS

.....0000.....

- 32. All members of the Force are expected to perform their duties in an efficient, courteous and orderly manner. Using patience and good judgement at all times, they shall be courteous and civil in their dealings with others. Members shall not use racial or ethnic remarks. They shall use respectful, civil forms of address to all persons regardless of their status in life. Displays of bias towards any person on account of race, sex, religion or life style shall be considered conduct unbecoming a member.
- 33. Every member is required to establish and maintain a working knowledge of all laws, regulations, procedures or orders of the country and the Force. In the event of improper action or breach of discipline, it will be presumed that the member was familiar with the law, regulation, procedure or order in question. Violation of this, may be grounds for disciplinary action.
- 34. All members shall perform their duties as required or directed by laws, Force Orders, regulations, policy, procedures or by orders of their senior in rank. All lawful duties required by competent authority shall be performed promptly as directed.
- 35. Malfeasance which is forbidden shall be the doing by a member of the Force under colour and or authority of their office of something that is unwarranted, that they have not been authorized to do, and that is legally unjustified or contrary to law.
- 36. Misfeasance which is forbidden shall be the performance of a lawful action in an illegal or improper manner, wrong or improper conduct in a public office.
- 37. Nonfeasance which is forbidden shall be the omission to do what should be done, failure to perform duties.
- 38. The Jamaica Constabulary Force concurs with and embraces the United Nations code of conduct for law enforcement officials that is set forth in the Police Manual Pages X through XIV.

21. Members shall ensure that their fitness for employment and job performance is not impaired due to the use of drinks or drugs. No member shall consume any alcohol for five hours prior to assuming an on duty status. Each member may be subjected to a medical examination at the request of the Commissioner of Police.
22. Members shall not permit their position within the Force to be used by any person or organization for the purpose of sales, promotions, contests, gifts or enterprise, without the written permission of the Commissioner.
23. No member shall as a consequence of his/her position as a member solicit or accept from any person, business, or organization any reward, gift or gratuity (including money, tangible or intangible personal property, food, beverage, loan promise, service or entertainment) for the benefit of the member.
24. No member shall use the J.C.F. equipment and/or property in a careless or negligent manner.
25. No member may engage in any outside employment without prior approval of the Commissioner.
26. All relationships between members of the J.C.F. shall be businesslike and courteous.
27. \* Members are required to be alert throughout their tour of duty. Sleeping while on duty is forbidden.
28. Members shall act together and protect one another in time of danger or in circumstances where danger might reasonably be expected.
29. Members shall not appropriate for their own use any evidence, or lost, found, stolen, recovered or Government Property.
30. When questioned by competent authority, members shall give complete and honest answers to all questions related to the performance of their official duties or their fitness and to hold public office.
31. Respect for the police is of paramount importance and, for the most part respect is predicated upon the appearance and personal grooming of a member. Based upon that premise, it is the policy of this Force that police personnel will be clean, neat and well-groomed at all times.

JAMAICA CONSTABULARY FORCE CODE OF CONDUCT

This Code applies to all members of the Jamaica Constabulary Force and its Auxiliaries.

*NB*

Any such breach of the peace, neglect of duty, misconduct on the part of any member of the Jamaica Constabulary Force or its Auxiliaries which tends to undermine the good order, efficiency, or discipline of the Force, or which reflects discredit upon the Force or any member thereof, or which is prejudicial to the efficiency and discipline of the Force shall be considered conduct unbecoming a member of the Force and subject to disciplinary action.

1. All members shall be quiet, civil and orderly at all times and shall refrain from coarse, profane or insolent language.
2. Members shall meet the public with courtesy and consideration. Questions shall be answered civilly and courteously.
3. It shall be the duty of every member to promote good public relations by giving assistance when it is required and by the impartial administration of the law.
4. Members shall furnish their names and identification to any citizen upon request.
5. Members shall refrain from making contacts with persons of questionable character, or visiting places where it is suspected that violations of the law occur, unless necessary to do so in the performance of their duty.
6. Every member shall refrain from using unnecessary force or violence. Members shall not strike a prisoner or any other person except in self-defence or in the defence of another.
7. Any attempt to bring undue influence to bear upon the Commissioner or any other Officer of the Jamaica Constabulary Force for the purpose of securing promotion or transfer, or to avoid penalties for wrongful action or conduct shall be considered insubordination, and treated accordingly. Proper representations by associations representing the various ranks of the Force are not to be considered as "Undue influence".

8. All members shall fulfil their financial obligations.
9. Any member who being present at or aware of any mutinous, rebellious, or reactionary movement within the Jamaica Constabulary Force, must use his/her utmost effort to suppress same, or knowing or having reason to believe that such movement is to take place must give this information to his/her Commanding Officer.
10. No member shall publicly criticize or ridicule the official action of any member of the Jamaica Constabulary Force, members of the Judiciary or other public official.
- \* 11. No member shall, at any time, be insubordinate or disrespectful to a senior in rank.
- \* 12. No member shall wilfully disobey any lawful command or order, either verbal or written, of any of his seniors.
13. All members shall treat as confidential all official communications and business of the Jamaica Constabulary Force.
14. No member shall make any false statement or intentionally misrepresent facts under any circumstance.
15. No member shall intentionally violate any law of Jamaica.
- ~~NB~~ 16. Members will be held strictly responsible for the proper performance of their duties.
- ✓ 17. Members shall be punctual in attending to all calls, requirements of duty, court appointments, and other circumstances requiring their attention.
18. No member shall feign illness, avoid responsibility, or attempt to shirk his/her duties.
19. Failure by any member to take the necessary police action in any matter coming to his/her notice while off duty or on leave shall be considered neglect of duty.
20. All members are prohibited from consuming beer, wine or any alcoholic beverage while on duty.

the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

3. I will never act officiously or permit personal feelings, prejudices, animosities, or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favour, malice or ill-will, never employing unnecessary force or violence and never accepting gratuities.
4. I recognize the badge of my Office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of the Police Service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession, Law Enforcement.
5. I will always be loyal to my Country and as a true patriot, I will regard the performance of my duties as a service to my Country. I regard loyalty to my Country as an obligation and I will divest myself from any mutinous or treasonable acts. I will be loyal not only in deeds but also in words and opinions. While free to hold political opinion, I will not permit party politics to colour such loyalty to the Government which is in Office by virtue of democratic elections.
6. I will consider my calling to uphold the law as an honourable profession rendering valuable service to my community and my Country. I regard the performance of my duty as a service to the people of Jamaica who look on me as the expression of their legal will and the upholder of their laws. I will consequently make myself fully familiar with the laws of my Country and seek increasing proficiency in the science and art of their application.
7. I will conduct myself in a manner which will inspire confidence and trust and maintain courageous calm in the face of danger, scorn or ridicule. I will so conduct myself in private and public life that I can be regarded as an example of friendliness, loyalty, stability and good living. Laxity of conduct in public or private and showing disrespect for the law cannot but reflect upon me and my profession. In dealing with individuals in the community I will so act that I can instill respect, confidence and trust. I will give

service where I can and exact compliance with the law where demanded. I will be neither over-bearing nor subservient nor give the impression that I am to be feared or commanded.

8. I will be courteous and humane in my dealing with all, realizing that to win respect I must show that I respect the dignity of every man. I will deal with individuals of the community in a manner calculated to instill respect for its laws and its Police Service. I recognize that courtesy goes a long way towards helping me in my work and it should be one of my watch-words. Courtesy is associated with good service in any business and my organization is no exception.

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CHAPTER 7

ALLOCATION AND DISTRIBUTION OF PERSONNEL POLICY AND PROCEDURE

I. PURPOSE AND OBJECTIVE

- A. The purpose of this Order is to define approaches to the efficient allocation of personnel to the various formations of the Force.
- B. The objective is to ensure that any deployment is effective as determined by subsequent evaluation of performance.
- C. The allocation of personnel to any formation will be in accordance with the overall management strategy of the Force under the direction of the Commissioner.

II. WORKLOAD ASSESSMENT

- A. The allocation of personnel to a Branch, Area, Division, Section or other formation in the Force shall be based on workload assessment. This is an evaluation of work patterns based on factors such as:
  - 1. time of day;
  - 2. day of week;
  - 3. major incidents and events, expected or unexpected;
  - 4. geographical area of responsibility;
  - 5. specialist area of responsibility;
  - 6. population;
  - 7. crime reports;
  - 8. accident reports;
  - 9. other reports demanding police action.
- B. The Planning and Research Division shall be responsible to evaluate, by means of surveys or other research methods:
  - 1. The number of calls, reports or other requests for police service in each station area;

2. the workload in each station area by shift, beat or otherwise;
  3. the workload of other formations having specialist functions with national jurisdictions;
  4. future shift scheduling, number of beats and their boundaries or other necessary zoning exercise affecting any formation in the Force.
- C. The patrol function has developed into a major function of the Force. This is the special responsibilities of:
1. the Motorized Patrol Division for general patrol;
  2. the Mobile Reserve Branch for selective enforcement purposes;
  3. the Traffic Division for enforcement of the Road Traffic Act and related Regulations;
  4. Patrol Sections established in certain parish Divisions;
  5. other formations which have as their main activities, patrol in support or in pursuance of a police objective.
- D. The allocation of patrol personnel to the Motorized Patrol Division or Formation is based on a workload assessment containing an analysis of the following:
1. number of incidents handled by patrol personnel during the specified period;
  2. average time required to handle an incident at the patrol level (measurement by a sampling of cases);
  3. calculation of the percent of time, on the average that should be available to the patrol officer for handling incidents during a specified period (such as an eight (8) hour shift);
  4. time lost through days off, holidays, and other leave, compared to the total time required for each patrol assignment;
  5. the nature or number of tasks as well as their complexity, location and time required for completion of police tasks.

E. To facilitate the workload assessment system, the Planning and Research Division shall be responsible for conducting a survey using the records at Police Control Centre to determine:

1. the number of incidents handled by patrol personnel during the specified period;
2. the average time required to handle an incident at the patrol level to calculate, note the time a unit was despatched, time the unit arrived, time the unit resumes normal patrol;
3. the percent of time on the average, that should be available to the patrol officer for handling incidents during a specified period, e.g. an eight (8) hour shift;
4. the number of units available for assignments over the same period, noting the time each unit takes to complete each assignment;
5. the time lost through days off and other leave, compared to the total time required for each patrol assignment;
6. the percentage of time used for non-patrol related duties.

F. There are two (2) distinct entities from which the Force based its allocation of personnel to each organizational component as follows:

1. Establishment: is the desired number of persons to perform the various tasks;
2. Strength: is the number of available personnel to perform these tasks.

G. To ensure that the strength of each Formation is sufficient for the workload, it shall be necessary to institute the following:

1. The Officer in charge shall conduct a survey within his geographical area to identify the following:
  - a. trouble spots noting incidents by categories;
  - b. black spots - areas noted for fatal traffic accident;

- c. residential areas;
  - d. commercial and other business areas;
  - e. recreational facilities/tourists attractions, etc.;
  - f. any other area requiring police presence.
2. Officers in charge of other formations without geographical area, shall conduct a survey according to areas of assigned responsibilities to determine the number of personnel required to efficiently meet the needs and fulfil the objectives of such formation.
  3. On completion of this exercise such officer shall submit to the Officer in charge Personnel a copy of the survey as part of the annual budget outlining the workload demands and the need for the appropriate number of personnel to perform the various tasks;
  4. The Officer in charge Personnel Division on receipt of these surveys, shall examine them carefully, ensuring that the personnel required for each component is consistent with workload demands, thereafter submit recommendations through the appropriate channel to the Commissioner for approval.

H. Patrol functions are organized as follows:

1. Patrol personnel deliver law enforcement services on a twenty four (24) hour basis which is divided into three (3) periods of eight (8) hour shift as follows:
  - a. 7:00 a.m. - 3:00 p.m.;
  - b. 3:00 p.m. - 11:00 p.m.;
  - c. 11:00 p.m. - 7:00 a.m.
2. In order to maintain a continuous police presence on the roads, an overlapping system shall be done by despatching some personnel as follows:
  - a. 8:00 a.m. - 4:00 p.m.;
  - b. 4:00 p.m. - 12:00 m.n.;
  - c. 12:00 m.n. - 8:00 a.m.

- I. For the purpose of identifying workload per shift, it shall be necessary to conduct a survey on the deployment of patrol personnel on each shift over a four (4) week period for analysis as follows:
1. the Planning and Research Division shall be responsible for analyzing the data recorded by Divisions with established patrol formations;
  2. in Divisions where there is an established patrol component the Officer in charge shall cause a record to be kept on all calls or request for police service and the deployment of patrol personnel per shift;
  3. the Officer in charge Police Control Centre shall cause a record to be kept at Police Control of all calls or requests for police service within the Corporate Area of Kingston and St. Andrew on each shift;
  4. where more than one person call in relation to the same incident, it shall be treated as a single call;
  5. at the end of four (4) weeks the Officers in charge of established patrol formations and the Officer in charge of Police Control Centre shall forward the data recorded to the Officer in charge of Planning and Research Division for analysis;
  6. the Officer in charge Planning and Research Division on receipt of such data, shall analyze and submit his findings to the Commissioner. He shall also prepare copies for the following personnel:
    - a. Deputy Commissioner in charge Administration, Training and Inspection;
    - b. Deputy Commissioner in charge Operations and Mobile Reserve;
    - c. Assistant Commissioner in charge Operations;
    - d. Officers in charge of established patrol Formations;
    - e. Officer in charge Personnel.

### III. ANNUAL AND QUARTERLY REVIEW

- A. Periodical reassessment of the allocation of personnel in the Force and its Auxiliaries will be an on-going process. This recognizes the specialist nature of some formations and the demands made on personnel. Police functions of a general nature are also important. All areas of the Force and its Auxiliaries will, therefore, be managed according to the overall policy goal at any point in time. As the need arises, personnel will be transferred permanently or temporarily from one formation to another for efficient management and control.
- B. On occasion, the circumstances affecting law enforcement may establish the need for a specialized programme, group of personnel, or other special effort as a countermeasure. The tendency is to continue what was initially intended to be a temporary measure without reassessing the continued existence of these countermeasures. At the direction of the Commissioner it shall be the responsibility of the Planning and Research Division to evaluate:
1. the initial problem or condition that required this specialist attention;
  2. the necessity for continuing the specialist exercise;
  3. any other factor impinging on the situation.
- C. Tabulation of incidents by reporting areas enable a reassessment of the demand for police service and thus the workload distribution. To facilitate the establishment of such system the following procedure shall be implemented:
1. the procedure in Force Orders #2274 on Records Management are to be observed;
  2. the Divisional Officer shall ensure that proper records of incidents occurring within the Division's geographical area are maintained at head stations and out stations;
  3. for each incident reported, the police shall categorize and record the day, date, time, place and nature of occurrence;
  4. the Sub-officer in charge each station shall cause a monthly return of incidents reported, to be

compiled and forwarded to the Divisional Officer not later than the 7th of each succeeding month;

5. the Divisional Officer on receipt of such return shall categorize and prepare a comprehensive return and forward it through Area Headquarters to Planning and Research Division, Police Headquarters for processing;
  6. the Officer in charge Planning and Research on receipt of these returns shall cause the necessary tabulation to be done on a monthly basis, and at the end of each fiscal year, prepare and submit data on incidents to the following:
    - a. Commissioner;
    - b. Deputy Commissioner Administration, Training and Inspection;
    - c. Deputy Commissioner Operations and Mobile Reserve;
    - d. Deputy Commissioner Crime;
    - e. Area Officers;
    - f. Divisional Officers;
    - g. Officer in charge Personnel.
  7. the Area and Divisional Officers on receipt of such data shall make full use of such information in reassessing the demand for law enforcement services and the distribution of workload in their respective Divisions.
- D. There are occasions when personnel are transferred from one component to another making way for new graduates. This process however, does not affect the working strength of the particular component, but complements the probationary training period of new and young graduates. Each batch of graduates from the Police Academy (Training School) is posted in Divisions island wide with the majority going to Divisions with the heaviest workload demands.
- E. Every three (3) months the Officer in charge Personnel shall assess the distribution of patrol personnel using these factors of temporal and geographic demands for service, as well as evaluating shift hours and beat configurations and determine if any revisions are necessary.

A quarterly reassessment of the distribution of patrol personnel is an efficient method of managing the human resources within the patrol component, to achieve desired objectives.

#### IV. SPECIALIZED ASSIGNMENTS

- A. The advertisement of openings in a specialized assignment is a fair method of identifying and selecting the right personnel for such openings. To create a climate of fairness in the selection process, the following procedure shall be followed:
1. With the exception of sensitive or covert assignment whenever an opening for a position is available in a specialized assignment, that position shall be published in Force Orders. This process provides the Force with a greater choice of applicant.

The selection of personnel for specialized assignments shall be based on the following:

- a. discipline;
- b. years of service;
- c. experiences;
- d. skills, knowledge and ability to perform in specialized assignment.

#### V. MANPOWER AVAILABILITY FACTOR

- A. The assignment/availability factor is useful in calculating the number of personnel required to carry out various assignments. To facilitate this exercise the following procedure shall be adopted:
1. On the first of April each year, it shall be the responsibility of the Officer in charge Planning and Research Division to conduct a study of the assignment/availability by calculating the number of personnel required to carry out various assignments. The assignment/availability factor is a ratio representing the total person days available compared with the actual person days available for assignment less leave days to include (short, sick and vacation) or Training;
  2. Formula for calculating Manpower Availability Factor (M.A.F.):



- a. Potential Workdays = the number of duty personnel x 365 days;
- b. Add all leave days taken to include the following:
  - i. number of scheduled days off multiply by number of patrol personnel at a.;
  - ii. sick leave;
  - iii. short leave;
  - iv. vacation;
  - v. training days, (include recruits training).
- c. Potential Workdays - leave days taken = actual workdays available;
- d. Potential Workdays divide by actual workdays = Manpower Availability Factor (M.A.F.)

VI. TEMPOPORAL, GEOGRAPHICAL AND HOURLY DISTRIBUTION OF INCIDENTS

- A. The distribution of patrol personnel is one of the primary means of improving the Force's efficiency and effectiveness in the delivery of law enforcement services. The need for patrol service varies by time of day and location in any law enforcement agency. To determine the extent of variations it shall be necessary to maintain an index of incidents that require police service so as to:
  - 1. determine the distribution of patrol personnel based on need for such service;
  - 2. ensure efficiency in the management of the Force's resources to accomplish desired objectives.
- B. To facilitate this exercise the following procedure shall be adopted:
  - 1. incidents to which the police have allocated patrol time shall be classified as follows:
    - a. schedule offenses in the Fingerprint Act;
    - b. vehicular accidents;

- c. miscellaneous service/complaints e.g. domestic disputes, threats;
- d. arrests

These four elements cover the kinds of activities to which the police commit extensive man hours.

- 2. Officers in charge of Patrol Divisions shall be responsible for:
    - a. maintaining an index of incidents occurring in their respective Divisions both by type and locations, noting the time, date, day of week as outlined at 'a';
    - b. evaluate every month the number of incidents by stations to determine workload and the appropriate manpower to meet that workload.
  - 3. The Officer in charge Motorized Patrol who has geographic responsibility to deploy patrol personnel in the Corporate Area of Kingston and St. Andrew, shall be guided by the information contained in daily log and incident sheets prepared and distributed in Police Control Centre;
  - 4. weights shall be added to the various categories of incidents on the basis of the time required to deal with such incidents, the importance and likelihood of preventing them, and the severity of each category. Weighting is an arbitrary judgement but shall reflect the fact that burglaries and robberies shall be afforded greater police concern, than should a loud noise report.
- C. In the Force's law enforcement activities the process of collecting and analyzing data on the hourly distribution of incidents requiring law enforcement response is a sound management practice. It enables an administrator to make decisions relative to the utilization of patrol personnel. To establish such a system the following procedure shall be adopted:
- 1. the Officers in charge of Divisions with geographical responsibilities shall:
    - a. cause a record to be kept on all incidents reported to the police each hour in their respective Divisions;
    - b. cause a monthly return to be prepared and forwarded to the Planning and Research

Division not later than the 7th of each succeeding month for analysis.

2. the planning and Research Division shall be responsible for receiving and analyzing data from Divisions islandwide;
3. the Officer in charge Planning and Research on receipt of such data shall cause the necessary analysis to be done and submit a report to the Deputy Commissioner in charge Administration, Training and Inspection for the information of the Commissioner.

#### VII. MAPS OF SERVICE AREAS

- A. The Deputy Commissioner in charge Operations and Mobile Reserve shall be responsible for the zone revision exercise, to enhance the development of new patrol zones in accordance with the classification and population of each zone. On completion of this exercise he shall submit the new revision with his recommendation to the Commissioner for approval.
- B. Whenever the Commissioner gives his approval, the Officers in charge Motorized Patrol and Mobile Reserve shall be given a copy for the deployment of patrol personnel in these zones. It shall be the responsibility of the Officers in charge Motorized Patrol and Mobile Reserve to establish and maintain new maps with the zones clearly marked for the information and guidance of patrol personnel.
- C. Each Division within the Force with geographical responsibilities shall maintain a map of their respective areas.
- D. The motorized Patrol Division shall have patrol responsibilities relative to the objectives of the Force for the Corporate Area Of Kingston and St. Andrew. The Corporate Area is already sub-divided into patrol zones, viz: commercial, residential or a combination of both.
- E. The out stations or sub stations in each Division shall maintain a map also of its geographical area.
- F. The Officers in charge of other Divisions with established patrol component shall be responsible for the revision of zones in their area as they see fit from trend analysis, for deployment of patrol

personnel. They shall maintain geographical maps with zones clearly defined for the information and guidance of patrol personnel under their command.

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ADDENDUM TO FORCE ORDERS #2330 DATED 30.1.92  
ON ALLOCATION AND DISTRIBUTION OF PERSONNEL

I. ISLAND SPECIAL CONSTABULARY FORCE

A. RECRUITMENT

1. The selection process used by the Island Special Constabulary Force for recruitment is similar to that in use by the Jamaica Constabulary Force.
2. Each applicant is required to pass a written test. Being academically qualified is an asset - Applicants are medically and physically examined before enrolment.
3. By virtue of Section 22 (1) of the Constables (Special) Act, Special Constables may be required to perform the same duties as members of the Jamaica Constabulary Force and in so doing must accept the same responsibilities and be exposed to the same hazards.
4. Members of the Island Special Constabulary were accorded permanent status as outlined in Section 16 of the Constables (Specials) Act thus establishing a career path.

B. TRAINING

1. Efficiency in police operations requires well trained personnel. Most of this training shall be accomplished within the department. Without training, even the most carefully selected person will not be qualified to perform the many and varied tasks required of the Law Enforcement Officer.
2. The members of the Island Special Constabulary Force are trained for ten (10) weeks in law and police procedures, drill, weaponry and first-aid similar to that for Jamaica Constabulary Force Members. On completion of initial training, they are posted to Divisions and receive on-the-job training.
3. The training and development programme covers topics related to assigned duties to ensure that Special Constables receive the basic level of training adequate to perform assigned duties.

4. During initial training, members are given instructions and tested in the use and care of firearms up to the same level of competence as members of the Jamaica Constabulary Force. However, the range of firearms is limited to the types required for the duties they are assigned.

C. INSERVICE TRAINING

1. The Island Special Constabulary Force conducts approved inservice training courses for its members over a period of three (3) weeks throughout the year to upgrade law enforcement skills. These courses cover topics in laws, police administration, supervision and other related subjects, similar to the Jamaica Constabulary Force and are geared at improving skills, knowledge and abilities.
2. Course contents are prepared in a syllabus along with a timetable for each course which enables the Island Special Constabulary Force to evaluate its training activities and make changes to suit training needs.

D. EXTERNAL COURSES

1. Where external courses are available for members of the Island Special Constabulary Force, the names of personnel selected shall be submitted through the Assistant Commissioner (Auxiliaries) for approval.

E. FIREARM RE-TRAINING

1. Since members of the Island Special Constabulary Force may be required to perform the same duties, and accept the same hazards and responsibilities as members of the Jamaica Constabulary Force, it shall be necessary to provide them with equal re-training in the use and care of the types of firearms used in their assigned duties similar to that for members of the Jamaica Constabulary Force.
2. Once each year, the Deputy Commissioner, Administration, Training and Inspection shall conduct a survey or cause a survey to be conducted to determine the following:
  - a. number of persons whose firearm training need to be upgraded;

- b. number of firearms and ammunition required for this exercise;
  - c. the cost of carrying out such an exercise to include training material, proficiency certificate, etc.
3. Where he is satisfied that the Force can embark on this exercise, he shall submit his recommendations to the Commissioner for approval. Once approval has been given, he shall give his directive for implementation of training on a phased basis until all members are fully trained.

F. DEPLOYMENT

1. Members of the Island Special Constabulary Force may be deployed on a daily basis to supplement (and not replace) the regular Force (J.C.F.) in delivering law enforcement services, that require authority.
2. Prior to deployment, the members shall be trained to an approved level of proficiency.
3. They shall possess and display a high sense of responsibility, be familiar with the operations of the Police Service and shall have confidence in their abilities to deliver law enforcement services on a day to day basis and in emergencies.

G. RETIREMENT

1. Section 20 (b) of the Constables (Special) Act states the following:  

"A Special Constable shall be released on attaining the age of sixty (60) years."
2. Section 39 of the Constables (Special) Amendment Act 1988 empowers the Commissioner to require a Special Constable to retire from the Force:
  - a. at anytime after he attains the age of fifty five (55) years; or
  - b. with the approval of the Governor General, at anytime after he attains the age of fifty (50) years.
3. Force Orders #2203 dated 24.8.89 referred to the Public Service Commission as the appropriate authority to administer the affairs of retirement

benefits for all members of the Island Special Constabulary Force.

II. CIVILIAN PERSONNEL

- A. Positions/vacancies within the Force not requiring police authority shall be filled by civilian personnel. It shall be necessary therefor to identify these positions or vacancies and ensure that they are staffed by civilians.
- B. To accomplish this task the following procedure shall be adopted:
  - 1. In April of each year, the Planning and Research Division shall conduct a position survey. This study shall:
    - a. evaluate the current establishment and strength of the Force as it relates to the duties and responsibilities of established positions within the Force;
    - b. examine if there are positions being filled/held by members of the Force that do not require law enforcement authority to perform in those positions.
  - 2. Recommendations shall be submitted to the Deputy Commissioner, Administration, Training and Inspection as to the exact position and job description that shall be filled by a civilian employee of the Government, thus freeing a member of the Force for operational duties. This is a cost effective and efficient management principle.

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## CHAPTER 8

JAMAICA CONSTABULARY FORCE -SELECTION PROCESS

## Selection Process -Force Applicants

1. A revised Selection Process for applicants wishing to enter the Jamaica Constabulary Force was introduced in January, 1992.
2. The objective of the new system is to ensure that persons enlisted into the Force are of the best possible quality.
3. Under this revised system, The Four Permanent Recruiting Centres listed below with the parishes they serve will be maintained
  - a. 79 Duke Street Kingston  
Kingston, St. Andrew, St. Catherine and St. Thomas
  - b. Area 1 Police Headquarters - Montego Bay  
(Summit Police Station)  
St. James, Trelawny, Hanover and Westmoreland
  - c. Area 2 Police Headquarters - Annotto Bay  
St. Mary, Portland and St. Ann
  - d. Area 3 Police Headquarters - Mandeville  
Manchester, Clarendon and St. Elizabeth
4. Each of these Centres will be headed by an Inspector of Police.
5. The Commandant, Jamaica Police Academy will ensure that an adequate amount of test papers and other stationery are available at all Centres.
6. It is open to applicants to attend the Centre most convenient to them.
7. Applicants presenting themselves for selection at the Recruiting Centres MUST produce three recently taken passport size photographs certified by a Justice of the Peace, Resident Magistrate, School Principal, Officer or Inspector of Police.
8. Applications will be registered and checked for statutory requirements in respect of age, height and weight.

9. Those satisfying the statutory requirements will:
  - a. Complete the proscribed application form
  - b. Sit the proscribed standard educational test.
10. Applicants who pass the educational test will then write an autobiography which will be available at final Selection Board.
11. In the case of the Kingston Recruiting Centre, successful applicants will be given a date for a "One Day Extended Assessment Centre" at the Police Academy, Twickenham Park, Spanish Town.
12. At Rural Centres dates will be given when there are sufficient number of applicants to appear before the "Assessment Centre".
13. Applicants will be advised to take with them to the One Day Assessment Centre:
  - a. Certified Copies of Birth Certificates
  - b. Academic or Skills Certificates
  - c. Certificate of character from a Magistrate, Clergyman or other adjudged reputable person
  - d. Recommendation from past or present employers.
14. Files of successful applicants must be forwarded to the Chairman of the Final Selection Board in advance of the day for Extended Assessment.
15. In the case of those applicants who failed the Education Test, the application form, one copy of the photograph and the test result will be forwarded to the Commandant, Jamaica Police Academy for recording and filing.
16. During the One Day Assessment, applicants will undergo a series of tests. They will be observed by trained assessors, who will assess them against set criteria.
17. The "Assessment Centre" will be concluded by a Final Selection Interview by a Board comprised as follows
  - a. At the police Academy
    - i. Assistant Commissioner of Police or Senior Superintendent of Police, Training;

- ii. Commandant, J.P.A. or nominee;
  - iii. The personnel Officer (Jamaica Constabulary Force);
  - iv. The force Chaplain or his nominee;
  - v. A Nominated Assessor.
- b. At Rural Centres
- i. The police area officer or second in command
  - ii. Assistant Commissioner of Police or Senior Superintendent of Police, Training.
  - iii. The Senior person on each Board will act as Chairman.
18. If selected by the Board, applicant's fingerprints will be taken.
19. It will be the responsibility of Area officers to administer the selection process at their Area and forward to the Commandant, Jamaica Police Academy
- a. In the case of Successful Applicants
    - i. completed application form
    - ii. Three certified photographs
    - iii. Result of prescribed entrance test
    - iv. Applicant's autobiography
    - v. Certificate of Character
    - vi. Recommendation from past or present employer.
  - b. In The Case Of Unsuccessful Applicants
    - i. Completed application form
    - ii. Result of Educational test.
20. It will be the responsibility of the Commandant, Jamaica Police Academy, in respect of successful applicants to forward their:
- a. Fingerprints to the Criminal Records Office for checking;

- b. Particulars to Special Branch Headquarters for checking;
  - c. Antecedent Report forms to Division of birth where lived or worked and present domicile for enquiries in family background, character, etc
21. If these reports are favorable, applicants will be given a date by the Commandant, Jamaica Police Academy for Medical Examination.
  22. Area Officers will forward a monthly return on Force Applicants to the Commandant, Jamaica Police Academy, by the seventh day of the month.
  23. The Commandant will forward an islandwide return on Force Applicants to the Assistant Commissioner of Police (Training) by the fourteenth day of each month.
  24. Separate returns should be made for male and female applicants. Format for return is attached as an Appendix to these Orders.
  25. The Assistant Commissioner of Police (Training) will ensure that the prescribed entrance test and exercise for the extended Assessment are revised and if necessary updated from time to time and that the appropriate Officers and Recruiting Staff are fully briefed on any change.
  26. Other aspect of the Recruiting Process will be done in conformity with instructions to be handed down at Workshops and seminars conducted by the Training Branch.
  27. Force Orders No. 2075 dated 12.3.87 treating on the subject is hereby canceled.

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CHAPTER 9

RECRUITMENT POLICY AND PROCEDURES

I. RECRUITMENT RESPONSIBILITY

- A. The Force has the sole responsibility in the planning and implementation of its recruitment programmes.
- B. The Assistant Commissioner in charge Training Branch is responsible for the administration and management of all recruitment programmes.
- C. All members of the Force who are actively involved in the recruitment process shall receive appropriate training and be acquainted with the following:
  - 1. the Force's career opportunities, salaries, benefits and training;
  - 2. the Force's recruitment needs and commitments;
  - 3. the community and its needs (including demographic data, community organizations, educational institutions, etc);
  - 4. cultural awareness or an understanding of different ethnic groups and sub-cultures;
  - 5. techniques of informal record keeping systems for candidate tracking;
  - 6. the selection process utilized by the Force (including procedures involved in conducting background investigations and written, oral and physical agility examinations);
  - 7. characteristics that disqualify candidates;
  - 8. medical requirements;
  - 9. equal employment opportunity for females.
- D. Each member of the Force is a representative of the Force and should therefore set an example to be followed by potential candidates for enlistment although they may not be assigned to the recruitment programme.

- E. Each member shall diligently seek qualified potential members and actively recruit or encourage them into membership.

## II. RECRUITMENT PLAN

- A. A recruitment plan enables the Force to conduct an organized and effective search for the best qualified applicants by relating job requirements to recruiting methods.
- B. To facilitate the establishment of a recruitment plan the following procedure shall be adopted:
  - 1. The Training Branch shall be responsible to prepare a comprehensive recruitment plan setting out strong management commitments and measurable recruiting objectives, including:
    - a. actual and forecasted vacancies based on the difference between the authorized establishment and actual strength of the Force;
    - b. forecasted survey of attrition from the Force due to retirement, resignation or dismissal;
    - c. an analysis of demographic/geographic features of the Force's service area.
  - 2. In developing the strategies and procedures designed to accomplish the objectives of the recruitment plan, a timetable of key recruitment activities, and an itemized budget shall be the key elements in preparing such a plan;
  - 3. The recruitment plan shall be structured to create the opportunity for community organizations and key leaders to participate. The procedures for seeking assistance from these persons shall also be included in the plan.
- C. Evaluation of the programme is designed to ensure success and development. To create the opportunity for success and to facilitate the evaluation of the Force's recruitment plan the following procedures shall be adopted:
  - 1. The Training Branch shall conduct a comprehensive evaluation of the Force's recruitment programme, utilizing the most effective appraisal method necessary such as:

- a. accurate record keeping;
  - b. measurement of recruiting activities against quantitative objectives;
  - c. analysis of the effectiveness and efficiency of the recruitment programme.
2. The Assistant Commissioner in charge Training shall submit a recruitment evaluation report which shall include recommendations for improvement to the Commissioner in December of each year;
  3. It shall be the responsibility of the Assistant Commissioner in charge Training to co-ordinate all recruitment activities for the Force and submit a progress report to the Commissioner on a quarterly basis. Particular attention shall be given to key activities and other indicators of programme progress.

D. Permanent recruiting centres were established at the Headquarters of Areas I, II and III with effect from June 5, 1986 vide Force Orders #2035 to decentralize the recruiting process and to facilitate Force applicants in the rural parishes, who would normally travel to the main recruiting centre in Kingston. This is a measure designed to minimize travelling and other expenses to the applicant.

E. This recruitment initiative is an ongoing process based upon the difference between the authorized establishment of the Force and the current or projected actual strength of the Force, so as to minimize the gap between the establishment and the strength. The Jamaica Constabulary Force recruitment activities will be an ongoing exercise to identify qualified applicants, both male and female.

### III. JOB ANNOUNCEMENTS AND PUBLICITY

- A. In an effort to provide the most accurate and precise job description possible all Jamaica Constabulary Force and Auxiliaries recruitment announcements shall contain the following information and be based upon the 1990 Jamaica Constabulary Force Job Task Analysis:
  1. description of duties;
  2. description of responsibilities;
  3. skills required.

- B. All recruitment announcements shall also contain:
  - 1. educational requirements;
  - 2. physical requirements;
  - 3. testing requirements;
  - 4. antecedent requirements;
  - 5. criminal history review process;
  - 6. interviewing process.
- C. All recruitment announcements shall indicate that the force is an equal employment opportunity employer and encourages qualified females to apply. Where advertisements depict members carrying out activities in the Force, such advertisements shall include females.
- D. All recruitment announcements advertising job vacancies shall be publicized at least thirty (30) days prior to the application deadline which shall be indicated on the announcements.
- E. Entry-level job vacancies shall be advertised through the Media (print, radio and television) and also posted at locations where community service organizations meet. If there is an application deadline it shall be clearly stated in the advertisement stating dates, times and locations of recruitment testing.

#### IV. RECRUITMENT OF FEMALES

- A. It is the policy of the Force to recruit females for deployment in every section of the Force. Females represent approximately ten percent (10%) of the Force and are continuously recruited as in the case of males and trained to fill the gap created through the difference between the establishment and the current or projected actual strength of the Force.
- B. Law enforcement in any community requires the services of both male and female. There are sensitive areas where the deployment of males is inappropriate. Hence, females shall be recruited and trained to function in these areas, e.g.
  - 1. rape case investigations;
  - 2. juvenile case investigation and procedures;



3. searches of females;
  4. dealing with female prisoners.
- C. Divisional Officers will ensure the deployment of females in these areas.
  - D. All female members of the Force are given equal opportunities as their male counterparts and enjoy the similar employment benefits structured for each rank.
  - E. Female members are provided maternity benefits similar to females in other public service agencies.

V. APPLICATIONS

- A. Applications of prospective candidates that are deficient can be rectified prior to the testing or
- B. The applicants shall be kept informed as to the status of their applications. Each time a recruiter makes contact with an applicant that contact shall be documented both in the Station Diary and in the applicant's personal file.
- C. On arrival at the Recruiting Centres, applicants shall be registered and given the prescribed entrance test for the Jamaica Constabulary Force. Those meeting statutory requirements shall complete the personal particulars form.
- D. Based on the vacancies according to the establishment, qualified applicants who satisfy all the requirements for enlistment, shall be employed.

VI. CADET PROGRAMME

- A. It is the policy of the Force to nurture the interest of young people in the law enforcement field by recruiting applicants leaving Secondary, High School or College who may not be eligible for recruit training by reason of age but can be placed in the police Cadet Corp and given special academic training until they have attained the required entry-level age.
- B. Each applicant sits the same entry-level examination as regular applicants for the Jamaica Constabulary Force. If successful and his/her physical stature is below the entry-level requirement, the Medical Officer may give consent for such applicant to be accepted if in the opinion of the Medical Officer the applicant is not

fully developed and will eventually reach the required height and weight.

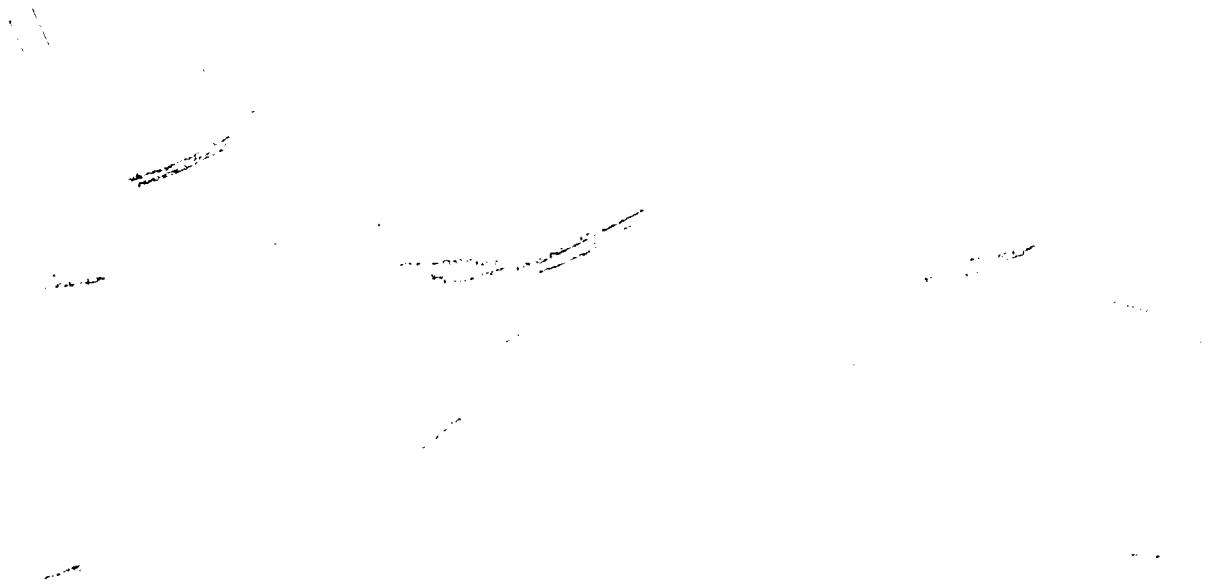
- C. During training a Cadet may be granted time off to sit an examination in any academic subject for his personal development.
- D. It shall be the responsibility of the Commandant, Jamaica Police Academy (J.P.A.) to cause a Cadet who exceeds twelve (12) months in the Cadet Corp to re-sit the entry-level examination for the Jamaica Constabulary Force.

## VII. COMMUNITY AND GOVERNMENT INVOLVEMENT

- A. The Training Branch and Community Relations Division embark on various programmes involving community leaders both in the business and civic sectors and in particular with Youth Clubs islandwide to assist in the recruitment and training process.
- B. It shall be necessary for recruiting Officers to use career days at High School, College and University Campuses for setting up displays, handing out recruitment material and speaking to interested students, thus creating the exposure and reinforcement that lead individuals into career paths such as law enforcement
- C. Applications and vacancy advertisements shall be made available to Career Counsellors in a timely manner and posted at community service organizations meeting places throughout the island.
- D. It can be of significant value to the Force if its administration embarks on a co-operative agreement with other personnel agencies to recruit qualified applicants for the Force.
- E. Agencies such as the Jamaica Information Service (J.I.S.) or Jampress, can play an important role in attracting young qualified applicants for the Force. These Agencies through the years have developed a high degree of expertise in attracting personnel for other Government agencies. It shall be the responsibility of the Deputy Commissioner in charge Administration, Training and Inspection in consultation with the Commissioner to seek co-operative agreements with the Jamaica Information Service (J.I.S.) and Jampress to co-ordinate the recruiting activities of the Force.

### VIII. EQUAL EMPLOYMENT OPPORTUNITY

- A. It is the policy of the Jamaica Constabulary Force to provide Equal Employment Opportunities for employees and applicants by complying with non-discrimination provisions of Laws, Rules and Regulations governing the Force. This is intended to:
1. prohibit exclusion of a person(s) from employment, examination, appointment, training, recruitment, promotion, retention, discipline or other personnel selection activity because of marital status;
  2. encourage applications for employment by women;
  3. distribute information to recruitment sources outlining career opportunities, application procedures and other pertinent information concerning employment within the Force;
  4. maintain records of recruitment and selection activities listing applications and the selection or rejection decisions in cases involving women;
  5. ensure full utilization of the services of women in the Force;
  6. maintain records as to the progress of the Force's recruitment of women;
  7. employ the principles and practices of equal employment opportunity in the selection of participants for training programmes;
  8. encourage all employees to aspire to higher level positions, and assist them in acquiring qualifications for advancement;
  9. ensure that managers and supervisors recognize their responsibility for carrying out the spirit and intent of the recruitment plan especially as it relates to equal opportunity and to actively work to advance the plan among the employees they supervise. Failure to comply with the recruitment plan will be considered in performance evaluations and personnel actions, as determined by the Commissioner;
  10. to file complaints, employees should refer to the Force Orders on Grievance Procedure.



CHAPTER 10

TRAINING POLICY AND PROCEDURES

I. PURPOSES

- A. Efficiency and effectiveness in police duties require that all police personnel be adequately trained to execute the tasks of law enforcement. Training therefore serves the following broad purposes:
1. to prepare personnel to act decisively and correctly in law enforcement situations;
  2. to promote efficiency and effectiveness;
  3. to foster co-operation and unity of purpose so that professional confidence exists in each other at all times.
- B. Training programmes will ensure that the needs of the Force and its Auxiliaries are met in order to support the following broad duties, objectives and functions of the Police Department:
1. preservation of the Peace and Good Order;
  2. protection of life and property;
  3. prevention and detection of crime;
  4. duties of a law enforcement nature which may be assigned to the Jamaica Constabulary Force and its Auxiliaries from time to time.
- C. The maintenance of law and order is a responsibility imposed on the Police Service by society. How the related duties are executed depend in large measure on the willing co-operation and assistance of society in general. Training will determine the ability of the police to adapt to the following statements of common values and purposes in responding to the Jamaican society's needs:
1. The purpose of the Police Service is to uphold the law fairly and firmly, to prevent crime, to pursue and bring to justice those who break the law, to keep the Peace, to protect, help and reassure the community and to be seen to do all this with integrity, common sense and sound judgement;

2. We must be compassionate, courteous and patient, acting without fear or favour or prejudice to the rights of others. We need to be professional, calm and restrained in the face of violence and apply only that force which is necessary to accomplish our lawful duty;
  3. We must strive to reduce the fears of the public and, so far as we can, to reflect their priorities in the action we take. We must respond to well-founded criticism with a willingness to change.
- D. The purpose of this Order is to set out the training policy of the Jamaica Constabulary Force and its Auxiliaries.

## II. TRAINING ORGANIZATION AND ADMINISTRATION

- A. The Training Branch falls under the direction of the Deputy Commissioner in charge Administration, Training and Inspection.
- B. It is the role and responsibility of the Training Branch to develop and administer all training programmes for the Force and its Auxiliaries particularly in the following categories:
  1. recruit training;
  2. in-service training;
  3. on the job or roll call training;
  4. advanced training;
  5. specialized training.
- C. The functions of the Training Branch are as follows:
  1. plan and develop training programmes for the Force and its Auxiliaries;
  2. exercise supervision over:
    - a. the Jamaica Constabulary Force Staff College;
    - b. the Jamaica Police Academy.
  3. process applications from members of the Force for academic courses;
  4. process applications for other courses;

5. supervise and develop teaching methods designed to ensure that high quality graduates are produced to the benefit of the Force;
6. evaluate students performance based on reports from training institutions;
7. notifying personnel of required training and also training that is available to them;
8. establishing procedures to ensure that training records are maintained;
9. implementing training programmes;
10. selection, training and placement of instructors;
11. annual evaluation, update and revision of training programmes including implementation of any changes;
12. co-ordination of training programmes.

D. The Jamaica Constabulary Staff College provides professional training at a higher level for leaders in the Police Service on the premise that Officers of the right quality are available in sufficient numbers to fill senior posts. Its basic aim is to develop potential for higher responsibility by them enabling those who attend its courses to improve their professional knowledge and skill, broaden their outlook and increase their understanding of the community which they serve and protect. Graduates are expected to be proficient in the techniques of management, the skills of communication and the art of leadership. They should also be conscious of the possibilities of the future no less than the traditions of the past. The Staff College has therefore been established since 1984 to:

1. provide command and staff training for all personnel of the rank of Inspector and above in Jamaica and other Caribbean Islands;
2. foster mutual understanding of Force policies by senior Officers and thus the creation of a freer relationship between different ranks;
3. improve leadership performance and potential so that graduates will gain confidence and develop the skills required for successful command;
4. provide a forum for discussion of the major police

and related problems of the present and future and consider likely solutions.

- E. A College Advisory Council advises the Minister of National Security and the Commissioner of Police on the development of the Staff College.
- F. The Training Advisory Board is established in accordance with Force Orders #2297 setting out its authority and responsibilities and requiring that all submission on training up to in-service level are to be made to the Board. The Board will study and make recommendations to the Commissioner and will also assist in evaluating training needs. It will also serve as a focal point of input from various sections of the Force. It is re-constituted every three (3) years.
- G. The Deputy Commissioner in charge Administration, Training and Inspection shall keep the Commissioner informed of all the sources identified for training programme development and subsequent approval before implementation.
- H. It shall be the responsibility of the Deputy Commissioner in charge Administration, Training and Inspection to evaluate the results or trends of internal investigations such as Orderly Room and Courts of Enquiry which may be useful for training programme development.
- I. In order to identify training needs it shall be the responsibility of the Assistant Commissioner in charge Training to:
  - 1. evaluate the trend of inspection reports islandwide over a specified period to identify deficiencies or areas where training is needed;
  - 2. record the information with relevance to training needs that emanates from the quarterly all island conference held by the Commissioner;
  - 3. conduct seminars or workshops with field personnel e.g. Divisional Training Sub-officers, instructors from the Academy and personnel with special skills and knowledge in the field, then utilize the information for training programme development.
- J. The Assistant Commissioner in charge Training in consultation with the Deputy Commissioner in charge Administration, Training and Inspection shall evaluate



the Force's Training Programme on an annual basis and be guided by:

1. the advice of the College Advisory Council on training by the Staff College;
2. the recommendations of the Training Advisory Board in programme development for all course for the ranks of Constable to Sergeant.

K. The resources to be used in developing a general duties training programme will include:

1. inspection reports;
2. staff reports or general observation;
3. consultation with general duties personnel and also observations;
4. Training Advisory Board recommendations;
5. training evaluations;
6. investigative reports on public complaints against police;
7. any other source of information and data within the Force which may provide legitimate measures of training needs.

L. Personnel attending local training programmes will adhere to the instructions prevailing at the institutions where they are attending the course. These instruction will include:

1. recording attendance;
2. excusing participants from attendance for official reasons;
3. making up time that is missed as a result of excused and unexcused absences;
4. successful completion of course.

M. The Jamaica Police Academy is the primary organ of training for the Force and its Auxiliaries. All training programmes will be administered there unless otherwise directed. It is commanded by an Officer of a rank determined by the Commissioner and whose position is called the Commandant. He is assisted by qualified instructional staff.

- N. The Commandant will ensure that the following facilities are available:
1. adequate classroom space and necessary equipment to accommodate students in groups of twenty;
  2. adequate office space for administrators, instructors and office staff;
  3. an equipped physical training facility;
  4. an efficiently run library with adequate reading and research material to suit training needs;
  5. an approved firearm range located away from the Academy's main facilities and equipped to suit training needs;
  6. an equipped and approved driver training school.
- O. Performance objectives are established for all training programmes which are developed on the basis of job task analysis. These objectives will:
1. focus on the elements of the job task analysis for which formal training is needed;
  2. provide clear statements of what is to be learned;
  3. provide a basis for evaluating the participants;
  4. provide a basis for evaluating the effectiveness of the training programme.
- P. To ensure that performance objectives meet the requirements of the Force:
1. performance standards will be developed based on job task analysis and specify that all personnel achieve a level of ability specified by the performance objectives and shall provide information as to the relative effectiveness of the training programme itself;
  2. personnel will be made aware of the performance objectives and the programme of studies required during the training programme. In addition, they will be allowed to practice and develop required skills and if found deficient, remedial training will be offered. As always, the instructors will relate the subject matter

directly to job performance in an effort to motivate the students. If at a satisfactory level, consideration should be given to an evaluation of the members potential as an efficient Constable as also the possibility of dismissal.

- Q. The training programmes of the Island Special Constabulary Force and District Constables will be administered by the Assistant Commissioner in charge Training and will be effected at the Jamaica Police Academy unless approval is given otherwise by this Officer. Training for Auxiliaries will be directed in the spirit and intent of this Order.

### III. TRAINING RECORDS

- A. The Force and its Auxiliaries are committed to the task of maintaining proper records for official use. These records are classified to ensure confidentiality and in some cases released to other agencies outside the Force on request.
- B. It is the responsibility of the Training Branch to maintain records concerning all training provided to personnel within the Force. These records shall consist of the following:
1. name of the members;
  2. title of course;
  3. summary of the course contents;
  4. date of course;
  5. performance of member if tested or evaluated.
- C. All course shall be categorized according to the level of course:
1. entry level;
  2. in-service training;
  3. specialized training.
- D. The records shall also contain any certificate achieved and attendance status.
- E. In keeping with the records function of the Personnel Division, a classified document referred to as the Record of Service Sheet is maintained at Divisional

Headquarters, Area Headquarters and Police Headquarters for each member of the Force, from the rank of Constable to Inspector containing information on his or her career.

- F. On attaining the rank of Assistant Superintendent the member's records are handed over to the Chief Executive Officer (Administration) for maintenance under the directions of the Deputy Commissioner of Police for Administration.
- G. As each member successfully completes a training course the information is promulgated in Force Orders and recorded on his/her Record of Service Sheet as follows:
  - 1. type of course;
  - 2. training, instruction, or workshop completed;
  - 3. duration of course;
  - 4. grading;
  - 5. achievement of any special award.
- I. All personnel returning from overseas courses will be interviewed by the Assistant Commissioner (Training) and Assistant Commissioner (Administration) to evaluate the relative value of the course completed to the Force. In addition all such personnel will submit a report in triplicate for distribution as follows:
  - 1. Police Services Commission as appropriate;
  - 2. personal file of the member;
  - 3. Training Branch.

#### IV. RECRUIT TRAINING

- A. All personnel enlisted in the Force or its Auxiliaries will undergo a minimum period of recruit training at the Jamaica Police Academy. This training consists of instructions in all tasks required for successful performance as a Constable including:
  - 1. laws and police duties;
  - 2. drill, physical fitness and self defence;
  - 3. familiarization and qualification with firearms;

4. other police equipment as designated by the Commissioner.
- B. Academy training will be augmented by supervised field exercises and familiarization procedures from two (2) weeks in duration.
- C. During initial training no recruit will normally be issued with a firearm for any duty outside the Academy. However, in instances of a national crisis, recruits who have successfully completed a structured basic training course but have not yet graduated from the Academy may perform operational duties under strict supervision. They may be permitted to carry firearms which they are qualified to use, in which case they must be instructed accordingly to Force Orders #2248 on Use of Force.
- D. Recruits who have not yet completed the basic training course and whose services are required during a national crisis, may be deployed in less sensitive areas such as:
  1. communication;
  2. records;
  3. other activities not requiring the carrying of a firearm, enforcing the law or making an arrest.
- E. In the event that an arrest is to be effected it shall be the responsibility of the supervising Sub-officer to guide such recruit in its execution, thus minimizing claims of false arrest and abuse of police power.
- F. The enlistment of new recruits in the Force is an ongoing process. In the interest of these new recruits and the interest of the Force a proper orientation procedure will be implemented for their information and guidance.

All recruits shall be issued with written instructions regarding orientation on arrival at the Academy. These instructions will contain:

1. an overview of the duties and responsibilities of a Constable;
2. the general content of the recruit training programme;
3. organization of the Force;

4. organization of the Training Academy;
  5. Academy's rules and regulations;
  6. physical fitness and proficiency skill requirements;
  7. daily training schedules;
  8. Academy's rating, testing and evaluation system.
- G. Recruit training is based on Job Task Analysis which is a systematic examination of the functions and objectives of each task to be performed as they relate to the skills, knowledge and abilities required to perform the duties of the job. The 1990 Job Task Analysis Report assisted in establishing recruit training programme as follows:
1. all subject areas provided for the recruits are now based on a current job analysis and include all critical areas identified by research to include practical demonstration outside the classroom setting;
  2. all subject areas and course examinations utilize competency tests and emphasize those skills found critical to the successful performance of a Constable during the first three (3) years of service;
  3. competency is defined as that level of skill, knowledge and ability which permits the individual to perform a given task in an acceptable manner;
  4. the training programme include instructions in the following subject areas:
    - a. law enforcement role, responsibilities and relationships to include:
      - i. history of law enforcement;
      - ii. role and authority of the Force;
      - iii. the Criminal Justice System;
      - iv. duties, function and goals and objectives of the Force;
      - v. organization of the Force;
      - vi. community relations;

- vii. ethics in law enforcement.
- b. administration, which includes the system of orders and instructions:
  - i. record-keeping, policies, procedures, rules and regulations;
  - ii. civil and criminal liability.
- c. operations, including:
  - i. Constitutional Law;
  - ii. Criminal Law;
  - iii. alternatives to arrests;
  - iv. reasonable causes;
  - v. Rules of evidence;
  - vi. identification of evidence;
  - vii. search and seizure;
  - viii. interrogation and interrogation techniques based on Judges Rules;
  - ix. Warrants, Summonses and Subpoenas, Civil process;
  - x. juvenile law and operations;
  - xi. court system;
  - xii. prosecution functions;
  - xiii. techniques of stopping violators;
  - xiv. arresting suspects, handling and processing prisoners;
  - xv. patrol observation;
  - xvi. domestic disputes;
  - xvii. search of persons, vehicles, building, premises and property;
  - xviii. hazardous materials incidents;
  - xix. crime prevention;

- xx. preliminary investigation;
- xxi. collection and preservation of evidence;
- xxii. traffic direction and control, traffic accident scene management and investigation;
- xxiii. first aid training.

d. miscellaneous subject areas such as:

- i. field note taking;
- ii. detention and lock up procedures;
- iii. communications procedures;
- iv. evidence and property management procedures.

H. Some recruits enlisted in the Force at times have difficulties coping with the demands of the training programme and may need psychological counselling. Some of the factors responsible for this development are:

1. stress that may be associated with a new profession;
2. change in life style (home-sick);
3. associated family stress.

Force Orders #2274 dated 3.1.91 makes provision for counselling in the appointment of a Chaplain/ Psychologist to the Force with effect from 2.1.91.

I. It is the policy of the Force to provide practical training for all recruits graduating from the Police Academy in those curricula areas they were taught in the classroom. This practical exposure and initial experience gained by these recruits often shape their future careers. To ensure proper co-ordination and administrative control of practical training, the following procedures shall be followed:

1. All personnel upon graduating from the Police Academy and posted to a Division, shall be placed under the supervision of the Divisional Training Sub-officer for a period of advanced probationary training;



2. During this period the probationer shall be rotated and assigned duties in traffic, patrol and Criminal Investigation for a minimum of two (2) weeks in each section;
3. Throughout the advanced probation training period, the probationer shall be evaluated in accordance with Force Orders #2249 dated 12.17.90 on Performance Evaluation Procedures;
4. A training Sub-officer shall be selected by the Divisional Officer based on that Sub-officer's knowledge of police procedures, performance records, enthusiasm and a desire to assist in training of probationers. All Divisional Training Sub-officers shall undergo specialized training in instructional procedures and evaluation techniques for probationers prior to being considered for the post;
5. It shall be the responsibility of all Divisional Training Sub-officers to:
  - a. submit evaluation reports on probationers to the Divisional Officer as outlined in Force Orders #2249 dated 12.7.90;
  - b. maintain liaison with the Police Academy for the purpose of ensuring the most effective training programme for probationers.

#### V. ADVANCED TRAINING

- A. Advanced Training is one of the methods used to improve the professional competence of those members of the Force who have demonstrated leadership capabilities. It is designed to impart higher level supervisory and management skills to these members and enhance their career development in a manner consistent with the goals and objectives of the Force.
- B. To facilitate the advanced training process the following procedure shall be followed:
  1. It shall be the responsibility of the Assistant Commissioner in charge Training to liaison with Divisional Officers for the purpose of identifying those members who have demonstrated above average leadership skills. Selection of personnel for such training shall be based on:
    - a. educational qualification;

- b. performance evaluation and background;
  - c. length of service;
  - d. recommendations from supervisors and Divisional Officers;
  - e. written examination and/or interviews where necessary.
- C. To enhance the knowledge and ability of members of the rank of Inspector and above, the Commissioner of Police may select a member within those ranks to attend one or more of the following police training institutions:
- 1. Jamaica Constabulary Staff College;
  - 2. Canadian Police College;
  - 3. Police Staff College, Bramshill, England;
  - 4. Metropolitan Police Training School, Hendon, England;
  - 5. F.B.I. Academy, U.S.A.;
  - 6. any other approved training institution.

VI. SPECIALIZED TRAINING

- A. Specialized training shall be provided for personnel entering areas requiring specialized expertise or knowledge. Such training shall be held whenever necessary to ensure a full complement of trained personnel for deployment in those areas as follows:
- 1. Criminal Investigation and its various specializations;
  - 2. Mobile Reserve;
  - 3. Special Operations;
  - 4. Special Branch;
  - 5. Canine;
  - 6. Telecommunications;
  - 7. Transport and Repairs;
  - 8. Police Band;

9. Immigration;
10. Computers;
11. Planning and Research;
12. Marine;
13. H.Q. Stores and Armory;
14. Instructor Training;
15. Mounted Troop;
16. Criminal Intelligence;
17. others as necessary.

B. To provide specialized training, it shall be necessary for the Training Branch to conduct a job task analysis of the specialized assignments. Training shall be based on this analysis and co-ordinated closely with experienced personnel in law enforcement specialties in designing curriculum as follows:

1. development of the skills, knowledge and abilities particular to the specialization;
2. to ensure that personnel are made aware of administrative requirements and the relationship of the specialized function or component to other sections of the Force;
3. expected standard of performance as required by the component;
4. an outline of Force's policies, rules and regulations as they relate to the function of the respective section;
5. establish a procedure for supervised on-the-job training.

C. Specialized training programmes shall be promulgated in Force Orders for the information of all ranks and those members interested may respond. Selection of personnel for training shall be based on:

1. expressed interest in the field;
2. performance background;
3. length of service;

4. educational qualification;
  5. recommendation by Supervisors and Divisional Officers;
  6. other relevant qualification.
- D. The Force may provide specialized training to the Customs Department, the Jamaica Tourist Board and other areas of Government upon request.

#### VII. PERSONAL EDUCATION

- A. It is the policy of the Force to grant those members who wish to further their education special time off to pursue such course of study subject to the exigencies of service. There is an established procedure where members who have successfully completed their course of study may be reimbursed a portion of the sum expended, providing there is documentary proof to substantiate such claim. See Force Orders #2291 (Appendix) dated 2.5.91 on Career Development.

#### VIII. IN-SERVICE COURSES

- A. From time to time members of the Force are selected to attend training courses at the Police Academy to upgrade their skills, knowledge and ability in police duties. To facilitate this exercise the following procedure shall be followed:
1. All training courses arranged within the Force shall be conducted at the Police Academy;
  2. The status of these course shall be residential to all participants or as the Training Branch may direct;
  3. The Academy shall be responsible for all welfare;
  4. Participants selected for such course, may be reimbursed the sum expended for transportation from his/her Division to the Academy for commencement of such course and the amount expended for return journey on conclusion of such course;
  5. If any participant is required to attend Court whilst on such training course he/she may be reimbursed the sum expended for transportation from the Academy to the parish where such Court will be held and back according to provisions for subsistence.

- B. To ensure proper accountability and administrative control the following procedure shall be adopted:
1. all personnel selected for training course(s) at the Police Academy shall report at the institution or according to joining instruction;
  2. if such course is of a resident nature, all personnel shall report at the Police Academy one (1) day before such course commences, each taking with them the following items:
    - a. hard cover note book for note taking and other writing implement;
    - b. bed linen and clothing;
    - c. towels and necessary articles for personal hygiene;
    - d. any other material that may enhance learning.
  3. It shall be the responsibility of the Commandant to cause suitable accommodation to be arranged in time for arriving personnel;
  4. All personnel shall attend on a daily basis all training sessions arranged as part of the course's curriculum except in the following circumstances:
    - a. court attendance;
    - b. illness;
    - c. otherwise excused by the Course's Co-ordinator.
  5. it shall be the responsibility of the Course's Co-ordinator to:
    - a. cause a daily attendance record of each course participant to be maintained for the duration of the course;
    - b. arrange with appropriate training instructor(s) a convenient period to repeat or cover the session(s) missed by participants affected as at 4 (a) to (c) above;
    - c. arrange for the recognition of participants who successfully completed the training

course, e.g. certificate as well as publication in Force Orders.

IX. INSTRUCTORS AND LESSON PLANS

- A. Selection of qualified instructional staff is crucial to the operation of a successful training programme. To facilitate this exercise the following procedure shall be adopted:
1. all personnel selected for instructional duties shall have a minimum of three (3) years service;
  2. they shall have attended an approved instructional development course;
  3. they shall have demonstrated an indepth knowledge of teaching theory methods and practices;
  4. they shall also be thoroughly familiar with the Force's Policies and procedures.
- B. All instructors shall be selected as part of a three (3) year rotationary programme with an annual evaluation and the possibility for extensions.
- C. The instructors selected shall be expected to attend additional training in the following areas:
1. lesson plan development;
  2. performance objectives development;
  3. instructional techniques;
  4. Learning theory;
  5. testing and evaluating techniques;
  6. resource availability and use.
- D. Instructors from outside agencies may be selected for specialized areas of instructions. All outside instructors prior to selection shall be interviewed concerning the content of their lecture and the objective desired. Only such instructors that are considered fully competent in the subject areas shall be permitted to appear in training programmes of the Force. All instructors from outside agencies shall obtain the approval of the Assistant Commissioner in charge Training prior to their appearance in the Force's training programmes.

E. LESSON PLANS - The presentation of lesson plans in any training institution is the foundation for administering training programmes. It provides the following information:

1. All training provided by the Police Academy for members of the Force participating in in-service and specialized training and students involved in entry level training shall be set out in the form of written lesson plans;
2. These lesson plans shall be prepared in a manner approved by the Assistant Commissioner in charge Training and shall include:
  - a. a statement of purpose and performance objectives;
  - b. an outline of the content of the training and a specification of the instructional techniques to be employed.
3. Performance objectives shall be related to required job performance and critical job skills. Any test employed shall utilize questions which have been shown to be fully job related based on task analysis, or shall cover subject matter required for the performance of the task discussed in the training session. All such tests shall be attached to and make a part of the lesson plans;
4. It shall be the responsibility of the Assistant Commissioner in charge Training to review all lesson plans to ensure consistency with the Force's guidelines and procedures and shall receive the approval of the Commissioner prior to implementation.

X. IN-SERVICE, ON-THE-JOB, REMEDIAL TRAINING

- A. It is the policy of the Force to conduct in-service training course on an ongoing basis for all members of the Force. The training programmes offered are designed to increase their skills, knowledge and abilities and to update members of their respective duties and responsibilities at managerial and supervisory levels.
- B. To ensure proper co-ordination and administrative control of in-service training programmes, the following procedure shall be followed:

1. The Assistant Commissioner in charge Training in consultation with the Commissioner shall establish a training programme which shall enable all members of the Force the opportunity to attend in-service training at least once every year;
  2. While the subject matter of the in-service training may vary it shall include information on the following:
    - a. new laws;
    - b. technological improvements;
    - c. revision in Force policies, procedures, rules and regulations;
    - d. firearms qualification done per year.
  3. The programme shall be structured to motivate personnel and to improve the professionalism of the Force in its law enforcement activities with emphasis on changes.
- C. On the job training is an informational session used in short duration to keep members of the Force up to date on police operational and administrative requirements affecting day to day duties. It may be immediately before or after a tour of duties and may be co-ordinated with the Force's Training Branch and may emphasize current problems and needs of the Force. The training shall be scheduled to reach all operational personnel and shall use such instructional methods as are appropriate to the topical area.
- D. From time to time the Commissioner's directives are promulgated in weekly Force Orders for the general information and guidance of members of the Force. Sometimes they contain orders for Divisional Officers to conduct briefing lectures over a specified period and to submit a report to the Police Headquarters thereafter.
- E. It shall be the duty of Divisional Officers and Sub-officers with supervisory responsibilities to monitor the daily activities of subordinates to ensure that the topical areas discussed in briefing training are being utilized in their delivery of law enforcement services.
- F. The effectiveness of the briefing training shall be evaluated by the Inspection Branch to ensure compliance with the objectives of the Force.



## G. REMEDIAL TRAINING

1. It is the policy of the Force through the Training Branch to institute remedial training where necessary to correct a specific deficiency which is identified by either:
  - a. testing of other evaluation during training;
  - b. supervisory evaluation during routine job performance.
2. It shall be the responsibility of the Commandant to establish a system of remedial training for students who have failed to perform at a level which is considered minimally acceptable.
3. Remedial training for inadequate performance in specific topical areas shall be provided by trained instructors.
4. The presentation of remedial training shall be consistent with the course objectives and shall in no way detract from the overall presentation of the material. As a rule such training shall range from a minimum of one (1) hour to a maximum of one (1) week and shall emphasize those critical job related skills contained within the training module provided to those students. If necessary longer periods may be directed by the Commissioner.
5. Remedial training prior to the time of examination may be provided to students who request same at the discretion of the instructor and/or the approval of the Commandant.
6. Whenever personnel are re-entering active duty, e.g. off suspension, interdiction or protracted sick leave, it shall be the responsibility of the Divisional Officer where necessary to forward a report to the Training Branch recommending such member for remedial training.
8. It shall be the responsibility of the Divisional Officer to forward such report with his comments through the proper channel to the Deputy Commissioner, Administration, Training and Inspection for his directive.
9. Where any member is notified to attend remedial training and refuses to participate in such exercise, this action may result in a

re-assessment of his efficiency and ultimately his potential to become an efficient Constable.

XI. CIVILIAN TRAINING

- A. The training of civilian personnel prior to their assuming responsibilities in the Force is a sound management practice. It creates a climate for the new employee to settle in the post and perform at a satisfactory level with minimal supervision.
- B. To establish and maintain a training pattern within the Force the following procedure shall be followed:
  - 1. All civilian personnel prior to being assigned any task within the Force shall be trained. This training shall include:
    - a. an orientation process outlining roles, purposes, goals, policies and procedures of the Force as they relate to the task they are required to perform;
    - b. an outline of their working conditions, e.g. what is expected of them, the confidentiality of Police Records and Operations;
    - c. an overview of responsibilities and their rights as employees in the Government service as laid down in staff orders governing Government employees.
  - 2. the Force trains two categories of civilian personnel prior to assuming their duties and responsibilities in the job:
    - a. administrative, clerical and secretarial personnel;
    - b. school crossing wardens described in the Traffic Manual as persons appointed for the purpose of patrolling places where children cross roads on their way to and from school, during hours of arrival at and leaving school. For the purpose of appointment of school crossing wardens the appropriate authority shall be the Superintendent of Police posted to a parish or district and include any Sub-officer of Police temporarily in charge of any parish or district;
    - c. auxiliary staff for domestic duties.

3. to update the skills and to increase the knowledge for new job responsibilities, civilian personnel outlined at categories "a and b" shall be provided re-training on an annual basis.

## XII. TRAINING PROGRAMME WITH TERTIARY LINKAGE

A. The Force administers an Accelerated Promotion Programme for the advancement of personnel determined by a selection board to be above average abilities.

B. The programme is arranged in three (3) phases as follows:

### 1. PHASE I

The participants attend an eight (8) week training course at the In-service Training Wing at the Police Academy. The curriculum includes the following:

- a. management effectiveness;
- b. leadership and team building;
- c. motivation and morale;
- d. handling stress and assertiveness.

### 2. PHASE II

- a. On completion of the eight (8) weeks training, the participants are posted into a Division where they perform operational duties for a twelve (12) month period. This section of the training is classified as the "Sandwich Section." During this Phase participants are assigned to selected and trained Supervisors (Gazetted Officers) who monitor their development and submit an indepth report, including recommendation for their suitability to go on to Phase III;
- b. In addition, participants attend monthly one day seminars at the Academy where they are allocated written projects by the Academic Director in consultation with the staff at the College of Arts, Science and Technology (C.A.S.T.);
- c. The academic subjects covered in the Sandwich Section are History, Sociology, Politics, Economics and Current Affairs which form the

basis for later opportunities to pursue academic qualifications in Public Administration, Personnel Management and Management;

- d. At the end of the Sandwich Section participants' Academic work will be assessed and graded. This will be to determine suitability to go on to Phase III. Consideration for suitability will be based on the Supervisor's report on the participant's operational performance and potential. Participants who have been successful in this Phase shall be promoted to the rank of Inspector.

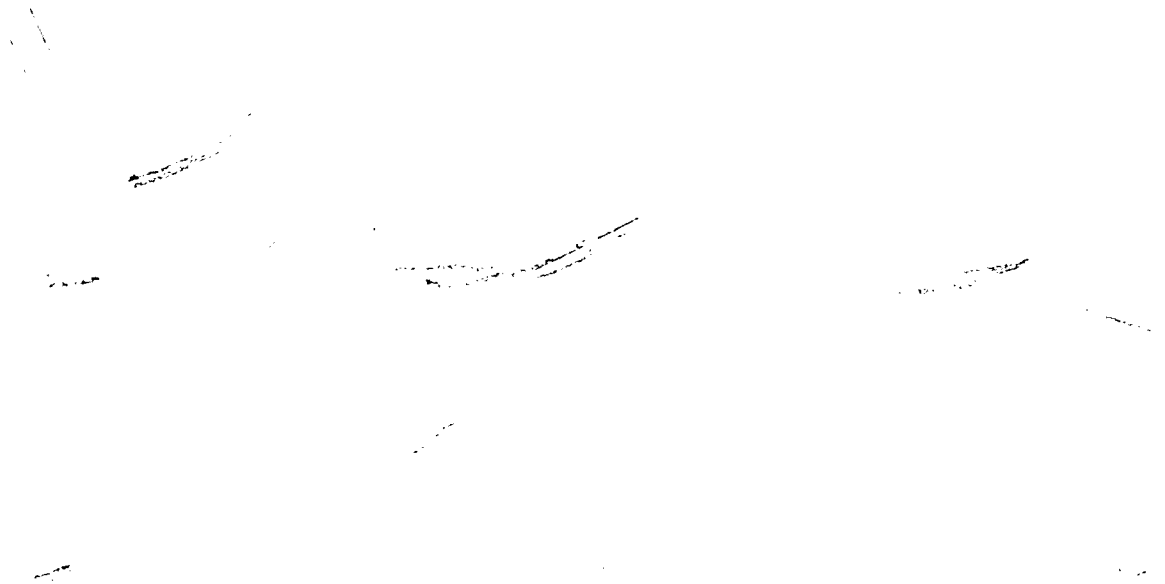
### 3. PHASE III

In this Phase participants will attend a ten (10) week Junior Command Course at the Constabulary Staff College. The curriculum for this includes the following:

- a. culture;
- b. handling conflicts;
- c. dynamics of change;
- d. negotiating skills;
- e. policing formulation;
- f. research skills;
- g. implementation and review;
- h. report writing;
- i. briefing;
- j. operational orders;
- k. accounting;
- l. effectiveness and efficiency;
- m. auditing;
- n. features on lecture exercises.

C. At the end of this course the Administrative Director in consultation with the Syndicate and Course Director, and the Director of Academic Studies with necessary consultations will make recommendation to the Commissioner as to whether participants holding temporary status should be confirmed in the rank. Those who are recommended for a confirmation should receive the substantive rank as soon as practicable within seven (7) months, i.e. two (2) years after attendance of Part I.

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CHAPTER 13

DISCIPLINARY AUTHORITY AND PROCEDURES

The Constabulary Force Act provides for a chain of command, whereby members are supervised through the seniority of ranks, except in circumstances where there are instructions to the contrary.

The Police Service Commission has responsibility for discipline of Officers and Inspectors while this function is delegated to the Commissioner in respect of other ranks. However, the Police Service Regulations empower Divisional Officers acting in the capacity of authorized Officers to assemble and conduct Summary trials (Orderly Room) for specified minor offenses in respect of members below the rank of Inspector. Courts of Enquiry in respect of members below the rank of Inspector are dealt with by Presidents appointed by the Commissioner of police.

Divisional Officers shall be responsible for the performance, discipline and welfare of all personnel under their command.

Divisional Inspectors shall perform staff functions on behalf of Divisional Officers in matters relating to discipline.

Additionally, the Divisional Inspectors shall be responsible to prepare cases for Orderly Room and Courts of Enquiry, serve process in connection with these cases when necessary and also warn witnesses and accused in accordance with the regulations.

At station level, the Sub-officer in charge shall be responsible for the discipline of the personnel attached to the station.

He shall be responsible to report in writing all disciplinary matters where trial is being contemplated, to the Divisional Officer and in the case of a Zoned Area, through the Zone Officer to the Divisional Officer.

Sub-officers who are assigned specific areas of responsibility within the station shall report all disciplinary matters to the Sub-officer in charge for transmission to the Zone and or Divisional Officer.

Officers and Sub-officers in command at the various levels may act without reference to higher authority and may at their discretion determine whether a minor breach will be

submitted for disciplinary action or whether warning, counselling or other action will adequately suffice.

When a breach of discipline necessitates suspension or interdiction, it shall be the responsibility of the Divisional Officer to submit a written report to the Commissioner, through the Area Officer, outlining the circumstances of the case along with his recommendation.

In extreme circumstances, the Divisional Officer shall make a verbal request to be followed by the written report.

#### RECORDS AND PROCEDURES

##### A. Summary Trials (Orderly Room)

The procedures to be followed in a summary trial shall closely resemble those for courts of Enquiry as laid down in the Police Service Regulations.

The accused shall be called upon to admit or deny the charge and if admitted the Commanding Officer need not hear the evidence.

If denied, witnesses shall be called to prove the allegations.

The accused shall be allowed all the privileges prescribed for Courts of Enquiry. The evidence shall be taken on oath and recorded in writing. At the end of the trial the Commanding Officer shall inform the member of the findings and punishment.

When a member is convicted at Orderly Room it shall be the duty of the Divisional Officer to record his findings in the Divisional Defaulters Register.

At the end of the month, the Divisional Officer shall prepare and submit a return of all convictions in the Division for the month under review to the Commissioner of Police, through the Area Officer.

The Area Officer shall be responsible to publish the defaults in the Area Orders after allowing the prescribed time for appeal.

It shall be the duty of the Divisional Officer on receipt of the Area Orders, to cause the defaults to be recorded in the member's Divisional Record of Service Sheet. The Area Officer shall take similar action in respect of Area Record of Service Sheets and submit copies of the Order to Headquarters for similar action in respect of the Central Record of Service Sheet.



In the case of a Court of Enquiry, the completed Case File shall be placed in the personal file of the member. The member is advised of the findings and punishment in writing by the Commissioner through his Commanding Officer. The defaults are published in Force Orders after the time allowed for appeal has elapsed. The defaults published shall be recorded on the Record of Service Sheet of the member at Headquarters, Area and Divisional level, where applicable.

B. PENALTIES (PROCEDURES)

The penalties which may be imposed as a consequence of disciplinary proceedings instituted against members are set out in Parts II and III of the Second Schedule to the Police Service Regulations 1961.

Only such penalties as prescribed may be awarded.

The following procedures will apply in:

1. Reprimand

a. Oral Reprimand

Whenever this is awarded, the day, date, time and place such reprimand is administered shall be recorded and transmitted to the Commissioner for inclusion in the member's personal file.

b. Written Reprimand

Written Reprimand will be served personally on the member, and a copy endorsed with the day, date, time and place it was administered. The copy together with a report will be sent expeditiously to the Commissioner to be placed in the member's personal file. Where the reprimand is administered by the Police Service Commission a report of the service must be made to the Commissioner for referral to the Commission.

2. Reduction in Rank

a. Non-confirmation of Promotion - Police Service Regulation No. 24(4) (c); and 24(5);

- b. Penalty in accordance with Part III of the Second Schedule to the Police Service Regulations.

In cases where reduction in rank is administered, the member shall be informed in writing of the decision with reason(s) and of his/her right of appeal.

### 3. DISMISSAL

The member must be informed in writing giving:

- a. reason(s) for dismissal;
- b. the effective date of dismissal;
- c. the right of appeal and time limit for appeal, a copy of the Notice shall be endorsed with day, date, time and place of service and returned to the Commissioner for appropriate action.
- d. as early as possible after confirmation of dismissal whether by way of appeal or otherwise, the member will be provided with a statement setting out benefits accrued.
- e. a certificate of service in the form prescribed in Rule 1(14) of the book of Rules shall be given to the member. In cases where dismissal of probationer Constables is effected, the procedure outlined in the Police Service Regulations 1961 shall be followed.

### 4. OTHER PENALTIES PRESCRIBED

The member must be informed of the penalty awarded and his right of appeal. The penalty shall not be placed on his record until the time for appeal has elapsed or any appeal filed has been determined.

### C. EXPUNGMENT OF DEFAULTS

1. Members with defaults who remain free of subsequent defaults for a period of seven (7) years may have their previous defaults expunged from the records.

2. In January of each year Commanding Officers will examine the Record of Service Sheets of Sub-officers and Constables under their command and make recommendations to the Commissioner for new sheets for members who qualify as at (1) above.

PROCEDURES AND CRITERIA FOR USING TRAINING AS A FUNCTION OF  
DISCIPLINE

Training shall be used as a function of discipline in instances where:

1. a member constantly displays poor conduct, but has not committed any serious breach of discipline;
2. a member by reason of illness, suspension, interdiction or any other reason unconnected to higher education, training or legitimate leave has been off the job in excess of six (6) months or such other period as the Commissioner may determine;
3. on completion of serious disciplinary procedures and the President of the Court of Enquiry is of the opinion that deficiency in training was a contributing factor to the misconduct;
4. any other reason as decided by the Commissioner.

COUNSELLING

Counselling shall be given by Officers in command of personnel as deemed necessary or as directed by the Commissioner. This exercise can be usefully employed where disciplinary action was taken against members and counselling is likely to remedy the deficiency which resulted in the charges preferred.

Counselling is also a function of the Divisional Training Sub-officer, who has responsibility for the overall guidance of probationers and for assisting Divisional Officers in on the job training. Divisional Officers, at their discretion in dealing with minor offenses may employ counselling as a remedial or preventative approach as an alternative to disciplinary action.

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ORDERS AND INSTRUCTIONS

For the purpose of ensuring that all members are aware of the principle instructions governing the issuing of and compliance with orders and the following as they affect the conduct of the business of the Force, guidelines are issued for information and compliance.

1. UNLAWFUL ORDERS

No member shall knowingly issue any order which is in breach of any law, Rule or Regulations.

2. MANNER OF ISSUING ORDERS

Orders shall be issued in a clear and civil tone, in an understandable manner, and in the interest of the business of the Force.

3. DISOBEDIENCE TO UNLAWFUL ORDERS

No member is expected to or shall obey any order which he knows to be contrary to the Law. At the time an unlawful order is received, the member shall advise the person giving the order that it is illegal. Should that person insist on compliance, a person of senior rank to all parties involved should be summoned to decide the issue.

4. OBEDIENCE TO IMPROPER ORDERS

Members who receive orders which though not unlawful, they feel are unjust or contrary to Jamaica Constabulary Force Rules or Regulations are required to obey the orders, but may thereafter seek redress through the Commissioner of Police.

5. CONFLICTING ORDERS

Upon receipt of an order which is in conflict with a previous order, the affected member will advise the person issuing the superseding order of the conflict. If the person insists on compliance it shall be obeyed. In general, orders will be countermanded only when in the best interest of the Jamaica Constabulary Force.

## 6. REPORTS AND APPEALS

A member receiving an unlawful, unjust or improper order shall, at the first opportunity and prior to the end of his tour of duty, report the fact in writing to the Commissioner through the appropriate channel. The report shall contain all the facts of the incident and any action taken.

**THE FOLLOWING GUIDELINES ARE EXCERPTED FROM THE JAMAICA POLICE MANUAL:**

### CHAPTER VIII

#### PERSONNEL COUNSELLING AND DISCIPLINARY PROCEDURE

##### COUNSELLING AND GUIDANCE

###### Counselling:

Counselling is a tool used by Psychologists in order to help individuals on the decisions and plans they should make in order to play productive roles in their social environments - such as in their jobs. In counselling the emphasis is on further development as an individual; its concern is the identification and enhancement of possibilities and potentialities. Its emphasis is on the individual's strengths and weaknesses.

Basically, counselling is concerned with the choices, decisions and plans that every individual must make. Counselling is best understood as a tool which includes assessment and counselling.

Assessment includes the systematic collection, organization and interpretation of information about a person and his situation. Counselling is the process in which a professionally trained person and his clients relate the materials brought to light by the assessment process to the choices and decisions confronting the client in his formation of goals and life plans, in essence providing a learning and problem-solving setting for the client in which the crucial element is the relationship established between counsellor and client. The constructive relationship is characterized by such words as friendly, accepting, sincere and confidential as viewed by the client. The establishment of such a relationship constitutes a real test of counselling skill. It provides the psychological environment in which the special knowledge and understanding of the counsellor can best be utilized by the client in making the choices and decisions that will give full play to his potentialities.

## Guidance:

Guidance whether educational, vocational or psychological exists to enable an individual to discover and to develop his potentialities and thereby to achieve an optional level of personal happiness and social usefulness. The concept of guidance is essentially democratic in that the assumption underlining its theory and practice are, first, that each individual has the right to shape his own destiny, and second, that the relatively mature and experienced members of the community are responsible for ensuring that each person's choice shall serve both his own interests and those of the organization and society to which he belongs.

It is implicit in the philosophy of guidance that these objectives are complementary rather than conflicting. The function of those who guide young people is not to effect a compromise between the requirements of individuals on the one hand and the demands of the community on the other. It is rather to orientate the individual towards these opportunities afforded by his environment which can best guarantee the fulfillment of his personal needs and aspirations.

In organizations such as the Police Force which is semi-military, and where members are governed by strict discipline, senior members are inclined to forget their responsibilities of giving guidance and counselling to junior members. They tend to allow the discipline of the organization to take care of all the problems of junior members, whereby junior members comply or be punished, no matter what are their problems, whether they are personal or connected with their job. But people need counselling and guidance in all organizations and the Police Force is no exception. In the Police Force there is no trained psychologist to give expert counselling but there are experienced personnel to guide young Constables, especially during their probationary period.

This guidance is of crucial importance to a young constable as internally it helps to prevent him from committing breaches of discipline and maybe, ultimately losing his job through ignorance, while externally it helps to prevent him from making serious mistakes in the discharge of his duties, and ending up being charged for murder or other serious crimes. Therefore, the guiding of young men saves the organization in two important respects; it saves it from the embarrassment of young constables running amuck in the discharge of their duties, and saves the force from losing the services of men either through dismissal for breaches of discipline, or through frustration. Guidance does not mean to merely refresh the minds of young constables with their powers under the law, but it means to find out what are their personal problems and their problems of adjusting to their

job, and to help them to find solutions. It means also that with proper guidance the possibility of having problems would be lessened.

Constables should therefore, be informed about the different breaches of discipline and the types of punishment likely to be meted out for the different breaches before they commit them. Their domestic affairs should be discussed with them, as to their associates, the environment in which they live and how they spend their money, so that they do not live above their means and become indebted or live among notoriously bad characters. At the same time seniors should create the atmosphere where juniors are not afraid to approach them with their problems. Indeed they need guidance in all areas in which they are likely to make mistakes and fall into difficulties. They need to be guided along the path that will lead them to make the best contribution to their job and to reap the greatest reward. It must also be remembered that it is not only the very junior members that need counselling and guidance; senior members also have problems and at times need to be counselled and guided. Senior members become alcoholics or sometimes even become insane arising out of their problems. Irregular behaviour among all members should be quickly detected by Commanding Officers and Senior Personnel in order that whatever problems exist may be discussed with the persons concerned in an effort to assist to solve them.

This can only serve for the greater confidence and mutual respect between juniors and seniors which will contribute ultimately, to the benefit of the Force.

#### DISCIPLINARY PROCEDURES-POLICE AND AUXILIARIES

The word "Description" is derived from the noun "Disciple" meaning following; one who follows; and "Discipline" by definition means: "training that produces orderliness, obedience and selfcontrol"; the result of such training; following a system of rules. Because the Jamaica Constabulary is formulated on military principles, it being a para-military organization, a system of rules is formulated as a "guideline to good conduct" by its members.

This set of rules however, by itself cannot and will never ensure good conduct by the members of the Force.

Good conduct, usually results from good breeding and good upbringing and is reinforced by good leadership and good examples.

The Disciplinary code for the Force is provided for in the following:



- (1) The Rules for the Jamaica Constabulary Rules 1939 (Book of Rules);
- (2) The Police Service Regulations 1961;
- (3) The Jamaica Constabulary Force Orders;
- (4) General and periodic instructions issued by the Commissioner of Police or other Senior Officers.

- (a) The Rules for the Jamaica Constabulary (1939) - These regulations were made by the Governor on June 1, 1961 of charges in connection with disciplinary proceedings and set out in very specific terms those breaches which must be dealt with at Courts of Enquiry. These are the major breaches which are listed in Appendix I attached.

Formulating Charges: The provision in the rules is very specific as to the ingredients which should be included in the charge or charges. It provides that: The Officer should formulate a clear and specific charge or charges and call upon the accused to admit or deny them. Such admission or denial should not be qualified in any way. In each charge the place, date or approximate date and hour should be indicated as accurately as possible.

The rules also give the president of a Court of Enquiry the authority to re-assemble a Court, re-consider his findings and to hear new evidence where such new evidence is available. It also gives authority for re-assembling the Court at the most convenient venue.

- (b) The Police Service Regulations (1961)

These regulations were made by the Governor on June 1, 1961 by the Authority of section 130 of the Jamaica (Constitution) Order in Council 1959.

Part V of these Regulations is entirely devoted to discipline and disciplinary procedures within the Force.

- (c) Investigation prior to Laying Disciplinary Charges

Investigation into all reports ought to be done expeditiously and thoroughly. When it comes to matters which are to be adjudicated on, the urgency increases -- be they Criminal or Disciplinary. Justice delayed is justice denied.

Regulation 30 (5) provides that where after investigations are made into a disciplinary complaint it appears that a Criminal Offence might have been committed, it is mandatory that the Clerk of the Courts or the Director of Public Prosecutions be asked to advise on the matter before disciplinary action is instituted.

Regulation 34 provides that all criminal proceedings stemming from any conduct of a member must, once begun, or contemplated be first concluded before disciplinary action is instituted.

A member acquitted of a Criminal Charge may not be punished disciplinarily on the same charge but may face disciplinary action for his conduct in the matter which was the subject of Criminal Action.

All cases destined to be heard by Courts of Enquiry must be supported by written statements and or other documentary evidence as the facts must be reported to the Commissioner of Police. Cases to be heard at Orderly Room may be brought on oral reports. However, all disciplinary matters must, before being heard, be brought before the authorized officer on "written charges". The officer is also called upon to make notes of the hearing.

The question of warning the defaulting member arises. Justice requires that he be warned as early as possible. Regulation 47 (2) of the Police Service Regulations 1961 sets out the procedure to be adopted in notifying a member charged to appear at Court of Enquiry; he is to be notified in writing and given sufficient time to state in writing any grounds on which he relies to exculpate himself. He must be supplied with copies of the documentary evidence to be used in the case or be given access thereto.

Suspension: This is primarily for use in Criminal matters. It applies in disciplinary matters in one instance only, and that is where the member has been dealt with at an enquiry, the charges were proved, and he appeals. In this case only can he be suspended on purely disciplinary grounds. When suspended he is deprived of all salary and allowances, uniform etc. and may earn his livelihood by any lawful means he chooses.

Interdiction: This can be used also in Criminal cases and may be used in disciplinary matters where it is considered undesirable to have the member continuing the performance of his duties. In this instance he continues to receive not less than three quarters of his salary

### ORDERLY ROOM

#### Authority:

Regulation 46(2)(b) is the authority for the assembling and conducting of "Orderly Room or Summary Trials" for members below the rank of Inspector.

After proper investigations are made into the alleged misconduct and it is determined that the breach of discipline is one referred to as a minor offence as defined in the Second Schedule to the 1961 Regulations, the matter should be heard by the Member's Commanding Officer.

#### Procedure:

- (i) The appropriate charge is laid in writing, copy served on the member "in good time", (This period has not been defined in the regulations).
- (ii) The member appears before the Commanding Officer who for the purposes of Summary Trials is the "Appropriate officer". The charge is read to the defaulting member who is asked to plead.
- (iii) If the charge is admitted the officer then decides on punishment which must conform with the penalties listed in Part II of the Second Schedule to the Regulations.

If the charge is denied, the officer proceeds to hear the evidence on oath. He must make and preserve notes against the possibility of an appeal (referred to in the Regulations as "a reference to the Privy Council").

The member has all the rights of giving evidence on his own behalf, cross examining witnesses called by the appropriate officer and calling his own witness(es) in his defence.

At the end of the hearing the decision of the officer is relayed to the Commissioner of Police on a "Defaulter's Return" for approval.

## COURTS OF ENQUIRY

### AUTHORITY AND SCOPE:

Regulations 45-59 deal with Courts of Enquiry and Summary Trials except for preliminary investigation, collecting of Statements embodying the facts in the case, disciplinary proceedings against members of the Force of and above the rank of Inspector is the prerogative of the Police Service Commission.

### Procedure:

The entire procedure is laid down in Regulations 47-59. It should be noted that there is no room for deviation from the set proceedings.

In practice the first time the President of a Court of Enquiry becomes aware of the case is when he receives the statements with a memorandum or Convening Order signed by the Commissioner of Police empowering him/her to investigate the Charges.

The full charge or charges are clearly and accurately written in this memorandum. A copy is served on the member along with a summons directing him to attend at a time and place decided upon by the President. Witnesses are summoned "on prescribed forms" and their attendance can be enforced under the provisions of the Commission of Enquiries Act. The defence witnesses may and should be summoned by the President. As the evidence has to be preserved, it is desirable that a typist be on hand to record it.

### Assembling of Court:

The Charges having been transcribed on the "proceedings Form", the defaulting member is required to write and sign his 'plea' in the appropriate place.

(All legal arguments, objections etc., if any, are heard and decided by the President). The evidence is then taken on oath. Only relevant and admissible evidence should be recorded. At the conclusion of the prosecution's case the defendant is read his rights as laid down in Regulation (52) (1).

At the end of the evidence the Court should (in secret) decide upon the verdict, record same on the proceedings Form, sign and date the form.

### MEMBERS OF THE ISLAND SPECIAL CONSTABULARY FORCE

Special Constables do not fall within the ambit of the Constabulary Force Act, hence the Constabulary Force Rules made under Act are not applicable to them. The Police Service

Regulations are not applicable either since these were made on the advice of the Police Service Commission which does not control Special Constables.

The only statutory provisions for the disciplining of Special Constables are set out in the Island Special Constabulary Force (General) Regulations 1950. These Regulations provide for the constitution of Boards of Enquiry to be appointed by the Commissioner of Police. Almost identical procedures apply as with regulars. However, there is as yet no provision for trial of Special Constables at Orderly Room.

In these cases investigation, drafting of charges etc. are done in the same manner as with regulars.

#### DISTRICT CONSTABLES:

They are not provided for in any of the Laws, Rules or Regulations mentioned so far, but are disciplined under section 8 of the Constables (District) Act which provides that the Commissioner of Police may order an investigation into any dereliction of duty by a District Constable. This enquiry must be conducted by the Officer under whose command he serves. A report is then sent to the Commissioner of Police of the findings and a maximum fine of \$1.00 may be inflicted by the Commissioner of Police. The Divisional Officer enquiring on his own, may inflict a fine of 40c.

#### Appeals:

- (i) Special Constables--no provision
- (ii) District Constables--To the Commissioner of Police, section 8 of the Constables (District) Act.
- (iii) Regulars--To the Privy Council through the Police Service Commission. Appeal to be submitted not later than fourteen (14) days after notification of decision and must be accompanied by grounds on which appeal is based. The member to be supplied with notes of evidence to enable him to prepare his grounds of appeal (Regulations 41-42)

THE JAMAICA POLICE MANUAL

APPENDIX I  
COURTS OF ENQUIRY CASES

RULE 315 - The following offenses must not be dealt with by an Officer, but all such cases shall be reported to the Commissioner of Police for his directions:

1. Disobedience of the Lawful Command of a Superior.
2. Striking a Superior.
3. Mutinous or insubordinate conduct or making use of mutinous words, or refusing to perform duty.
4. Intoxication (however slight), drinking or soliciting intoxicating liquor when on duty.
5. Knowingly making any false return or statement or signing any false certificate or being privy thereto.
6. Refusing, neglecting or omitting to make a true and faithful return of all fines, or other moneys received by him in the course of his official duties, or overholding any public money.
7. Divulging any matter or thing, which it may be his duty to keep secret.
8. Knowing where any offender shall be residing or concealed, and failing to inform a Superior immediately of the same.
9. Wilfully or through negligence allowing any prisoner to escape.
10. Making any anonymous complaint to the Government or to the Commissioner of Police.
11. Communicating, without the authority of the Commissioner of Police either directly or indirectly, to the Public Press any matter or thing touching the Force.
12. Without proper authority disclosing to any person outside the Force the contents of any book or written or printed document, the property of the Jamaica Constabulary.

13. Signing or circulating any petition or statement with regard to any matter concerning the Force except through the proper channel.
14. Failing to report anything which he knows concerning a criminal charge, or failing to disclose any evidence which he, or any person within his knowledge, can give for or against any prisoner or defendant to a criminal charge.
15. Being convicted of any offence by a Court of Justice.
16. Malingering, namely feigning or exaggerating any sickness or injury with a view to evading duty.
17. Wilfully or by carelessness causing any waste, loss or damage to any article of clothing, accoutrement, or to any book, document or any Government property, whatsoever, or failing to report any loss or damage as above, however caused.
18. Habitual inattention or neglect or apathy in the discharge of duty.
19. Absence without Leave for over 48 hours.
20. Any act, conduct or neglect which in the discretion of the Commissioner of Police, is contrary to the Discipline, Good Order and guidance of the Force whether or not such act, conduct or neglect shall have been in the execution of duty.

APPENDIX II

PART I -- MINOR OFFENSES WHICH MAY BE DEALT WITH SUMMARILY

1. Absence from parade.
2. Leaving guards, patrols, boats or posts.
3. Irregular conduct when on duty or parade.
4. Being dirty or untidy in his person.
5. Being deficient of clothing or equipment.
6. Fighting or creating a disturbance.
7. Absence from barracks without leave.
8. Disrespect to seniors in rank.
9. Preferring frivolous complaints or charges.
10. Permitting females, not having lawful causes, to enter a Station.
11. Failing to comply immediately with an order.
12. Soliciting or receiving a gratuity.
13. Failing to take prompt measures for the arrest of an offender, or to make immediate investigation when called on.
14. Treating any prisoner or other person cruelly, harshly or with unnecessary violence, or without good and sufficient cause making any unlawful or unnecessary arrest.
15. Incivility to any member of the public.
16. Refusing or neglecting to pay any lawful debt.
17. Overholding any complaint or charge.
18. Oppressive or tyrannical conduct towards an inferior.
19. Drawing a revolver or bayonet for use without authority, except in self-defence.
20. Making any alteration or erasure in any public document, or in any official book or record for the purpose of fraud or deceit.



21. Making any false entry in any official book.
22. Omitting to make an entry in any official book as to the performance of any duty, matter or thing, which ought to be so entered.
23. Borrowing money directly or indirectly from or through any other member of the Force of inferior rank.
24. Gambling.
25. Prevarication before any Court of Enquiry.
26. Entering spirit licensed premises while on duty, not being required there by any duty.
27. Idling or gossiping on duty.
28. Failing to report any matter, which it is his duty to report.
29. Any act, conduct or neglect to the prejudice of good order and discipline, other than those which are required to be reported to the Commissioner of Police, whether or not such act, conduct or neglect has been in the execution of duty.

PART II - PENALTIES WHICH MAY BE IMPOSED ON MEMBERS BELOW THE RANK OF INSPECTOR, IN RESPECT OF MINOR OFFENSES DEALT WITH SUMMARILY

- |   |   |
|---|---|
| (1) By the Commissioner   | (a) Deprivation of pay for a period not exceeding four days       |
|   | (b) Confinement to barracks for a period not exceeding five days  |
|   | (c) Severe reprimand  |
|   | (d) Reprimand   |
|   | (e) Caution   |
| (2) By any other Officer being in charge of a Division or holding any other command | (a) Deprivation of pay for a period not exceeding two days        |
|   | (b) Confinement to barracks for a period not exceeding three days |

(c) Severe reprimand

(d) Reprimand

(e) Caution

CHAPTER 14

GRIEVANCE PROCEDURE AND POLICY

I. POLICY

- A. At the General Conference of the International Labour Organization convened in Geneva on the 7th of June, 1967 the following recommendation was adopted in Part II General Principles paragraph 2.

"Any worker who, acting individually or jointly with other workers considers that he has grounds for grievance should have the right:

- (a) to submit such grievance without suffering any prejudice whatsoever as a result;
- (b) to have such grievance examined pursuant to an appropriate procedure. (See Grievance Arbitration, A Practical Guide, Page 63)."

The Force concurs with this recommendation and shall abide by the principles contained therein.

- B. Members of the Force are sometimes dissatisfied with one or more of the following:
1. their general welfare;
  2. decision of their seniors in relation to work related matters;
  3. matters that affect a member or members to such an extent that if they are not properly dealt with by the department in accordance with a procedure that secures the respect of the parties, may result in bitterness on both sides in the working relationships.
- C. In promulgating this Order, the Force is mindful of Section 67 of the Constabulary Force Act which established the Police Federation in accordance with the Second Schedule for the purpose of enabling Sub-officers and Constables of the Force to consider and bring to the notice of the Commissioner of Police and the Minister all matters affecting their general welfare and efficiency. As far as the Auxiliaries are concerned enabling provisions are contained in similar legislative provisions.

- D. It shall be the policy of this Force to provide fair, equitable and clearly defined means for the resolution of grievances, to ensure that members are accorded reasonable opportunity to present the facts bearing on grievances, and to guarantee the opportunity to exercise the rights set forth in this Order.
- E. A well documented grievance enables the administrators within the Force to appreciate and act in a manner conducive to the principles of a good grievance procedure. Provisions shall therefore be made to establish a grievance procedure designed to resolve differences that may arise through this medium.

## II. PURPOSE

- A. This Order establishes a grievance procedure to include:
  - 1. identifying matters that are grievable (scope);
  - 2. establishing time limitations for filing or presenting the grievance;
  - 3. establishing procedural steps and time limitations at each step in the grievance procedure;
  - 4. establishing criteria for employee representation.

## III. DEFINITION

- A. The following matters shall be classified as grievable:
  - 1. discipline and dismissal;
  - 2. promotion;
  - 3. demotion;
  - 4. transfer;
  - 5. leave - departmental, vacation, sick and study;
  - 6. payment/withholding of allowances;
  - 7. accommodation;
  - 8. political influence;
  - 9. lack of equipment and stationery;
  - 10. working conditions;

11. concerns in respect of assessment on confidential report;
12. any other matter that affects harmonious relations within the Force.

#### IV. GRIEVANCE ADMINISTRATION

- A. The Force is structured into portfolios for efficient management. Each portfolio has its own administrative responsibilities. In accordance with good personnel administrative practices and to co-ordinate and efficiently manage the grievance process, it shall be necessary to assign this function to the Administration, Training and inspection portfolio. This portfolio is headed by a Deputy Commissioner of Police who shall be responsible to the Commissioner for co-ordination and direction of the grievance process and shall give such instructions on behalf of the Commissioner consistent with the general policies of the Force as may be necessary to ensure efficiency in grievance administration.

#### V. GRIEVANCE BOARD

- A. The establishment of a Grievance Board in any Organization is part of a sound personnel management system. Provisions are therefore made in this Order for the establishment of such Board within the Force.
- B. The complement of the National Board shall be five (5) members selected by the Commissioner from within the Force as follows:
  1. Assistant Commissioner in charge Administration (Chairman);
  2. A Senior Superintendent with operational responsibilities;
  3. Superintendent in charge personnel Division;
  4. Force Chaplain/Counsellor or anyone acting in that capacity;
  5. one female Gazetted Officer.
- C. The Commissioner and Deputy Commissioner of police (Administration, Training and Inspection) shall be ex officio members and shall have the right to attend any meeting of the Board to help set the tone of the process but not necessarily to participate in the

deliberations. At the end of each meeting, the Chairman shall submit a written report to the Commissioner with recommendations.

- D. The functions of the Board shall be to screen and hear grievances and prepare and submit recommendations to the Commissioner for remedial action where necessary.
- E. The Board shall appoint a Secretary at its first meeting.
- F. Three (3) members shall constitute a quorum.
- G. The Board shall meet once per month on a date agreed on by all members or otherwise as directed by the Commissioner unless there are no matters to be considered.
- H. Where any member of the Board is a party to the grievance, the Commissioner shall name an Officer of appropriate rank to replace that Officer on the Board for that particular sitting.

#### VI. REPORTING A GRIEVANCE

- A. To facilitate efficient determination of a grievance, the following information shall be included in a grievance submission:
  - 1. The grievance shall be written in the form of a statement or report. It shall be in chronological order (day, time and place of occurrence) and contain the facts upon which it is based;
  - 2. The alleged wrongful act must be clearly stated describing the harm done to the aggrieved member;
  - 3. The action sought by the aggrieved member in relation to remedy or adjustment in his favour.
- B. The undermentioned summary information shall be contained in an appropriately designed form when submitting a grievance along with the written detailed report:
  - 1. consecutive number;
  - 2. number, rank and name of aggrieved member;
  - 3. date, time and place of occurrence;
  - 4. date submitted;

5. facts in brief;
  6. specific wrongful act and harm done;
  7. remedy or adjustment sought;
  8. action taken;
  9. remarks.
- G. The following procedures are to be followed in responding to grievance:
1. acknowledging receipt by noting time, date and person receiving the grievance;
  2. analyzing the facts or allegations;
  3. affirming or denying in writing allegations in the grievance.
- H. The Officer in charge or neutral investigator shall examine the facts in relation to the allegations for veracity. In so doing, the process may take the form of any of the undermentioned:
1. an informal discussion;
  2. an investigation;
  3. a hearing where he shall have the right to call and interview witnesses where necessary.
- I. On completion of an investigation or hearing, the Divisional Officer shall submit a written report containing the result of his findings to the Area Officer, affirming or denying the allegations of the grievance. Same shall also be recorded in the grievance register for future reference.
- J. If it is borne out that there are deficiencies supporting the allegations of the grievant, the Area Officer shall submit a report to the Deputy Commissioner in charge of his portfolio. He shall then forward same to the Deputy Commissioner in charge Administration, Training and Inspection informing him of the outcome and the recommended remedial action. The aggrieved member shall also be notified in writing accordingly.
- K. The Area Office may direct the Officer in charge (depending on the circumstances) to have the matter further investigated or depute a neutral person to

carry out investigation and submit a report within forty eight (48) hours to reach the Deputy Commissioner in charge of the Area for his information.

- L. The Deputy Commissioner on receipt of this report shall forward same with his comments to the Deputy Commissioner in charge Administration, Training and Inspection for information and appropriate action.
- M. The Deputy Commissioner of Police Administration, Training and Inspection may direct the matter to the Grievance Board for enquiry and report or appoint an Area Board to enquire and submit a report.
- N. If the aggrieved member is dissatisfied with the outcome of the hearing, he shall have the right to appeal to the Commissioner which is the final stage.
- O. The aggrieved member shall have the right if he so desires to inform the Police Federation for representation.
- P. A monthly return of settled and unsettled grievances shall be submitted by Officers in charge of Divisions and Branches through the Deputy Commissioner in charge of their portfolios to reach the Deputy Commissioner in charge Administration, Training and Inspection by the 7th of each succeeding month.

#### VIII. APPEAL PROCESS

- A. The grievance process is a sensitive area in any Organization as it involves personnel/workers with different perceptions. The Force is no exception. It shall be the duty and responsibility of the Officers in charge of Divisions and Branches to resolve a grievance in an atmosphere of fairness and justice, thus obviating the need for an appeal.
- B. The following procedure shall be followed when appealing against decisions made in a grievance:
  - 1. If after being notified in writing the aggrieved party is not satisfied with the outcome of the hearing, he shall have the right to appeal;
  - 2. The aggrieved party shall submit the grounds of appeal within fourteen (14) days to his immediate Sub-officer or Supervisor in a sealed envelope. This envelope shall be addressed to the Deputy Commissioner of Police in charge Administration, Training and Inspection with a covering letter attached;



3. The Sub-officer or Supervisor on receipt of this appeal shall record same in the Correspondence Register and forward same immediately by hand to the Officer in charge without disturbing the seals;
  4. The Officer in charge on receipt of the appeal shall forward same to the Area Officer with seals undisturbed;
  5. The Area Officer on receipt of the appeal shall forward same to the Deputy Commissioner in charge of his Area. He shall then forward same to the Deputy Commissioner in charge Administration, Training and Inspection;
  6. The Deputy Commissioner in charge Administration, Training and Inspection on receipt of the appeal shall do the following:
    - (a) review the facts of the grievance and the report of the Area Officer;
    - (b) examine the grounds of the appeal and attach his comments and forward same to the Commissioner for his ruling. The Commissioner shall be the final authority for appeals for members below the rank of Inspector.
- C. If an Inspector or Officer who has addressed his Commanding Officer is not satisfied with the outcome of his grievance at this level, he shall have the right to appeal through the proper channel for an interview with the Commissioner.
- D. If after the interview with the Commissioner he is still not satisfied, he may again appeal through the proper channel to the Police Service Commission which shall be the final authority for such appeal.

## IX. RECORDS

- A. To ensure confidentiality and maintain proper control of grievance records the following shall be done:
1. grievance file for each Division and or Branch shall be established in the administrative office of the Deputy Commissioner in charge Administration, Training and Inspection;
  2. on each file shall be clearly marked the name of the Division or Branch for easy retrieval;

3. in each file the monthly grievance returns received from the respective Division or Branch shall be enclosed;
4. the Sub-officer in charge this office shall be responsible for the safe keeping of these files and their contents shall be classified;
5. access to these files verbal or written shall be channelled through the Deputy Commissioner in charge Administration, Training and Inspection.

X. ANNUAL ANALYSIS OF GRIEVANCE

- A. A good grievance procedure that is properly used, will emphasize what is right and not who is right. In police management it is a valuable method to discover internal problems. It shall be necessary therefore, for an annual analysis to be done on filed grievances for Administrative control and remedial actions taken thus ensuring harmonious relations within the Force.
- B. It shall be the responsibility of the Grievance Board to meet after the 31st March each year for the following purposes:
  1. to note the trend and analyse file grievances;
  2. identify problems and make recommendations to the Commissioner for administrative changes, where necessary.
- C. The Commissioner with this information in hand, shall be in a better position to appreciate the problems identified and act accordingly to minimize or eliminate the cause of these grievances.

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CHAPTER 15

COLLECTIVE BARGAINING

I. POLICY

- A. The Commissioner of Police recognizes the importance of the Collective Bargaining process to the members of the Force and accordingly, as a matter of policy recognizes the following Collective Bargaining Units for the various levels of employees of the Force:
1. the Executive Committee of the police Officers' Association in respect of Officers of the Jamaica Constabulary Force;
  2. the Central Committee of the Police Federation in respect of Sub-officers and Constables of the Jamaica Constabulary Force;
  3. the Island Special Constabulary Force Officers Association in respect of Officers of the Island Special Constabulary Force;
  4. the Island Special Constabulary Force Association in respect of Sub-officers and Constables of the Island Special Constabulary Force;
  5. the United District Constables Association of Jamaica in respect of District Constables
- B. The Constabulary Force Act provides for the establishment of the Police Federation to represent the interests of the Sub-officers and Constables of the Jamaica Constabulary Force. In the words of the Act, it was established for enabling Sub-officers and Constables of the Jamaica Constabulary Force to consider and bring to the notice of the Commissioner of Police and the Minister all matters affecting their welfare and efficiency.
- C. The Officers' Association was established with a memorandum of articles, the salient provision in respect to Collective Bargaining being Article Five which provides, "In pursuit of its aims and objectives, the Association is authorized to make representations on matters concerning salary and emoluments, conditions of service and the general welfare of its members to

the Commissioner as head of the Department, the Minister responsible for the Police and the Police Service Commission."

## II. ADMISSION

- A. The affairs of the Police Officers Association are administered by the Executive Committee of the Association consisting of a Chairman, Vice Chairman, Secretary, Assistant Secretary, Treasurer and three other members, duly elected by the general membership of the Association at its annual meeting held in the month of February.
- B. Rules for the organization and conduct of the Police Federation are set out in Schedule B to the relevant Act. The affairs of the Federation are administered by the Central Committee of eight (8) members elected at Central Conferences held once per year. The Committee elects a Chairman who is the chief negotiator and spokesman.
- C. Both the Central Committee and the Central Conferences are supported through:
  1. the Inspectors Branch Board and Inspectors Conference representing Inspectors;
  2. Branch Boards in each Division or Formation are grouped as follows:
    - a. the Sergeants Branch Board;
    - b. the Corporals Branch Board;
    - c. The Acting Corporals and Constables Branch Board.
- D. Provisions are made for participation in the Federation election process as follows:
  1. each member has the right to vote at the election of representatives to the Branch Board representing his rank and station;
  2. each year in the month of February the Commissioner appoints in Force Orders, one gazetted Officer and a number of Inspectors as "Appropriate Officers" for the purpose of election of representatives to each Branch Board;
  3. each Branch Board shall hold such elections

- annually in the month of March;
4. each Branch Board shall hold its annual meeting no later than the 15th day of April each year;
  5. a Central Conference for each rank is held each year in the month of May;
  6. the members of each rank shall, at their meeting in May, select from amongst their members, two representatives to the Central Conferences of the Federation;
  7. the result of each election outlined above shall be communicated to the Administration Branch for promulgation in Force Orders;
  8. except where in special circumstances a member of the Force is required for duty, leave shall be given for attendance at all such meetings and such attendance shall, as regards allowances and expenses, be deemed to be an occasion for police duties.

### III. COLLECTIVE BARGAINING PROCESS

- A. Collective Bargaining is the responsibility of the several bodies representing the interest of members as mentioned at Section I above. Each bargaining team is equipped with the authority from the general membership and responsibility for the negotiating process.
- B. A negotiating team may, with the approval of the Commissioner, appoint consultants from within the Force who are not represented by that team to sit with them in negotiations.
- C. The employees' representative (The Ministry of the Public Service) may constitute its team as it sees fit and may request of the Commissioner that he or his representative and or representatives of the Ministry of National Security join its team to advise on administrative matters.
- D. The role of the negotiating team shall be to:
  1. identify areas of need and other welfare matters before entering into any negotiation;
  2. carefully plan and organize its activities so that all interests are represented;

3. present its claims in the best interest of the members represented;
  4. endeavor to foster good relations at the negotiating table.
- E. The expenses incurred for the purpose by the Force's team shall be derrayed from the Federation fund or otherwise as provided for by the rules of the particular negotiating body.
  - G. All issues to be negotiated shall be submitted to the Government's negotiating team in writing by the leader of the negotiating team outlining categorically and in detail the demands to be met. A copy of the submissions should be sent to the Commissioner and one to the Minister Of National Security.

V. COMMUNICATION OF RESULTS

- A. The Commissioner is committed to keeping the membership of the several components in the negotiating process informed of all matters affecting them generally.
- B. At the end of wage and fringe benefits negotiations, the Ministry of the Public Service will inform the Commissioner by letter setting out the agreements in detail.
- C. The Commissioner may release relevant information to the news media for speedy communication to members and shall make a further promulgation in Force Orders.
- D. The various negotiating teams may use the Force Orders with the Commissioner's approval to directly advise their membership of the agreement arrived at.
- E. The Officers' Association advises its members by circular memorandum in addition to any general publication which may be made in Force Orders.

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CHAPTER 16

BENEFITS

PERSONNEL WELFARE SUPPORT SERVICES:

The Community Relations, Welfare and Complaints Division has overall responsibility to facilitate the provision of welfare support services to the Force.

The Division shall be divided into sections viz:

1. Community Relations;
2. Complaints;
3. Welfare and any other decided by the Commissioner of Police from time to time.

Each section shall be commanded by a Gazetted Officer or senior Sub-officer with separate and distinct areas of responsibility and shall be accountable to the Divisional Officer.

The Divisional Officer shall be accountable to the Commissioner and shall be directly responsible for welfare matters concerning members whether individually or collectively.

Primarily the welfare section shall have direct responsibility to provide support services for members of the Force.

This service shall be decentralized and Area and Divisional Co-ordinators shall be responsible to perform functions of the Section locally. Co-ordinators shall be selected from suitably qualified Inspectors and Sergeants. They shall be accountable to the Officer in charge Community Relations, Welfare and Complaints through Divisional and or Area Officers.

In the case of death of a member of the Force, Officer or Sub-officer in charge Welfare Section, shall be responsible to:

1. assist with funeral arrangements;
2. collect and submit information for transmission to the Ministry of National Security to facilitate payment of benefits to the dependents such as funeral grants, gratuity and pension;

3. obtain proof of identity of dependents, for example Birth Certificate, to establish relationship to the deceased and evidence of death of the member, e.g. Death Certificate or Order of Burial;
4. investigate circumstances of each dependent for representation to the Ministry of National Security or Administrator General in the absence of a will;
5. monitor movement of files relating to proposed benefits and keep relatives and dependents informed of the progress of developments, until the benefits are finalized;
6. when a member is ill or has been hospitalized it shall be the duty of the Section Commander and or Co-ordinator to visit such member regularly and to assist with all matters of welfare.

When members are engaged in static and or emergency duties which necessitate provision of refreshment, it shall be the responsibility of the Section Commander and or Co-ordinator to obtain permission for expenditure from the appropriate authority, thereafter to monitor and make arrangements for such refreshment for members as shall be deemed necessary.

The Section Commander shall have responsibility to repair, purchase and distribute amenities as directed by the Officer in charge or other authorized person, and to perform any other functions as directed.

Community Relations Co-ordinators shall also be responsible to prepare and submit monthly return of sick personnel who are either:

1. confined to hospital; or
2. confined at home.

In matters of an urgent nature, Co-ordinators may report verbally to the Officer in charge. A written report shall be submitted as early as practicable and routed through the Divisional and or Area Officer as the case may be.

In addition to the welfare provisions made through the Community Relations Welfare and Complaints Division a counselling service is provided through the Chaplaincy.



## LIABILITY PROTECTION:

The Attorney General is responsible for providing legal assistance to members against whom civil proceedings have been instituted for acts or liabilities incurred in the execution of duty.

The Attorney General will provide legal assistance in criminal cases. However, if the member is acquitted, the Attorney General may determine whether or not the full cost of defence shall be refunded.

Immediately a member is informed that civil proceedings are being contemplated against him or having been served with a writ of Summon, the member shall submit a report to his immediate supervisor, outlining:

1. the nature of the case;
2. action taken by him in the matter;
3. result of court proceedings, if any;
4. names and addresses of witnesses;
5. an application for Legal Aid.

The supervisor shall obtain statement(s) of witnesses, copies of relevant Diary entries and thereafter submit the completed file expeditiously to the Commissioner of Police through Divisional and Area Officers where applicable, for transmission to the Attorney General within fourteen (14) days from the service of the writ.

The application for Legal Aid shall contain the following undertaking:

"I agree to abide by the decision of the Honorable Attorney General in respect of any settlement arrived at or any amount assessed against me."

Where a settlement is agreed on by the Plaintiff's Attorney and the Attorney General, an award is made in the court, it shall be the responsibility of the Supervisor to submit a report through the Commanding Officer to the Commissioner of Police for information of the Attorney on the member in regards to the member's ability to contribute to the settlement of the claim.

It shall be the responsibility of the Divisional Officer to keep a record of all such claims made against members under his command for future reference.

SALARY PROGRAMME FOR THE JAMAICA CONSTABULARY FORCE:

Every two (2) years salary levels for the various ranks are determined by the Ministry of the public Service in negotiations with:

1. the Police Officers Association in respect of Gazetted Officers;
2. the Police Federation in respect of members of and below the rank of Inspector;
3. the Special Constabulary Force Officers' Association in respect of Officers of the Island Special Constabulary Force;
4. the Special Constabulary Force Association in respect of Special Constables of and below the rank of Special Inspector;
5. the United District Constables Association of Jamaica in respect of District Constables.

In each negotiation the following are considered, and determined by agreement:

1. entry level salary for recruits;
2. salary differential between ranks;
3. salary scales and incremental steps within ranks;
4. salary allowance for special skills (if any);
5. compensation for overtime.

Some elements taken into consideration during negotiations are:

1. working conditions including man hours done per man per week;
2. hazards attendant on the job;
3. rate of inflation and cost of living index;
4. special job skills required.

CHAPTER 16 (continued)

PROCEDURES IN SEEKING COMPENSATION

Provided that in any case the loss, damage or incident did not occur as a consequence of the member's own neglect or default, Government will consider compensation to members for the loss of or damage to personal property resulting from the performance of duty.

The member shall submit a report to his/her Commanding Officer outlining the facts and attaching all relevant documents. It shall be the duty of the Commanding Officer to cause the matter to be investigated to determine the veracity of the occurrence and whether or not the matter arose as a result of the lawful execution of duty. Thereafter he/she shall submit the complete file to the Commissioner accompanied by the relevant documents including evidence of value and expenses incurred, together with his recommendation.

The Commissioner, on receipt of this correspondence shall refer the matter to the Honourable Attorney General through the Ministry of National Security along with his recommendations as to whether the loss or damage occurred as a result of or can be attributed to official duties. The Attorney General will make the necessary recommendation to the Ministry of National Security for implementation.

PROCEDURE FOR COMMENDING, REWARDING AND DECORATING MEMBERS

It is the policy of the Force to commend and or reward members who perform their duties with zeal, energy and initiative considerably above the average.

1. The procedure to be followed is:
  - a. recommendations are submitted by the member's Commanding Officer through the Area/Branch Officer to the Commissioner of Police;
  - b. in cases involving crime or criminal investigation the recommendation must be submitted to the Deputy Commissioner of Police, Crime who will assess the matter and make his recommendation to the Commissioner of Police;

- c. written commendations from private citizens are to be referred to the Commissioner of Police for his approval before being placed on the member's file.
2. The decision to make a monetary reward or written commendation shall be the Commissioner's.
3. Publication in Force Orders shall be regarded as "Written Commendation." Members may become eligible for National Awards as provided for in the National Honours and Awards (Act).
4. The awards provided for are:
  - a. Jamaica Medal of Honour for Gallantry;
  - b. Jamaica Medal of Honour for Meritorious Service;
  - c. The Jamaica Medal of Honour for Long Service and Good Conduct (Sub-officers and Constables of the Jamaica Constabulary Force);
  - d. The Medal of Honour for Efficient Service (Members of the Island Special Force).

## CHAPTER 17

### PERFORMANCE EVALUATION PROCEDURES

#### I. POLICY

- A. Performance evaluation has normally been used to assist in the growth and career development of each member of the Jamaica Constabulary Force and will continue to do so. It is the assessment of the member's on-the-job performance of assigned duties by his supervisor. The nature and quality of members' performance have a bearing on their working life in the Force, on the manner in which they relate to their seniors, and on their assignments and promotions.
- B. This activity involves:
1. the member being evaluated;
  2. the Sub-officer supervising the unit to which the member is assigned;
  3. Commanding Officers at the management level.
- C. Evaluation will be on forms provided according to the following groupings:
1. Gazetted Officers' performance evaluation;
  2. Annual Confidential Report for Inspectors and other ranks who have passed over the Promotion Bar of the salary scale;
  3. Evaluation Reports on probationary Constables or individuals on probation as a consequence of promotion.
- D. All performance or confidential reports shall be completed and submitted annually according to the following time schedule:
1. the first day of November upon all Officers and Inspectors;
  2. the first day of January upon all other ranks;
  3. at the completion of twenty two (22) months service by the probationer or five (5) months in the new rank as the case may be.

- E. The confidentiality of these forms will be maintained in accordance with the provisions of the Police Service Regulations 1961.

## II. PURPOSE AND OBJECTIVE

- A. The purpose and objectives of performance evaluation are essentially to:
1. foster fair and impartial decisions involving personnel;
  2. maintain and improve quality performance of duties;
  3. provide a medium for personnel counselling;
  4. facilitate proper and fair decisions regarding probationers;
  5. provide an objective and fair means for measurement and recognition of individual performance in accordance with prescribed guidelines;
  6. identify training needs.

## III. EVALUATION MANAGEMENT

- A. Supervisors in charge of police formations, who are responsible for rating personnel, shall be evaluated by their Commanding Officer regarding the quality of ratings given their subordinates.
- B. This evaluation of the supervisor shall ensure that rating elements and criteria on the various forms are understood sufficiently to enable a fair and impartial rating.
- C. Factors to be considered in evaluating an assessment are:
1. the fairness and impartiality of the rating given the member concerned;
  2. the participation of the supervisor in counselling the rated member where applicable;
  3. the supervisor's ability to evaluate fairly and impartially;

4. the uniformity with which personnel are rated, that is, members of like tendencies are rated similarly.
- D. Where a member is not satisfied with the assessment given by his supervisor a review process should be employed:
1. where the rating was done by the member's immediate Commanding Officer, the matter should be brought to the Area or Branch Officer who will make necessary consultations and resolve the issued involved;
  2. where the rating was done by someone other than the member's immediate Commanding Officer, the immediate Commanding Officer shall review the ratings, make consultations as necessary and resolve the issues involved;
  3. where the controversial issues cannot be resolved, a full report should be forwarded along with the assessment report and a report from the member to the Commissioner.
- E. Evaluation and Assessment Forms which have completed the administrative cycle are disposed of as follows:
1. in the case of ranks of and above Sergeant, one copy is sent to the Police Service Commission and one retained at the Personnel Division;
  2. in the case of other ranks the report is retained at the Personnel Division;
  3. access to a copy of the evaluation report shall be made available to the member rated who may make such notes as may be required to assist him in future counselling sessions and in his development.
- F. At least once per year, the Inspection Branch shall audit and inspect the performance evaluation system through the Personnel Division to determine how well it functions. The main objective shall be to:
1. identify instances of extreme ratings and the reasons for them;
  2. identify the number of contested appraisals and the reasons for them;

3. forward an evaluative report to the Commissioner on the operations and management of the system.
- G. In order to arrive at a fair evaluation of personnel, each member shall be counselled by his supervisor at the beginning of the rating year concerning:
1. duties of the position occupied;
  2. level of performance expected;
  3. evaluation criteria to be used.
- Counselling will also take place as necessary during the year to correct deficiencies in attitudes. At the end of the year, there should be no difficulty in arriving at an accurate assessment of any member.
- H. Arising from observation and necessary counselling throughout the rating year, a member should be advised in writing about unsatisfactory performance which will be used in up-coming rating. This should be done at least ninety (90) days before rating so that steps may be taken to resolve contested issues. The supervisor should be prepared to substantiate ratings at the unsatisfactory level, to advise the member of unsatisfactory performance, and to define actions which should be taken to improve individual performance. If unsatisfactory performance continues, this information should be included in the evaluation report.
- I. An evaluation report shall be done on all recruits to the Force as provided for in Force's PROBATIONER'S REPORT FORM:
1. on completion of initial training;
  2. on completion of six months service in the Division to which posted;
  3. on completion of ten months in Division;
  4. on completion of fifteen months service in the Division;
  5. at the completion of twenty two months service in the Force. At the end of this period the member's Commanding Officer shall make firm recommendations regarding the member's confirmation of appointment or otherwise.
- J. Provisions are made for monthly interviews with the probationer's Divisional Training Sub-officer, the



result of which should form part of a continuing written record of performance noting all awards and defaults.

#### IV. GENERAL GUIDELINES

- A. Performance evaluation will be based only on behaviour observed or identified during the period of the evaluation.
- B. Members will be evaluated by their immediate supervisors.
- C. In cases where the supervisor has been unable to observe a subordinate for at least two months prior to the regularly scheduled time of evaluation (e.g. due to transfers, promotion, etc.) the employee's performance assessment will be extended in order to allow the rater to have two months of observation before preparing the assessment. In such cases consultation with the employee's previous supervisor to enhance the quality of the performance assessment is required. The subsequent performance assessment will be done on the regularly scheduled date.
- D. Supervisors will be checked by their Commanding Officer regarding the accuracy, fairness and impartiality of the performance appraisal as well as the uniformity of ratings.
- E. Commanding Officers will ensure the completion of each assessment form by the appropriate supervisor.
- F. Evaluating Supervisors will:
  - 1. utilize established job descriptions and classifications, applicable Force Orders and other directives to discuss job expectations with the employee. They will ensure that each employee being evaluated is aware of:
    - a. required duties and tasks;
    - b. the standards of quality and productivity he is expected to meet;
    - c. criteria by which he will be evaluated. This discussion will be repeated at the beginning of each assessment period.
  - 2. follow the established performance guidelines in completing evaluation forms;

3. submit explanatory comments whenever performance ratings are unsatisfactory or outstanding;
  4. discuss the evaluation with each member they have rated;
  5. allow the member to make written comments regarding the evaluation on separate paper;
  6. meet with a member when an unsatisfactory pattern of performance is identified. This will be documented in writing with a copy given to the member.
- G. Members being rated will read and sign their assessments and may make written responses which will be attached to the original assessment document.
- H. Each performance assessment will be reviewed and signed by the Commanding Officer.
- V. REVIEW PROCESS FOR CONTESTED EVALUATION REPORTS

Members who are dissatisfied or disagree with their performance assessment may seek a review of their ratings. Such member will submit his request in writing within seven (7) days of the receipt of the assessment through his immediate supervisor. The decision of the Commanding Officer will be final. An explanation of the decision will be attached to the original performance evaluation form.

EMPLOYMENT WAIVER

As a condition of employment as a member of the Jamaica Constabulary Force (J.C.F.), I understand and will consent to and abide by the following:

Members of the Jamaica Constabulary Force, like all citizens, are protected by the guarantees of our constitution, but as public employees, we are in a peculiar and unusual position of public trust and responsibility. The public expects members of the Force to give frank and honest replies to questions which are directly related to the performance of their official duties and/or their fitness to hold public office. Therefore in all Administrative Non-Criminal Investigations of Complaints:

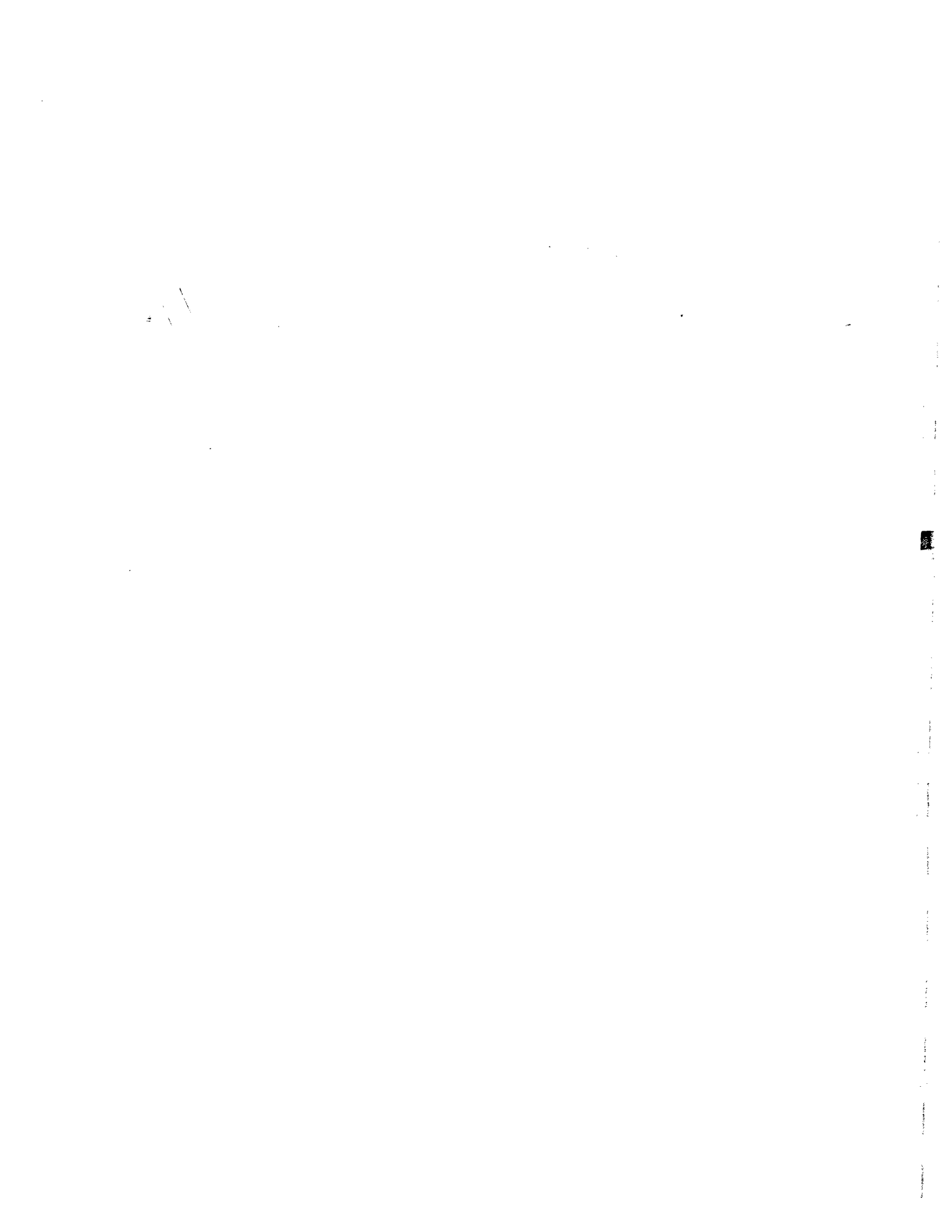
1. I will co-operate fully with any supervisor or Officer conducting an investigation of a citizen's complaint against me;
2. It shall be my responsibility to answer fully and truthfully any questions pertaining to the investigation of an alleged infraction of law or Force Order or Rule which might be asked by the investigating officer;
3. I do not have the right to refuse to answer any question concerning my performance of duty or adherence to Force Orders or Rules, except after having been given a caution statement or rights;
4. At the direction of the Commissioner of Police only, I will submit to any medical, photographic, psychiatric, physical, laboratory, blood, or urine tests. Also only at the direction of the Commissioner of Police, I will participate in an identification parade, submit to a voice and/or handwriting examination, and provide a financial disclosure.

As a loyal and faithful member of the Jamaica Constabulary Force, and as a Government employee with a duty to my country, my Force and our Citizens, I acknowledge my responsibility to abide by these conditions and shall do so. I also acknowledge that refusal to do so will cause me to be subjected to dismissal from the Force.

My signature hereto, attests to the fact that I have read and do understand all the foregoing. I do so of my own free will.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Witness: \_\_\_\_\_



CHAPTER 18

THE WRITTEN DIRECTIVE SYSTEM OF THE FORCE

I. DISSEMINATION OF DIRECTIVES

- A. The Force has a policy in dealing with every subject relating to policing, whereby on completion of a particular study and analysis of specific subject, the Administration of the Force by or with the approval of the Commissioner issues a statement representing the policy of the Force on that subject.
- B. These directives shall then be promulgated either in Force Orders or by Circular to provide all employees with a clear understanding of the constraints and expectations relating to the performance of their duties.

II. SOURCES OF DIRECTION AND INFORMATION

A. WEEKLY FORCE ORDERS

- 1. This is an official and confidential document published weekly from Police Headquarters containing the directives of the Commissioner of Police and distributed to all Stations and other Police Formation for the general information and direction of members of the Force including Auxiliaries;
- 2. Weekly Force Orders are published in two (2) parts;
  - a. Part I deals with Administration and Notification and contains:
    - i. Administrative Policies;
    - ii. Procedures;
    - iii. Rules and Regulations;
    - iv. General Orders;
    - v. Other material for guidance, information or directions.
  - b. Part II deals with personnel matters

3. The Assistant Commissioner of Police in charge Administration shall be responsible for the compilation of the Force Orders for approval and signature of the Commissioner and thereafter to supervise the preparation, production and distribution of the Orders to all Stations and Formations islandwide.
4. It shall be the responsibility of the Officer in charge of Areas, Branches, Divisions or other organizational components to ensure that the following procedures are followed:
  - a. weekly Force Orders received shall be filed in chronological order;
  - b. Force Orders shall be filed in two (2) categories that is, Part I and Part II;
  - c. Force Orders shall be bound to form a Manual;
  - d. the Manual shall be in a format that permits easy revision;
  - e. a copy of this Manual shall be placed in accessible locations for easy reference to all personnel at Stations, Sections, Divisions, Areas, Branches and at Police Headquarters.
5. It is the duty of the Sub-Officer in charge all Formations to bring the contents of Force Orders to the attention of all ranks at lectures.

B. CIRCULARS

1. Circulars are issued directly to Officers in charge of Areas, Divisions, Branches or other organizational components with the Commissioner's directive contained therein for implementation.
2. Where the matter is confidential the Commissioner shall issue circulars and distribute them on a "need to know" basis to Officers in charge of Areas, Branches, Divisions or organizational components which shall contain the necessary directives that are to be implemented.
3. Whenever the Commissioner directs that written acknowledgements be forwarded on receipt of such directives, strict compliance shall be observed accordingly.

C. DUTY HINTS

This booklet is designed to assist members of the Force to deal with some of the emergencies met from time to time. The blank spaces in the Duty Hints shall be utilized to record additional local information. This information shall be recorded in pencil to facilitate erasure or updating if necessary.

D. POLICE MANUAL

The Police Manual is divided into two (2) parts: Part I deals with Police Administration, duties and procedures and Part II deals with Laws.

1. Part I is intended for all members of the Force to upgrade their skills in areas of Management and Supervision as they apply to Station Administration, basic principles of police management, command and leadership, interviewing techniques, personnel counselling and disciplinary procedures, police information, community relations and report writing among others. It is also intended for those members of the Force who are taking promotion examinations, those working in the field, lock-up and courts to equip them with an understanding of certain of their duties and procedures to be adopted in given circumstances;
2. To the instructor dealing with Police Recruits, Part II of the Manual will be an invaluable guide in the conducting of lectures in Police duties and procedures generally;

Copies of the Police Manual issued to members are to be surrendered in the event of resignation, dismissal or any other form of separation from the Force.

E. BOOK OF RULES

The Book of Rules is intended to be an effective instrument in the enunciation of the administrative procedures and guidelines within which the Force and its Auxiliaries operate. It is the responsibility of every member to become fully conversant with its contents and utilize it constantly as a point of reference.

Copies of the Book of Rules issued to members are to be regarded as an item of issue which shall be surrendered

in the event of resignation, dismissal or any other form of separation from the Force.

F. THE JAMAICA CONSTABULARY FORCE ACT

This Act deals with the construction of the Force and gives the Governor General the authority to appoint Officers, Sub-Officers and Constables of the Force. It also deals with the appointment of the Commissioner who, subject to the order of the Minister, shall have the sole command and superintendence of the Force.

G. POLICE GAZETTE

1. The Police Gazette is a confidential document and is published for the information of all police personnel only including Auxiliaries. On no account must the contents be communicated to any unauthorized person;
2. The directives published in the Police Gazette for the information of all police personnel and Auxiliaries are as follows:
  - a. persons wanted by the police;
  - b. persons missing and whereabouts wanted;
  - c. list of criminals to be released from prisons;
  - d. property stolen;
  - e. property found;
  - f. property lost;
  - g. animals stolen or strayed;
  - h. animals found;
  - i. reconviction;
  - j. miscellaneous information, e.g. death of criminals, revocation of firearm license;
  - k. cancellations.
3. All communication for the Police Gazette must be addressed to Assistant Commissioner in charge of C.I.B., C.I.B. Headquarters, Kingston.



#### H. REGULATIONS

Regulations of the Force are outlined in the police Service Regulation - 1961.

### III. PROCEDURES FOR INDEXING, PURGING, UPDATING AND REVISING DIRECTIVES

- A. Directives are numbered, classified in categories of a, b, c, d, or e and filed for easy reference
- B. From time to time files are examined and purged whenever they are no longer applicable. To facilitate the process of purging written directives whenever they are not applicable to the Force, The Deputy Commissioner, Administration, Training and inspection shall:
  - 1. seek the approval of the Commissioner;
  - 2. notify Government Archivist who will examine each file and give approval for destruction, taking samples where necessary;
  - 3. if in the opinion of the Archivist, files are not to be destroyed, they shall be retained.
- C. Force Orders and Circulars are generally canceled by the Commissioner or he may revise or update them as he sees fit.

### IV. THE WRITTEN DIRECTIVE SYSTEM

- A. The written directive system within the Force follows a sequence in the Chain of Command from Commissioner to Divisional/Commanding Officers.
  - 1. where the matter is confidential the Commissioner shall issue Circulars under sealed cover on a need to know basis;
  - 2. the Deputy Commissioners may also issue Circulars on behalf of the Commissioner;
  - 3. Area and Branch Officers shall issue Area and Branch Orders;
  - 4. Divisional Officers shall issue divisional Orders, in accordance with the objectives of the Force.

- B. The policy statement which vests in the Force's Chief Executive Officer, the authority to issue, modify, or approve written directives is as follows:

The Force shall consist of:

1. a Commissioner who, subject to the orders of the Minister, shall have the sole Command and superintendence of the Force. Section 3(2) of the Constabulary Force Act.