



Above Rocks Station Shines as Area 5 TOPS Station Winner

Season's Greetings

POLICE CIVILIAN OVERSIGHT AUTHORITY QUARTERLY NEWSLETTER

THE PCOA MONITOR

Station Commander, Sgt. Garfield Wallace, had to recalibrate his thoughts when the announcement was made that his station, Above Rocks, in the St. Catherine North Division, was Transforming Our Police Service (TOPS) Station for Area 5.

Apparently, Sgt. Wallace had expected that perennial rivals in the St. Catherine North Division, Sligoville Station, led by the outstanding W/Sgt. Suzette Watts, had top station honours in Area 5 “down, lock”.

When the announcement was made at the Area 5 Awards Ceremony during Police Week in November, at the Office of the Commissioner of Police on Old Hope Road in Kingston, Sgt. Wallace was totally surprised, having bested not only Sligoville, but 37 other stations in four divisions in Area 5.

“I had no idea why so much



Above Rocks Station Commander, Sgt. Garfield Wallace (left) receiving a trophy and cheque from Deputy Prime Minister and Minister of National Security, Hon. Dr. Horace Chang (right) and PCOA Chairman, Mrs. Jacqueline Hinkson, for winning the Area 5 Transforming Our Police Service (TOPS) Station honours. The awards ceremony took place at the Office of the Police Commissioner on Old Hope Road in Kingston.

emphasis was being placed on my attending the ceremony,” Sgt. Wallace revealed, while noting that messages to his phone came pouring in, even from the members of the Above Rocks community once the announcement was made.

For the 20 year police veteran, who has served as Station Commander for past three years, and

overall, 10 years at the Above Rocks Station, the award was an acknowledgement of the hard work and diligence exhibited by his 13 colleagues. “It was a group effort. I believe that if everybody plays their part and continue to play their part, we can win this award again and again in Area 5,” he stated, while noting the adage, “Failure is an orphan; success has many parents.”

A recipient of the Minister of National Security Award for Best Community Police Officer for 2017, Sgt. Wallace is unapologetic in his dedication to community policing, disclosing that his personnel “have to do a lot of walking” in the 14 communities the station serves, due to the hilly terrain, which discourages vehicular traffic.



From a safe distance, it is all smiles from an unmasked Above Rocks Station Commander, Sgt. Garfield Wallace as he holds winning cheque and trophy.

2021 TOPS Competition To Take Place in Area 4

The 2021 Transforming Our Police Service (TOPS) Area Competition will take place in Area 4.

The announcement was made by PCOA CEO, Mrs. Otarah Byfield Nugent at the Area 5 TOPS Awards Ceremony held at the Office of the Commissioner of Police on Old Hope Road, Kingston on November 25. “Calling all stations in Area 4! Be on the alert,” she playfully warned.

Area 4 is comprised of five divisions – St. Andrew South, St. Andrew Central, Kingston Western, Kingston Eastern and Kingston Central - and when combined, total

some 31 stations.

The PCOA CEO reminded that the TOPS Initiative had four layers, the first of which was the competition and then, the awards ceremony. This was followed by a TOPS Performance



PCOA CEO, Mrs. Otarah Byfield Nugent giving an overview of the Transforming Our Police Service (TOPS) Competition at the Awards Ceremony held in November.

Review Meeting, which included PCOA Members as well as the JCF High Command, Area Command and Divisional Commanders.

“There we set targets for improvement in performance. For their performance, they will be held to

account and then we come full circle, conducting a re-inspection exercise to assess if commitments made, were met,” she noted.

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Cedar Valley Station Nabs Inaugural TOPS Customer Service Award

The motto for the rather ebullient Cedar Valley Station Commander, Sgt. Allan Morgan is, “The Customer Comes First!” Therefore, it is no wonder that this motto translated into his station copping the Area 5 Transforming Our Police Service (TOPS) Customer Service Award. The award was introduced in the 2020 edition of the TOPS competition with a view to encourage best practices in customer service, such as valuing customer’s time, providing attentive service and ensuring the customer’s needs are met. “We, at the Cedar Valley Station, know that the customer comes first and we endeavour to go all out to ensure that our



Deputy Prime Minister and Minister of National Security, Hon. Dr. Horace Chang (right) presenting award for Area 5 TOPS Customer Service Station to Cedar Valley Station Commander, Sgt. Allan Morgan.

customers are satisfied at all times. We also do our best to make our customers comfortable as possible,” the 26-year veteran cop told *The PCOA Monitor*, adding that he was not overly surprised that his station, which is located in the St. Thomas

Division, won the award. Commander for the station since being transferred from the Trinityville Station in St. Thomas in May, 2020, Sgt. Morgan believes that his willingness to engage with community members has impacted his staff in a positive way. “My staff has adopted my style when it comes to serving persons,” he said, adding that they endeavour to overcome challenges that arise. This becomes clear as despite the station being armed with one service vehicle, a pickup, it serves not only its assigned 18 com-

muties, but also beyond those communities revealed Sgt. Morgan. Coded in the constitution of the Station Commander is, an abundance of patience, which goes a long way with both staff and the communities the station serves. In fact, he boasts that he can sit for hours on end and listen to customers until a matter is resolved. Given his reputation, he is called upon frequently to handle disputes. Meanwhile, the police personnel at the station were elated at having nabbed the award. Sgt. Morgan stated that they are adamant in keeping the trophy when next the competition is held in JCF Area 5. “They don’t want anyone to take their trophy,” he said.

The Cedar Valley Station bested 38 stations in four divisions to win the inaugural award.

Police Civilian Oversight Authority



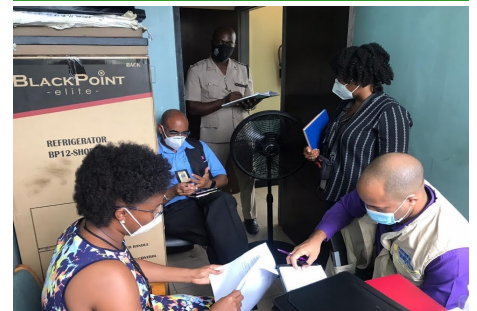
SMILE, YOU ARE A TOPS WINNER!!!

Cedar Valley Station Commander, Sgt. Allan Morgan posing with the trophy for Area 5 TOPS Award for Customer Service.

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PCOA Completes TOPS Inspections



Constant Spring Station Commander taking notes, while the PCOA Team share salient findings from inspection.

Nowhere their collective sense of purpose was more evident than when the PCOA Team commenced inspections for the Area 5 Transforming Our Police Service (TOPS) Competition in October. Not only did the team brave the elements that played havoc with the road network, but also, had to contend with visiting divisions in three (St. Catherine, St. Andrew and St. Thomas) of the top 5 parishes where COVID-19 was rampant.

Indeed, the team applied much rigour personally protecting themselves from the coronavirus as they did navigating the treacherous road network. In the end, the team completed 39 stations across four divisions, leaving many marveling at their indomitable fortitude.

Area 5 TOPS Competition Winners



PCOA CEO, Mrs. Otarah Byfield Nugent (fourth from the right) is flanked by the winners of the Area 5 Transforming Our Police Service (TOPS) Awards. From left to right are: SP Aaron Fletcher, Divisional Commander for St. Andrew North (Top Division); Sgt. Laurrie Ogilvie, Irish

Town Station Commander (Top Station in St. Andrew North Division); DSP Lola Green Blake i/c Administration, St. Catherine South Division (Top Prisoners in Custody Station - Greater Portmore - is located in her division); Sgt. Garfield Wallace, Above Rocks Station Commander (Area 5 Top Station); Insp. Donald Burke, Bath

Station Commander (Top Station for St. Thomas Division); Sgt. Allan Morgan, Station Commander for Cedar Valley (Top Customer Service Station) and Insp. Delroy Stewart, Station Commander for Greater Portmore (Top Station in St. Catherine South). Congratulations!

Greater Portmore Station Walks Away with Two TOPS Awards

The Greater Portmore Station had a serious quotient of confidence in their ability to nab Area 5 Transforming Our Police Service (TOPS) Station. While they did not take home the main prize, the station entered uncharted territory in the TOPS competition by walking away with two awards - Top Prisoners in Custody Station as well as Top Station in the St. Catherine South Division.

“When I heard about the competition I made sure to set my house in order. I tried to make sure everything was intact, realizing that if we met a number of the criteria, we were good to go. In terms of winning the main prize, I had my fingers



PCOA Senior Director, Inspections and Monitoring, Andrew Beaumont (right) handing over plaque for TOPS Station in the St. Catherine South Division to Greater Portmore Station Commander, Inspector Delroy Stewart.



PCOA CEO, Mrs. Otarah Byfield Nugent (right) presenting Area 5 Transforming Our Police Service (TOPS) Award for Best Prisoners in Custody Station (Greater Portmore) to DSP Lola Green Blake i/c of Administration in the St. Catherine South Division, within which the Greater Portmore Station, is located.

crossed,” revealed the Greater Portmore Station Commander, Inspector Delroy Stewart, while adding that, preparation for the competition entailed addressing shortfalls outlined in inspection reports.

This process, he further explained, involved fully embracing best practices and encouraging a good work ethic.

While on some level there was disappointment, Inspector Stewart was emphatic in his belief that the awards received, were great morale boosters. “When my staff heard and then saw the trophies, this gave them a great nudge in boosting their overall morale. In fact, they were excited,” he pointed out, not-

ting that the station had an active staff complement of 23 persons. Embracing every chance for change and transformation, Inspector Stewart has been at the helm of the Greater Portmore for a year, having served in the St. Catherine South Division since 2014. Stints heading smaller stations such as Caymanas Gardens in the division prepared him for the management of a large station like Greater Portmore, which serves at least 30 communities.

“When you take over a new station, you look at what you have, what is required of you, what is taking place, then you make your assessment regarding how to proceed,” he said.

This process, he noted metabolizes into a plan of action required to address change, and also implementation of that plan.

A telling example of Inspector Stewart’s effectiveness as head of the Greater Portmore Station lay in the fact that despite the pervasiveness of COVID-19, the station was able to attend to prisoners custody effectively by adhering to most of the COVID-19 protocols. “My cell staff are naturally committed,” he said.

Greater Portmore Station topped 13 lock-ups in Area 5, and 8 stations in the division to win their two awards.

PCOA and PSC Merger Remains a Priority Says National Security Minister

Deputy Prime Minister and Minister of National Security, Hon. Dr. Horace Chang has assured that the merger between the Police Civilian Oversight Authority (PCOA) and Police Service Commission (PSC) remains a priority and will be done.

He made this disclosure at the Area 5 Transforming Our Police Service (TOPS) Awards Ceremony held during Police Week in November.

Explaining the reason for the delay in the merger, the Minister said that a constitutional amendment was required as the PSC was deeply entrenched in the constitution. He also pointed out that, the legislation for the merger formed part of a slew of legislation being advanced to bolster the security machinery.

“The best way to describe it [slew of legislation] is like frozen embryos that have been sitting there for many moons...we have now acquired a good

incubator and should have them delivered pretty soon,” he mused.

Getting the legislation in place, he further stated, was critical to achieving the kind of sustainable reduction in criminal activity, which went hand in hand with, providing the police with the requisite tools to get the



Deputy Prime Minister and Minister of National Security, Hon. Dr. Horace Chang giving remarks at the Area 5 TOPS Awards Ceremony in November.

job done.

The Minister also took time to commend the work of the PCOA, stating that it was “an excellent organization.”

Meanwhile, the merger between the PCOA and

PSC was one of several recommendations outlined in a report by the JCF Strategic Review Panel entitled, *‘A New Era of Policing in Jamaica: Transforming the JCF,’* which was commissioned by the Ministry of Na-

tional Security in 2007.

According to the report, the functions of the PCOA should be merged with those of the PSC to create a single entity vested with the full range of functions commonly found in modern police management boards and authorities in other countries. Under this new arrangement, the role of the PSC would be expanded to assume responsibility for oversight of JCF performance and inspection/audit of its operations.

At present, the PSC is tasked with recommending the appointment and promotion of officers in the JCF above the rank of inspector, handling disciplinary proceedings, among other functions. While, the PCOA is charged with supporting external scrutiny and accountability of the JCF, which entails ensuring adherence to policy guidelines and policing standards through inspections/monitoring.

Irish Town and Bath Stations Emerge TOPS Winners for their Divisions

For starters, both the Irish Town and Bath stations have had an enviable reputation of winning awards for being 'best kept' stations. Therefore, it seemed only natural that they would both contend for awards in the Area 5 Transforming Our Police Service (TOPS) competition. Both stations emerged their res-

pective divisional winners - Bath Station for the St. Thomas Division and Irish Town, for the St. Andrew North Division.



Bath Station Commander, Inspector Donald Burke receiving plaque from Senior Director, Inspections and Monitoring, Andrew Beaumont for winning Transforming Our Police Service (TOPS) Station for the St. Thomas Division.



Irish Town Station Commander, Sgt. Laurie Ogilvie is presented a plaque from Senior Director, Inspections and Monitoring, Andrew Beaumont for winning Transforming Our Police Service (TOPS) Station for the St. Andrew North Division.

For Inspector Donald Burke, who is on his second stint as Bath Station Commander, having initially taken the reins from 2014-2016 and returned in January 2019, winning the divisional award was an acknowledgment of his hard working staff.

"They are so encouraged having won the award," he revealed. This was in light of the challenges which they encounter such as, having to consistently contend with the lack of WIFI service; limited furniture; no air conditioners in a physical plant designed for them; and also, serve 19 communities with one service vehicle, which belongs to the neighbouring Golden Grove Station, and they share it as theirs is being repaired.

"We have a good staff. We get on really

well, like family," he said, while highlighting that, the civilian staff did a good job keeping the station clean. Commenting on his station's performance, Inspector Burke admitted that that there was need for further improvement, pointing to the fact that all were aware of where the station fell short.

"We will continue

to work harder," he said, undaunted by the work to be done to vie for the top prize, when the competition comes around next to the Area.

As for Irish Town Station Commander, Sgt. Laurie Ogilvie, he and his staff had set their sights on winning the Area 5 TOPS Station Award. "We expected to win the main prize," he admitted.

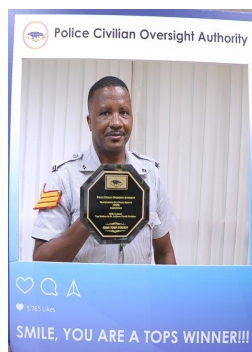
Nevertheless, he and his team were appreciative of their award, having put in the hard work.

Commander for the Irish Town Station for two years, Sgt. Ogilvie is all about transforming the performance of his personnel. "Believe me I have to get miserable sometimes especially when persons do not do what they are suppose to do," he confessed, adding that the station had more work to do if it was to secure the top award.

The quest address the needs of his staff has led him to galvanize for the refurbishing of the station as well as, the replacement of furniture and appliances, some of which were three decades old. "The rear of the station was pure dirt

but I made sure to get it paved," he disclosed. Celebrations at the station, which serves some 23 districts and collectively comprises 50 plus communities, were muted thanks to the presence of COVID-19.

In the meantime, the Bath Station bested some 9 stations in the St. Thomas Division, while the Irish Town Station came out on



Irish Town Station Commander, Sgt. Laurie Ogilvie showing off award in a photo frame moment.



It is all smiles from Bath Station Commander, Inspector Donald Burke as he displays award in a photo frame moment.

top of 8 stations in the St. Andrew North Division. Winners of the divisional awards received a plaque in addition to, a gift bag courtesy of FosRich Company Limited.

St. Andrew North Captures Area 5 TOPS Division



PCOA Member, Mr. Norman Heywood (right) handing over trophy and gift bag to SP Aaron Fletcher, Divisional Commander for St. Andrew North, the TOP Division in Area 5.

The St. Andrew North Division secured the Top Division title in Area 5, beating out the St. Catherine North, St Catherine South and St. Thomas divisions. For a deeply appreciative St. Andrew North Divisional Commander, Supt. Aaron Fletcher, the award will serve as good motivation.

"We can use it as a guide to maintain and enhance our work," he said, adding that he "liked the recognition and at the end of the day, his division could become trendsetters" in terms of how they carry out their work.

The division, which comprise 8 stations, also came in for high praise from Area 5 Commander, ACP Gary Griffiths, who singled out the division for commendation. "St. Andrew North, the best division in Area 5 was the worst division in terms of the number of murders in the first two months of the year and we know that is used to judge our efforts...they are below last year's numbers now," he revealed. The management of murders in the division, he added, was "very commendable".

PCOA IMU Officer Creates History

In October, PCOA Inspection and Monitoring Officer (IMO), Keriesha Morrison became not only the first female in Jamaica but also, the youngest person in Jamaica to attain Certified Practitioner of Oversight designation from the US based National Association for Civilian Oversight of Law Enforcement (NACOLE). Ms. Morrison successfully completed the requirements for the Certified Practitioner of oversight which included: the minimum of 45 credit hours of NACOLE training, attendance at two annual conferences within three consecutive years and credit hours in NACOLE’s 6 core competencies, among others.

A modest Ms. Morrison, who has been an IMO since 2012, told the *PCOA Monitor* that her achievement involved hard work and that she was pleased with the outcome. “I was unaware that I created history in my pursuit of this designation.



PCOA CEO, Otarah Byfield (left) congratulating COVID-19 style Inspection and Monitoring Officer, Keriesha Morrison on her special achievement.

Knowledge of this makes it even more special,” she admitted.

While stating that she was elated about Ms. Morrison’s achievement, PCOA CEO, Otarah Byfield said that exposure to benchmark training offered by NACOLE

served to enhance the work of the PCOA in its quest to assist in the transformation of the Jamaica Constabulary Force (JCF).

Ms. Morrison has followed in the footsteps of former PCOA Senior Director of Inspections and Monitoring, Gregory Simms in creating history. Mr. Simms became the first person outside of North America to achieve CPO designation in May 2011. He was then, one of three persons to earn this certification, with the remaining two persons being Americans.

Established in 1995, NACOLE is a non-profit organization that brings together individuals and agencies endeavouring to establish or improve oversight of the police in the United States. So far, five Jamaicans have achieved their CPO certification.

PCOA Team Resumes Lectures at the National Police College

The prevailing message throughout the virtual lecture delivered by the PCOA Team at the National Police College in December was, police personnel must protect themselves when carrying out their duties.

The lecture, which formed part of a Level 3 Supervisory Management Course at the Faculty of Leadership and Professional Development, marked the return of the PCOA Team conducting them at the college.

“We want to encourage you all to protect yourself. Bottom line is, do not take it for granted that since you do not have all the tools to do your work that, the powers that be, are aware of this. Put your requests in writing. State that you do not have the required tools,” the Senior Director of Inspections and Monitoring, Andrew Beaumont urged some 27 participants from the Jamaica Constabulary



The PCOA Team comprising of CEO, Mrs. Otarah Byfield-Nugent (second from left); Communications Manager, Karen Cadien (third from left) and Senior Director, Inspections and Monitoring, Andrew Beaumont (right) taking timeout to pose with Inspector Richard McPherson, who facilitate the lecture at the National Police College in December.

The Senior Director chalked up the police’s current inertia to fact that many were apprehensive about putting requests in writing.

“You need to be more aggressive where this is concerned,” he stressed.

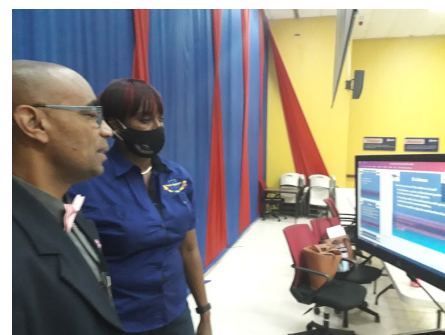
The PCOA CEO, Mrs. Otarah Byfield Nugent, who was also on hand, offered similar advice. “Things that you have control over such as records, we encourage you to also

get them in order. Records are important as they also complement your operational output. You may find things that happen on the operational side may need to be supported by evidence from records. For example, the correct court date on a Prisoner in Custody Card, so that prisoners do not get lost in the system. Everything is connected,” she explained.

The lecture, which was divided in two parts

covered the work of the PCOA and, highlighted ongoing issues encountered during inspections, which impacted on the safety and security of police personnel across the island.

As for the participants, they were effusive in their appreciation for the information shared, stating that the lecture was “engaging”, “enlightening” and “excellent”. Indeed a request was made that the lecture should become a permanent fixture in the curriculum offered at the college. The PCOA Team last conducted a lecture at the college in 2017.



PCOA CEO, Otarah Byfield Nugent (right) and Inspections and Monitoring, Andrew Beaumont checking out interactions posted on monitor during virtual lecture.

St. Thomas Division Apply Most COVID-19 Standards

A special inspection focusing on the implementation of COVID-19 safety protocols in the St. Thomas Division revealed that the division satisfactorily implemented and enforced COVID-19 protocols.

Given at the time of inspection that the Ministry of Health and Wellness reported that the parish of St. Thomas ranked fifth among the 14 parishes in the number of COVID-19 cases, with 396, the decision was made to conduct the inspection concurrently with the inspection of the division for the Area 5



Inspection and Monitoring Officer, Theo Clayton capturing photographic evidence pertaining to the ability to cross-reference of entries in the Station Diary with Firearm Register at the Trinityville Station in the St. Thomas Division.



Manager of Inspections and Monitoring, Nichelle Duncan explaining an observation with police officer at the Bath Station in the St. Thomas Division.

Transforming Our Police Service (TOPS) competition.

Overall, all nine stations in the division implemented measures for the public to have access to a wash or sanitization area; encouraged and facilitated social distancing when persons visited; and, required all citizens accessing services, to wear masks before entry to the station. In addition, all but one station sanitized or cleaned the station as required by COVID-19 protocols; and, had adequate supplies of cleaning agents (bleach, soap and liquid disinfectant) available.

The only area which presented somewhat of a challenge for stations was maintaining an

adequate supply of personal protective equipment (PPE). Only five of the nine stations had an adequate supply of PPE (gloves, disposable masks and hand sanitizers), whereby they could replenish supplies upon request.

The division also was outstanding when implementing COVID-19 protocols pertaining to lock-ups. With the exception of the Morant Bay Station, all the other lock-ups conducted the requisite physical checks. All stations had at least one thermometer to check the body temperature of prisoners; sanitized cells as per JCF policy; and, identified a decontamination zone.



Inspection and Monitoring Officer, Toni-Ann Baker (right standing) sharing findings from the inspection with police personnel from the Golden Grove Station in the St. Thomas Division.

PCOA FACTOID




Despite the omnipresence of the COVID-19 virus, the PCOA Team managed to complete 39 station re-inspections, 100 special COVID-19 preparedness station inspections; and, 39 Transforming Our Police Service (TOPS) inspections for the calendar year.

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Compiled by the PCOA Communications Unit

PHOTO OP FOR THE QUARTER



Season's Greetings from PCOA Staff! **FRONT ROW:** (l-r) Manager, Inspection and Monitoring, Nichelle Duncan; Inspection and Monitoring Officer (IMO), Toni-Ann Baker; Legal Counsel, Sheldon Clarke; IMO, Kereisha Morrison; Accountant, Diana Lewis-Nelson; Director, Human Resources and Office Services, Ouida Harrison; **BACK ROW** (l-r) Chief Executive Officer, Otarah Byfield; Senior Director, Inspections and Monitoring, Andrew Beaumont; Communications Manager, Karen Cadien; and Inspection and Monitoring Officer, Theo Clayton.