



Area 4 Online Customer Survey Satisfaction Launched

As part of efforts to involve more citizens in the process of selecting the award for the Top Customer Service Division for the Transforming Our Police Service (TOPS) competition, an online Customer Satisfaction Survey was launched in September.

The survey exclusively targets police service in Area 4, which is comprised of five JCF divisions - Kingston Eastern, Kingston Western, Kingston Central, St. Andrew Central and St. Andrew South - totaling, 31 stations. Results from the online survey, which is a collaborative effort between the PCOA and the Monitoring and Evaluation, Research and Data Branch at the Ministry of National Security, will supplement face to face surveys conducted by the Inspection and Monitoring Unit while in the field.

“The inclusion of an online customer satisfaction survey this year stemmed from a post review of the 2020 TOPS Competition, when we first introduced

a Top Customer Service Award,” PCOA CEO, Mrs. Otarah Byfield-Nugent told *The PCOA Monitor*.

“We decided that there was not only a need to widen the partici-



Area 4 Online Customer Satisfaction Survey Poster.

pation of the citizens in determining the winner of the award but also, to change the parameters of the award to include the division instead of an individual station,” Mrs. Byfield-Nugent elaborated.

The PCOA will partner with the Social Development Commission (SDC) to share access to the online survey with its numerous community networks in the par-

ishes of Kingston and St. Andrew. This is in addition to, the Ministry of National Security, who will promote the survey on its social media apparatus.

In the meantime, residents as well as persons who work in Area 4, are encouraged to access the survey via the PCOA’s Instagram and Facebook pages. Access to the survey closes on October 31, 2021.

The winning Customer Service Division in Area 4 will be announced along with the winners for Top Station, Top Division, Top Prisoners in Custody (PIC) Station and Top Stations in each division at the TOPS Awards Ceremony on November 25 during Police Week.

The ceremony, which will commence at 10:00 a.m. will be live streamed on You Tube -- Jamaica Constabulary Force and Facebook/ JamaicaConstabularyForce. The TOPS Programme was developed in 2019.

Area 4 TOPS Competition Commences in September

Inspections for the highly anticipated 2021 Transforming Our Police Service (TOPS) Competition got underway in September, starting in the Kingston Eastern Division.

For the third edition of the competition, Area 4 was selected to participate. Area 4 covers all three divisions in the capital city/parish, Kingston, and two of three divisions in the parish of St. Andrew. The divisions are as follows: Kingston Eastern, Kingston Western, Kingston Central, St. Andrew Central and St. Andrew South.

In giving an update on the pro-

gress of inspections so far, Senior Director, Inspections and Monitoring, Andrew Beaumont informed everything was going smoothly despite the high crime in some areas and the pervasiveness of COVID-19.

“We will complete inspections of all 9 stations in the Kingston Eastern Division and most of the five stations in the Kingston Central Division by the end of September,” he disclosed.

It is anticipated that all 31 station inspections for the TOPS Competition will conclude on October 19.

The TOPS Competition has pre-

viously been held in Area 2 (Portland, St. Mary and St. Ann divisions) and Area 5 (St. Catherine North, St. Catherine South, St. Andrew North and St. Thomas divisions).



Area 4 TOPS Competition Poster

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St. Catherine North Division Shows Tremendous Improvement Post TOPS Performance Review

At an Area 5 Transforming Our Police Service (TOPS) Performance Review Meeting held in January this year, the Commissioner of Police, Major General Antony Anderson assured that there would be a 100 per cent improvement in the maintenance of the all the records inspected at the 31 stations in the four divisions. This, he said, would be achieved by March.

Against this background, the PCOA Team returned to complete the fourth phase of the TOPS programme, which involved re-inspecting all

divisions in the Area 5 to determine if commitments for improvement as stated by the Police Commissioner were met. Findings from the re-inspection revealed that whilst three of the four divisions - St. Thomas, St. Andrew North, and St. Catherine South showed some improvement in the management of records, the performance of the St. Catherine North Division was outstanding, almost achieving the 100 per cent improvement as stated by Police Commissioner Anderson.

“It is apparent that the St. Catherine North Division accepted the challenge of the Police Commissioner as 10 out of 14 stations impeccably maintained all the four main records inspected,” revealed Senior Director, Inspections and Monitoring, Andrew Beaumont. The stations were: TOPS Station winners, Above Rocks, Bog Walk, Browns Hall, Ewarton, Guanaboa Vale, Guys Hill,

Point Hill, Riversdale, Sligoville and Spanish Town. The latter station moved from a rate of zero per cent to 100 per cent compliance with JCF

policies when maintaining the records inspected.

Even more astounding about the performance of the division was that during the TOPS Competition only 4 out of 14 stations kept the problematic Station Diary as per JCF policies, however, that number improved to 10.

“This type of compliance has never happened in our history of conducting inspections,” the PCOA CEO, Mrs. Otarah Byfield-Nugent pointed out, while noting that the remaining four stations properly maintained 75 per cent of the records inspected.

Honourable mentions from the other divisions include: Top Station Winner for the St. Thomas Division, Bath, who excelled in the upkeep of both the main records and Prisoners in Custody (PIC) records likewise the Central Village Station in the St. Catherine South Division. There was also the Hellshire Station (St Catherine South Division), Lawrence Tavern Station (St. Andrew North Division) and Top Customer Service Winner, Cedar Valley Station (St. Thomas Division), which moved from a rate of zero



PCOA CEO, Mrs. Otarah Byfield-Nugent (second from right), pointing to a copy of the PCOA's quarterly community newsletter, "Citizen Corner" on the desk of a police officer (right) at Green Acres Station in St. Catherine North Division. On hand are: Inspection and Monitoring Manager, Nichelle Duncan (left) and Legal Counsel, Sheldon Clarke.

per cent compliance to JCF policies when maintaining the records to a 100 per cent compliance.

The TOPS programme consists of four phases— an Area inspection competition, where one of 5 Area Commands, is selected to participate; an Awards Ceremony to declare competition winners in four main areas; a Performance Review Meeting with the JCF Leadership Team including the Police Commissioner; and the post re-inspection.



Inspection and Monitoring Officer, Keriesha Morrison (right) engaging police personnel at the Spanish Town Station in the St. Catherine North.

Tenure of PCOA Members Ends

The five -year tenure of the seven members of the Police (Civilian Oversight) Authority came to an end on August 22.

The members are: Chairman, Mrs. Jacqueline Hinkson, Dr. the Hon. Marshall Hall, Mr. Gladstone Lewars, Professor Anthony Harriott, Pastor Glen Samuels, Mr. Gladstone Lewars, Mr. Errol Strong and Mr. Norman Heywood.

According to PCOA CEO, Mrs. Otarah Byfield-Nugent, the relevant authority has assured that members would be appointed post-haste to the Authority. “While we are unsure of the members who will return to serve, we are aware that the process will soon conclude,” she pointed out.

According to the PCOA Act of 2005, members of the Authority shall be appointed by the Governor-General after consultation with the Prime Minister and Leader of the Opposition for a period up to five years. It is also stipulated by the Act that the

Authority should consist of no less than five nor more than seven members.

As it pertains to the composition of the Authority, two members are assigned as members of Police Service Commission; one member, a duly qualified accountant; and, another member should have the requisite operational experience in security services.

Since becoming operational in 2007, the Authority has had some 12 people serving as members over the years.

They include: His Excellency Sir Patrick Allen, Public Defender, Arlene Harrison Henry, The Hon. Oliver Clarke and the Most Rev. & Hon. Charles Dufour.

Of note, Mr. Gladstone Lewars, a qualified accountant, is the only remaining founding member of the Authority and as such, holds the current distinction as the longest serving PCOA Member.



File Photo (2020): Collage of Members of the Police (Civilian Oversight) Authority



The PCOA Team all ready to inspect the Greater Portmore Station in the St. Catherine South Division.

PCOA Outreach with JPs Stimulates More Interest in PIC Inspections

There was a high level of interest expressed by some Justices of the Peace (JPs) of Manchester in conducting Prisoners in Custody (PIC) inspections following an online social outreach organized by the PCOA in June.

In fact, coming out of the social outreach, a cell visit was organized for interested Justices of the Peace (JPs), otherwise referred to as Lay Magistrates, to familiarize themselves with inspecting cells, prisoners and PIC records.

The social outreach, which was attended by 71 JPs, came on the heels of PIC inspections of two of the most populated stations in each division in Area 3 - Manchester, Clarendon and St. Elizabeth. The stations inspected were: Mandeville and Christiana (Manchester Division); May Pen and Lionel Town (Clarendon Division); and, Black River and Santa Cruz (St. Elizabeth Division).

Findings and observations from the inspections in Manchester were shared with the JPs. Findings shared included: the proper maintenance of the PIC Register and Cards at only one of the two stations (Mandeville); the correct upkeep of the Charge and Prisoners Property Book, Diet

Book and Medical Journal at both stations; and strict adherence to COVID-19 protocols at the two stations.

In addition to the findings, Senior Director



of Inspections and Monitoring, Andrew Beaumont meticulously explained all the important PIC records that should be examined when carrying out an inspection. Legal Counsel, Sheldon Clarke gave a comprehensive presentation on the role of JPs in police oversight, zeroing in on specific functions of a JP in the process. The functions mentioned were: visiting police stations to monitor lock-ups and the condition of prisoners; considering applications for bail; and remanding persons in custody. It was after these presentations when some

JPs, who hitherto were not assigned such duties, expressed an interest in pursuing the inspection of cells and the condition of prisoners.

“You can go into any station any time you want and introduce yourself to the Sub-officer or the officer attending to the guardroom. You can request to see the custody area and they will take you there and you are free to do anything within the confines of the law like examine books,” JP David Beadle, responded to a fellow JP, who said she had been timid to go alone to the police station in her area to conduct an inspection.

PCOA CEO, Mrs. Otarah Byfield Nugent, encouraged those JPs who conducted remands, to make sure that persons were not held beyond the 24 hrs without being charged. She also stressed that JPs when carrying out remands must ensure that their entries in the Remand Book include: their signature, seal/stamp; date of remand and length of remand, which should not exceed 24 hours.

In the meantime, the PCOA Team conducted a similar outreach in Clarendon in July, with some 59 JPs in attendance.

PCOA Staff Benefit from Training Offered by 2021 Annual NACOLE Conference

Four members of the PCOA staff are currently registered and participating in the 27th Annual National Association for Civilian Oversight of Law Enforcement Conference.

The four are: Inspection and Monitoring Manager, Nichelle Duncan; Inspection and Monitoring Officers –Theo Clayton and Toni–Ann Baker - and, Legal Counsel, Sheldon Clarke.

Held under the theme, “Civilian Oversight as a Permanent Part of Public safety”, the conference has two components. The first component is solely virtual, consisting of 32 webinars spread over 8 weeks, which started on August 16 and will conclude on October 7. These webinars are being presented live with recordings made available for participants.



NACOLE Logo

The second component offers the option of in-person or virtual attendance, which will include four days of in-depth training for civilian oversight practitioners among others, in Tucson, Arizona (USA) from December 12-16.

In reflecting on the conference so far, second year participant, Legal Counsel, Sheldon Clarke, who sometimes assists the Inspection and Monitoring Unit carrying out its duties, said that the conference has been very informative, noting that a particular webinar resonated with him

“It was the webinar, “Lethal Force: Woman and Children as Collateral Damage”. This session brought to the forefront of my mind, the importance of ensuring compliance with the Use of Force policy. The information highlighted convincingly the death and damage that can be caused to innocent individuals



Legal Counsel, Sheldon Clarke watching one of several webinars offered by the NACOLE Conference in September.

including women and children,” he pointed out. He also agreed that the conference was definitely achieving its goal of building on the momentum of last year’s conference, which in the wake of the murder of George Floyd on May 25, 2020, incorporated

the calls for law enforcement reform as well as the implementation of enhanced civilian oversight mechanisms in its webinar topics.

The PCOA has made representation at the Annual NACOLE since 2008. The first annual conference was held in 1995.

PCOA and Jamaica Police Federation Re-establish Relationship

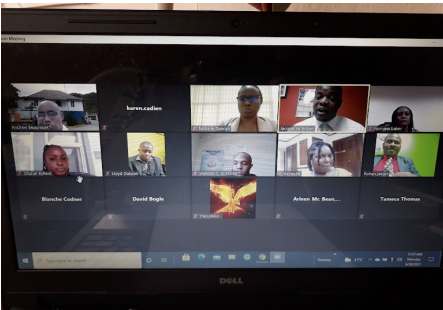
During the period, the Police Civilian Oversight Authority (PCOA) and Jamaica Police Federation (JPF) set about the business of reviving their relationship, which was on hiatus since 2016.

In the first of what will be quarterly meetings, the PCOA met virtually with the 8 members of the JPF Executives including Chairman, Corporal Rohan James and General-Secretary, Tameca Thomas to iron out the way forward.

According to PCOA CEO, Mrs. Otarah Byfield-Nugent, the meetings will provide a forum to ventilate issues impacting the work of the Jamaica Constabulary Force (JCF).

“We agreed that updates will be provided on our inspections and observations, while the Federation would share concerns that affect the health and welfare of JCF members,” she noted, adding, “these concerns include but were not limited to, the conditions under which JCF members were working”.

It is expected that other meetings would be scheduled where the need arose. As for the immediate concerns of the JPF, Chairman James highlighted a number of stations requiring attention. Among them were: Area 1 – Police Control Centre (St. James); Montego Hills and Barnett Street stations (St. James Division); Morgan’s Bridge and Darlistan stations (Westmoreland Division); Area 2 - May



Zoom Meeting between the PCOA and the Jamaica Police Federation.

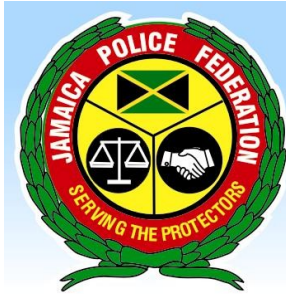
Pen, Mocho and Exter stations (Clarendon Division); Area 4 - Half Way Tree Station (St. Andrew Central Division); and Area 5– Glengoffe Station (St. Catherine North Division).

The JPF Chairman further stated that a comprehensive list of stations would be supplied. This, he explained, was with a

view to facilitate the PCOA visiting and making observations that could be highlighted in inspection reports and relayed to the JCF High Command and other relevant stakeholders for assistance.

Another issue discussed revolved around working conditions during COVID-19 times, specifically the need for the installation of plexiglass in reception areas of all stations. The working conditions of the JCF members working in Zones of Special Operations (ZOSOs) was also mentioned for possible inclusion in PCOA inspections.

Satisfied with the outcome of the meeting, the PCOA CEO expressed that for civilian oversight to work in any country or jurisdiction, it will require the involvement of three main groups - the Police



Jamaica Police Federation logo.



2016 FLASHBACK: Then PCOA Inspection and Monitoring Manager, Andrew Beaumont (left) engaging four of eight Executive Members of the Jamaica Police Federation (JPF) after initial meeting. Then Executive Members from left to right were: Director of Research and Documentation, Inspector Sheldon Green; Legal Affairs and Communications Director, W/Constable Doris Stewart McFarlane; JPF Chairman, Sgt. Raymond Wilson; and, Director of Welfare and now current Chairman, Corporal Rohan James.

Commissioner, Police Union and the community. “Oversight agencies such as ours need to be more inclusive, balanced and fair when decimating information to stakeholders,” she said.

Sub-Officers Receive Tips on Safety at the Workplace

Some 25 Jamaica Constabulary Force (JCF) Sub-officers participating in the Supervisory Management Course at the Faculty of Leadership and Professional Development at the National Police College (NPC) were schooled in how to protect themselves while expediting their duties.

Indeed, the PCOA Team seizes every opportunity to inculcate this message based on observations during inspections over the years. During this first virtual lecture for the year at NPC, Senior Director of Inspections and Monitoring, Andrew Beaumont said: “Many times when things go wrong, we do not necessarily look to see how and why it hap-



PCOA CEO, Mrs. Otarah Byfield-Nugent preparing for her zoom presentation at the National Police College.

pened. Instead we seek to find out who is responsible. Therefore, one of the main ways to protect yourself is to conduct regular inspections of records for example. This is to make sure that everything is up to scratch,” he stressed.

Inspections, he further clarified, should not be limited to solely records but, include the station plant.

Citing an example of how safety of personnel was compromised at a station, the Senior Director said there

was an instance where the location of a strong pan, which stores all police weapons, was in full view of the public in the guardroom.

“It did not help matters that a prisoner was secured near a file cabinet located near to the strong pan,” he highlighted.

Meanwhile, the PCOA CEO, Mrs. Otarah Byfield-Nugent presented on the work of the PCOA, sharing upcoming plans about the Authority signature event - Transforming Our Police Service (TOPS) Competition - which was set to take place in Area 4. At the end, participants expressed their appreciation for the information imparted.



The façade of the National Police College in Twickenham Park, St. Catherine.

Three Stations in Area 3 Shine in Records Management

In July, there were many reasons to shower commendations on Area 3 Divisions - Manchester, St. Elizabeth and Clarendon - but, the most obvious reason was for the immaculate keeping of records viewed by the PCOA Team at three stations.

The stations: Nain (St. Elizabeth); Exeter (Clarendon); and Kendal (Manchester) flawlessly maintained the Station Diary, Firearm Register, General Property Book, CR-10 and Sudden Death Register in accordance with policies of the Jamaica Constabulary Force (JCF). "We are extremely pleased with the performance of these three stations as they have improved immensely since we last inspected them," Senior Director,



Senior Director, Inspections and Monitoring, Andrew Beaumont (centre) and Legal Counsel, Sheldon Clarke (right) in conversation with Newport Station Commander, Inspector Leesa Wint. The Newport Station is located in the Manchester Division.



Inspection and Monitoring Manager, Nichelle Duncan (right) briefing the Sub-officer (centre) at the Lionel Town Station in the Clarendon Division, while Inspection and Monitoring Officer, Theo Clayton looks on.

tor, Inspections and Monitoring, Andrew Beaumont said.

Overall, of the 44 stations in Area 3, only 7 failed to maintain over 50 per cent of the main records examined.

The PCOA Team was hearten by the improvement in the keeping of the Station Diary especially in the Clarendon Division, where 50 per cent of the stations were compliant with JCF policies. "This record is the most difficult to maintain in divisions island-wide," Mr. Beaumont expounded.

The team singled out the Manchester Division for praise as all 11 stations properly maintained the Firearm Register.

As for Prisoner in Custody (PIC) records, Black River and Pedro Plains stations (St.

Elizabeth Division); Lionel Town and May Pen stations (Clarendon) and Mandeville Station (Manchester) were exceptional in the upkeep of the PIC Register, PIC Cards, Remand Book and Charge and Prisoners' Property Book. Of note was all PIC stations were diligent when it came to conducting cell searches as mandated by JCF policy. "Adherence to this policy has become extremely important as contraband can be smuggled into cells to assist in causing injury or escaping from lock-up," the Senior Director said.

In the meantime, there were concerns pertaining to derelict vehicles and motorcycles cluttering some 20 stations across the three divisions; the continual poor condition of bathroom facilities at 14 stations in Area 3; and unsuitable location of strong pans at three stations.



The PCOA Team (right) briefing the Administrative Officer at the Black River Station in St. Elizabeth.

Quarterly Spotlight: New Home for Olympic Gardens Station

When the PCOA Team first inspected the Olympic Gardens Station in 2012, poor ablution facilities and termite infestation were among the concerns noted in the inspection report.

"When we returned to the station in 2013 and 2016, there were rotting boards, especially those on the wooden stairs. The stairs were treacherous," Senior Director, Inspections and Monitoring, Andrew Beaumont recalled. The Senior Director also pointed out that the station, which is located in the St. Andrew South Division, had water issues; the station furniture was in a poor state and parking was challenging given the limited space.

Albeit recommendations for remedy of the issues did not include the construction of a new physical plant, the PCOA has welcomed move.

The new facility, which is approximately

9200 square feet, was completed at a cost of \$156 million and opened in June this year. The new construction houses the police station, cell facilities, interview rooms, a learning centre and other public amenities.

The Olympic Gardens Station is one of 200 modern citizen-friendly police stations being created under the the Ministry of National Security's Rebuild, Overhaul, Construct (ROC) project. The project is aimed at providing police officers with a proper environment conducive to



Before and After: The Olympic Gardens Station in 2012 and 2021.



JCF Signage at the Olympic Gardens Station in 2012 and 2021.

creating the ambience for citizens to comfortably and willingly engage with the police.

Catching up TOPS Station Winners Bamboo and Above Rocks

Winners of the inaugural Transforming Our Police Service (TOPS) Station for Area 2, **Bamboo Station** in the St. Ann Division, have successfully completed their TOPS sponsored project.

As winners of the 2019 competition, they were awarded \$100,000 to fund a project of their choice. Their project involved enhancing the water supply system at the station.

“We improved the overhead water tank, which was not in use as it was leaking. We were able to purchase the lumber, zinc, cement and hire a workman to fix the problem,” explained Constable Rohan Smith, who is attached to the station.

“So now the system supplies water to the bathroom and the rest of the station. We are self sufficient,” he proudly added.

As a result of the improvements, the station is able to properly harvest rain-



Newly tiled area in the reception area of the Bamboo Station in the St. Ann Division.



The refurbished water supply system located on the roof of the Bamboo Station. A structure was created from zinc and lumber to harvest rainfall.

fall. “ We are definitely in a better way to serve the community,” he stated. The appearance of the reception area was aesthetically enhanced with the replacement of old tiles.

As for last year’s Area 5 TOPS Station winners, **Above Rocks**, in the St. Catherine North Division, they were in the process of completing their project. According to the Above Rocks Station Commander, Sgt. Garfield Wallace, the \$100,000 prize money was being put to “good use” as the funds were directed towards improving the water system at the station.

“We had water issues at the station, whereby the previous tank cannot adequately supply water for the number of

persons at the station,” he revealed, noting that 13 police personnel worked at the station.

Under the project, which commenced prior to winning the cash award, a platform for the tank was constructed, as well as the pump and piping installed. The water tank, which was punctured, was replaced and awaiting to be installed.

A portion of the funds was directed towards the hosting of the station’s Annual Christmas Luncheon in January, which was scaled down because of COVID-19 concerns at the time. The luncheon also presented an opportunity to also celebrate the success of the station in the Area 5 TOPS competition.



Above Rocks Station Commander, Sgt. Garfield Wallace (seated right) and PCOA CEO, Mrs. Otarah Byfield-Nugent (seated left) signing documents during handover of cheques. Watching proceedings are: Senior Director, Inspection and Monitoring, Andrew Beaumont (standing left) and Constable Johnny Leadbeater.

PCOA FACTOID



Since the start of the year, the Inspection and Monitoring Unit (IMU) has conducted some 100 station inspections, covering JCF Area 3, Area 4 and Area 5.

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Compiled by the PCOA Communications Unit

2017 FLASHBACK



Our condolences to the family, JCF family and friends of retired Criminal Investigative Branch (CIB) Chief for Area 4, Supt. Michael Ellis, who transitioned on September 23. A generous spirit, Mr. Ellis provided invaluable training for PCOA staff in Crime Reporting and Case Management in the JCF on several occasions. He also assisted the Authority in executing a thematic inspection entitled, ‘Investigative Supervision and Management and their Impact on Clear Up Rates for Selected Major Crimes: An Analytic Study of Selected Investigative Outcomes in 2013’. Rest in Peace.