



PCOA Launches TOPS Competition in Area Two

The PCOA launched its first **Transforming Our Police Service (TOPS)** Competition in JCF Area Two on September 16.

The competition, which will target all five JCF Area Commands over time, is aimed at fostering greater conformance with prescribed JCF policies as well as raising morale among police personnel.

In addition, TOPS also facilitates a broader objective of the PCOA to enhance the culture of policing in the community, through professionalism and police community partnerships built on openness, trust and accountability.

“We are extremely pleased to roll out this initiative as it concretizes our commitment to assist the JCF in its transformation into a highly motivated policing service,” the PCOA CEO, Otarah Byfield explained.

Under the rules of the competition, awards will be given for the following categories: **Top Division, Top Station** and **Top Prisoners in Custody (PIC) Station**. The Top Sta-

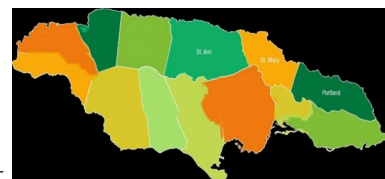
tion in each Division will also receive recognition. With regards to the categories of **Top Division** and **Top Station**, the areas that will be inspected are as follows: Records Management (maintenance of Station Diary, Firearm Register, General

rack Room, bathrooms, station yard and the presence of JCF signage, flags and Jamaican flags); and, Customer Service (observing aspects of the Police Public Interaction Policy; maintenance of Citizen Complaints Register and Log books instituted in commercial businesses in the area, and conduct of community meetings and widely publicized meetings). For the category of **Top PIC Station**, in addition to the areas listed to be inspected, others to be included are: PIC Records Management (maintenance of the PIC Register and Cards, Remand Book and Charge and Prisoners Property Book); and, Security Controls (conduct of physical checks and cell searches). The winners will be announced on November 27 during Police Week.



TOPS Official Poster.

Property Book and CR-10 Forms); Utilities Conservation (appointment of Conservation Officers and electricity consumption for July, August and September bills); Station Administration (conduct of station inspections, maintenance of Officers’ Minute Books, and the preparation of divisional and station plans); Station Facility (presence of firearm clearing pit, cleanliness of the Bar-



Map of divisions that comprise Area Two.

PCOA Team Completes TOPS Inspection in the Portland Division

The TOPS Competition kicked off with inspections of nine stations in the Portland Division.

Divided in two teams, the Inspection and Monitoring Officers completed inspections of Millbank, Spring Hill, Port Antonio, Hope Bay, Buff Bay, Orange Bay, Manchioneal, Castle and San San stations. The teams concurred that there was “a lot to feel good about” inspecting the division, especially as it related to the frequency of community engagement organized by the various Sub-



PCOA Team Member Theo Clayton (right) chatting with an Inspector at the Buff Bay Station.

Officers at stations in the division. “Every station we visited the police personnel were active in schools, communities, you name it,” beamed Senior Director, Inspection and Monitoring, Andrew Beaumont.

Additionally several stations were abuzz with renovation activities, while others had much needed renovations, completed. A most telling indication of all the improvements showcased was, the installation of proper security fencing at several stations such as Castle and Millbank, the former which the PCOA highlighted for attention back in 2011.

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Gold Street Station Stands Out in Kingston Central Division

The Gold Street Station outshone all stations in the Kingston Central Division in the area of records management.

The station bested the Allman Town, Fletchers Land, City Centre and Central stations in maintaining all records accurately with the exception of the Station Diary, which all stations in the division received a failing grade in terms adherence to JCF policies

Of note, the Gold Street Station illustrated its superiority especially with the CR-10 Forms, as it was the only station among the five that this record could be cross-referenced with the Station Diary. However, all was not lost in terms of the division's performance in record management as all stations were perfect in



Deputy Supt. Iver Calder in charge of Administration (left) in conversation with the PCOA Team. From left to right are: Theo Clayton, Toni-Ann Baker and Keriesha Morrison.



Scenes from the exit interview at the Kingston Central Division with newly appointed Inspection and Monitoring Officer, Theo Clayton discussing findings with Divisional Commander, Supt. Robert Gordon and Deputy Supt. Iver Calder in charge of Administration.

their upkeep of the Sudden Death Register, whereby all were in compliance with the requisite JCF policies.

On the matter of the state of the administration of lock-ups in the division, while the Gold Street Station was gazetted to hold prisoners in custody (PIC), at the time of inspection, the lock-up was not in service. This occurrence left the Central Station the sole lock-up in the division.

PIC records were found lacking, as the Central Station fell down in the maintenance of

three (PIC Register, PIC Cards and Charge and Prisoners Property Book) of the four records inspected.

Equally disturbing was the absence of evidence that physical checks of cells as well as mandatory cell searches were conducted as mandated by JCF policies. Meanwhile, at the exit interview where these findings were shared with the Divisional Commander, Supt. Robert Gordon and Deputy Supt. Iver Calder in charge of Administration present, there was much agreement regarding poor record keeping in the division. In fact, Supt. Calder conceded that internal inspections in the division revealed similar findings. PCOA Senior Director, Inspection and Monitoring, Andrew Beaumont said the fact that there was this acknowledgement confirmed that the PCOA's reports maintained a high standard of being accurate and also fair. "I am extremely proud of our track record and the fact that we have maintained such a high standard over the years."

PCOA Holds Strategic Planning Workshop



Director, Performance Management and Evaluation Unit in the Office of the Prime Minister, Shawn Grey (standing) sharing tips on how to develop an effective strategic plan for the Authority with staff.

TA Register and CR-10 Now Included in Inspections

Inspections pertaining to Record Management has been now expanded to include, the Traffic Accident Register (TAR) and Customer Reference Receipt otherwise referred to as CR-10. The TAR is used to record all accidents, detailing the time, date and location of the accident as well as the driver's information, class of vehicle, extent of damage and injury. As it pertains to the CR-10, this is a receipt given to a victim or witness, who reports a crime to the police. This receipt will show the date and time of the report, identify the station where the report was made, in addition to the name, rank and regulation number of the officer taking the report. This information must be recorded in the Station Diary.

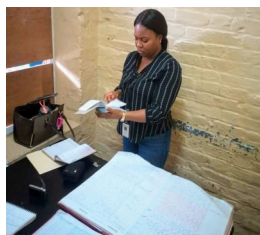
According to Senior Director, Inspections and Monitoring, Andrew Beaumont, the inclusion of these records, which com-

menced in the Kingston Central Division during the quarter, was necessary.

"We were seeing accidents recorded in the General Property Book but no information on how the vehicle got there, where and when the accident took place and so, the decision was taken to include the Traffic Accident Register to have a more fulsome understanding," he explained regarding the TAR.

The inclusion of the CR-10, he stated, was influenced by the fact that there were a number of reports that persons would show up at stations with receipts and there would be an absence of information in the Station Diary regarding its issuance as well as reports made.

Previously, the records examined were: Station Diary, Firearm Register, General Property Book and Sudden Death Register.



PCOA Inspections and Monitoring Officer, Keriesha Morrison poring over CR-10 receipts at the City Centre Station in Kingston Central Division.

A certain kind of awakened spirit permeated the Strategic Planning Workshop, as Performance Management guru, Shawn Grey imparted his extensive knowledge on developing an effective strategic plan for the Authority.

Mr. Grey, who is the Director, Performance Management and Evaluation Unit in the Office of the Cabinet, not only lead staff through the towering task of commencing the delivery of a strategic plan for the direction of the Authority for the upcoming financial year but also, touched on the need for self evaluation in moving forward.

Improvements Galore Observed by the PCOA Team

Over the years the PCOA Team has been consistent in its advocacy for improvements in the physical plants of JCF stations across the island. Therefore, it welcomes the Rebuild, Overhaul and Construct (ROC) initiative, where some 200 police facilities will be upgraded by the Ministry of National Security along with its partners.

Highlighted in this issue are three upgrades and improvements among others

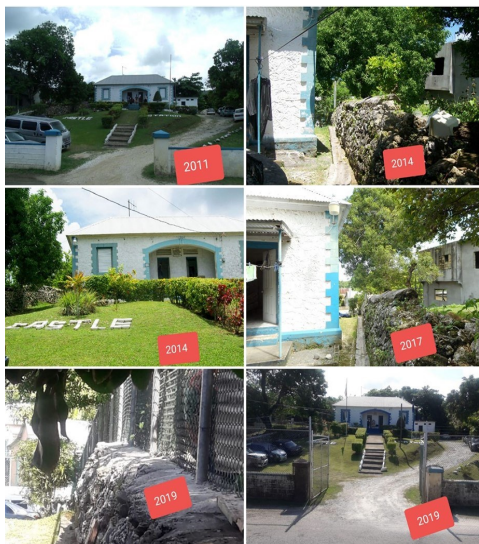


The evolution of the Shady Grove Station in the St. Catherine North Division from 2010 - 2019.

that the PCOA Team observed.

There was a massive transformation at the Shady Grove Station in St. Catherine North Division. When the PCOA Team first inspected this station in 2010, it reported on the deplorable condition of the station, which was then termite infested among having other serious issues. In fact, it was deemed among the worst stations in the island at the time. The team returned to the station in 2011 and on a third visit in 2015, the team observed some cosmetic changes, such as a freshly painted exterior. Upon returning earlier this year, the team was in for a surprise as a brand new station greeted them. It must be noted that despite the shabby condition of the station, the police personnel excelled in the area of records management.

In the case of the historic Castle Station in the Portland Division, which dates back some 112 years ago, the team was heartened to see the installation of security perimeter fencing as well as a gate.



The Castle Station in the Portland Division.

In fact, the team was delighted that concerns, some dating back to 2011 regarding the lack of perimeter security fencing at stations across the division, was finally addressed. Newly installed perimeter security fencing was seen at the Millbank and Spring Hill stations among others. Additionally long standing issues such as an exposed strong pan, which contained weapons, was relocated to prevent public view.

In the Kingston Central Division, the team



Improvements undertaken at City Centre Station in the Kingston Central Division.

witnessed improvements being effected at the City Centre Station, where in a 2010 inspection report mention was made of the unsatisfactory condition of the physical plant. Among the observations noted were: structural damage to the building housing the station, where a section of the upstairs ceiling was leaking when it rained. In addition, several windows were either broken, unable to close or had missing panes and bathrooms in need of attention.

Strengthening of Partnership with the JCF Evident

The Jamaica Constabulary Force Orders Serial Number 3762, dated 11th July 2019, presented ample evidence of the strengthening of the collaborative partnership between the PCOA and the JCF.



Outlined in the reminder regarding the modification of the Inspectorate of the Constabulary was the

revised mandate and name change which included, "In the performance of assigned responsibilities and functions, the Inspector General shall advise the Police Civilian Oversight Authority of annual inspection schedules and coordinate."

This indicated that it is now an official policy that the Inspectorate and Professional Standards Oversight Bureau (IPROB) cooperates with the PCOA on inspection matters. Prior to this policy, the PCOA would invite IPROB representatives to attend exit interviews, at which findings from inspections are ventilated with the Divisional and Station Commanders present. This is to facilitate feedback subsequent to the dissemination of the final inspection report for action.

Another Artifact Discovered



General Property Book currently in use at Spring Hill Station in Portland, which dates back to 1961.

It is certain that this artifact, which is the General Property Book at the Spring Hill Station in the Portland Division, is by far not the oldest JCF record currently in use at the grand age of 58 years.

There are definitely others, which the team has unearthed. However, for one

of the top five books frequently used to record information by JCF personnel, it can be deemed uncommon. Arguably, given the comparatively low incidence of crime and violence in Spring Hill and its environs served by the station, it would stand to reason why this book remains in use from 1961. Nevertheless, to contextualize how old this record is: it pre-dates Jamaica's independence from Great Britain in 1962.

NACOLE Conference Useful as a Forum for Policy Discussion - says PCOA Member

The 25th Annual Conference of the National Association of Civilian Oversight of Law Enforcement (NACOLE) offered up a mosaic of perspectives and experiences regarding effective practices in oversight, which impressed first time attendee PCOA Member, Professor Anthony Harriott.

For him, the conference proved very useful as it not only provided the opportunity for the transference of technical-investigative knowledge but also, provided a forum for policy discussion.



PCOA Inspection and Monitoring Officer, Keriesha Morrison taking timeout to link with Deputy Director at the Police Complaints Authority in Trinidad and Tobago, Michelle Solomon-Baksh in between sessions at the conference.

At the same time, he added that lesson-drawing from the experiences of other oversight organizations which operate in different national and city-level jurisdictions within North



PCOA Member Professor Anthony Harriott paying keen attention to former US Attorney, Barbara McQuade, who was the second keynote speaker at the NACOLE Luncheon and Awards Ceremony.

and Latin America and the Caribbean, was also very impactful.

“I benefitted from the presentations which touched on models of oversight, the principles on which they are based, the social forces driving oversight, how they coordinate their efforts to ensure greater effectiveness and the lessons learnt,” he said.

In light of his exposure to the various ideas and experiences presented, Professor Harriott recommended that every other year a PCOA Member should attend the conference. “I believe that it is one of the best ways for us to extract the most from these conferences and also in turn, give the most to our organization,” he said.

While concurring with the sentiments expressed by Professor Harriott, two-time attendee, Keriesha Morrison of the Inspection and Monitoring Unit, was particularly keen on the focus on how oversight professionals could understand and engage the community in order to help law enforcement bodies build and rebuild trust with communities they serve.

“We have the tools now to further develop strategies to improve our community engagement and presence,” she noted.

Ms. Morrison said she was appreciative also of the focus on how oversight practitioners could build effective relationships with law enforcement while still maintaining both actual independence and the perception of independence.

Critical to this process, she insisted, was improved communication as well as recognizing and mitigating potential threats to oversight independence and fostering trust. The conference was held in Detroit, Michigan, USA.



Outgoing NACOLE President, Brian Corr is all smiles with PCOA Inspection and Monitoring Officer, Keriesha Morrison in this selfie during the closing of NACOLE conference.

PCOA FACTOID



The PCOA has made representation at the Annual Conference of the National Association of Civilian Oversight of Law Enforcement since 2008. Noteworthy is, the PCOA had the FIRST person outside of North America to attain the designation as a Certified Oversight Practitioner.

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Compiled by the PCOA Communications Unit

PHOTO OPS FOR THE QUARTER



Jamaica police oversight representatives from both the PCOA (Professor Anthony Harriott and Keriesha Morrison) and the Independent Commission of Investigations (INDECOM) - Hamish Campbell and Makiedah Messam, Esq were out in full force at the Sankofa Awards Dinner at the 25th Annual Conference of the National Association for Civilian Oversight of Law Enforcement (NACOLE) held at the Detroit Marriott at Renaissance Centre in Detroit, Michigan, USA. The conference was held under the theme: ‘Celebrating NACOLE at 25: Courage, Collaboration and Community.’

