

JCF Satisfaction Survey Highlights Areas for Improvement



POLICE CIVILIAN OVERSIGHT AUTHORITY QUARTERLY NEWSLETTER

THE PCOA MONITOR

A recent survey conducted by the Police Civilian Oversight Authority (PCOA) to assess the job and workplace satisfaction of Jamaica Constabulary Force (JCF) members has revealed a mixed bag of results. While the study highlighted areas of pride and commitment, it also underscored significant concerns regarding leadership, trust, fair treatment, and communication within the organization.

Pride and Commitment

On the positive front, there was a sense of pride and commitment among JCF members as the majority (over 80%) expressed that they were proud to say they worked for the JCF and that they were committed to the organization’s values and principles. Of interest however, more males than females stated that they were proud to work for the JCF. A further breakdown revealed that more Inspectors, Officers and to a lesser extent, Sergeants, had favourable opinions regarding working for the JCF.

Despite this, more than three quarters of the respondents stated that they would recommend policing with the JCF as a career for those suited for it.

Leadership and Trust

In regards to areas for improvement, there were many including leadership and trust. A significant portion of JCF members reported dissatisfaction with leadership as fewer than 50% of the respondents agreed that they felt valued, that the actions of senior officers showed that they cared about employees, and that there was a climate of trust.

Of significance is that fewer female police felt that the actions and directions of senior officers showed that the JCF cared about employees.

Additionally, based on the opinions of the respondents, the JCF rated poorly in fair treatment, as only a quarter of the respondents agreed that JCF rules and regulations were applied ‘equitably and fairly to all’.



Inspections and Monitoring Manager, Nichelle Duncan (left) collects completed JCF Satisfaction Surveys from Castleton Station Commander, Sgt. Dave McLean in St. Mary. Looking on is Constable Devarny Walker.

Even more revealing, approximately 16% agreed that ‘the JCF promotion is effective at selecting the best qualified’.

Workload and Stress

As for concerns regarding the workload and stress, although over two-thirds of respondents agreed that their workload was manageable, 90% felt that the JCF was not adequately staffed, and fewer than 20% agreed that they were provided with tools and equipment necessary to do their jobs.

A further dissection of the data on this area revealed that fewer respondents of the rank of Inspector, felt that their workload was manageable and that the JCF was adequately staffed than any other rank.

Communication

Respondents also had an issue with communication. With the exception of ‘internal communication from supervisor’, respondents were generally dissatisfied with communication from the JCF.

Oversight of the JCF

Two-thirds of the respondents

stated that they knew about the PCOA, with more females than males stating so. However, just over a half stated that they were familiar with the functions of the authority. Among those who stated that they knew the functions of the

PCOA (52.6%), both males and females respondents had positive opinions regarding external oversight. With regard to rank, Constables and District Constables recorded significantly lower percentages for knowledge of the PCOA and its functions and its importance in improving compliance.

Conclusion

Overall, the survey also revealed disparities in opinions based on gender and rank.

Female officers and those of lower rank were more likely to express negative views about various aspects of their employment.

Survey Methodology

The survey, was conducted between September 2023 to June 2024, using a combination of face-to-face and online methods, with a total sample size of 1022 respondents. The majority of respondents were male constables aged 25-34.

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Denham Town lock-up in Deplorable Condition

An inspection of the Denham Town lock-up during the period confirmed a report highlighting severe overcrowding and other critical issues.

The inspection was prompted by a report in the Gleaner, dated August 14, regarding overcrowding, unsanitary conditions and various health issues, such as skin rashes observed on some of the detainees.

A PCOA Team was dispatched to investigate the concerns, and were accompanied by two representatives from the JCF Detention and Courts Unit

The areas inspected were: Prisoners' Health, which entailed an examination of records - Medical Journal, Diet Book and Cell Diary; the security of cells; and, building and safety .

At the time of inspection, the lock-up held prisoners almost twice the number of its gazetted capacity. There was documented evidence of this nature. The majority of the prisoners were remanded in custody, with the second highest category being, prisoners, who were offered bail. Other categories of prisoners included those not yet before the courts and those arrested



Denham Town Police Station in the Kingston Eastern Division.

on reasonable suspicion.

Given the overcrowding of cells, it was recommended by the PCOA Team that more lock-up personnel be assigned to the area in addition to, the relocation of the excess prisoners in custody.

As for the health related issues, there was no evidence in the Medical Journal of

recorded reports of any disease outbreak at the lock-up inspected. However, skin rashes were observed on several prisoners. There was a notation in the Medical Journal which indicated that a doctor had administered treatment to the affected prisoners.

The inspection also highlighted that the six cells in the lock-up contained six bunks each and held approximately 14 prisoners, which posed a health risk as close quarters help facilitate the spread of disease.

Bathroom facilities were found lacking. Aside from the toilets which were in fair condition, the remaining fixtures were either malfunctioning, required repair or was in a deplorable state. In fact there was stagnant water seen in the cell area. Other areas of grave concern included inadequate perimeter lighting; subpar lighting in the cell area; exposed electrical wires; and the ceiling, walls and vent areas were damaged and required repair. In addition, at the time of inspection, the base radio and telephone in the lock-up administrative area were not working.

Increased Divisional Inspections Drives Record Keeping Improvement in Area 1 Re-inspection

A significant improvement in record management has been observed in some divisions within Area 1 (St. James, Westmoreland, Hanover, and Trelawny) following increased compliance with divisional inspections.

This was one of the major findings from the Transforming Our Police Service (TOPS) Re-inspection in Area 1. JCF policy mandates divisional inspections of stations twice yearly, at six month intervals.

Two divisions achieved 100% compliance with this policy, leading to a substantial improvement in record-keeping. In one division, all four key records (Station Diary, Firearm Register, General Property Book, and CR-10) achieved 100% compliance.

Another division achieved 100% compliance in three of the four records, with the fourth showing improvement but remaining below 50% compliance. The remaining two divisions, while showing improvement, achieved 100% compliance only in the CR-10 record, which incidentally, continued to be the best kept record in all divisions.

Stations achieving full compliance and/or maintaining full compliance were: Little London, Bethel Town, Morgan's



Legal Counsel, Sheldon Clarke (left) and Inspection and Monitoring Officer, Toni-Ann Baker took time out to pose by the Spring Mount Station signage while conducting re-inspections in St. James.

Bridge stations in the Westmoreland Division; Sandy Bay and Ramble stations in the Hanover Division; Barrett Town, Coral Gardens, Mount Salem stations in the St. James Division; and, all nine stations that comprise the Trelawny Division.

There was notable improvement in the keeping of Prisoners in Custody (PIC) records, particularly in regards to PIC Register and

Cards, with some stations moving from zero to full compliance.

Other PIC records, including the Remand, Charge, and Prisoners Property Book, also showed improvement, though full compliance was not achieved.

Top PIC Station in the Area 1 TOPS Competition, Freeport Station (St. James Division) continued to maintain good performance, achieving yet again, a 100% compliance in PIC records and activities. Joining this station were Clarks Town and Falmouth stations (Trelawny Division), which attained a 100% compliance in all records.

Meanwhile, in a Performance Review Meeting held prior to the Re-inspection, the Area 1 Commander and four divisional commanders agreed to a 100% improvement following the revelation of findings from inspections for the TOPS Competition. This goal was realized in the keeping of several of the records inspected.

This TOPS Re-inspection highlighted the importance of divisional inspections in improving record-keeping and underscores the importance of adherence to JCF policies.

Top of TOPS Station to be Announced on November 27

The PCOA is gearing up for a historic moment as the first ever ‘Top of TOPS’ Station Award in the Transforming Our Police Service (TOPS) Competition will be announced on November 27.

The five contenders, each a previous Area Top Station winner, are vying for this prestigious title, which will be awarded every six years.

“This award will be given upon the completion of the competition in all five Area Commands. This first cycle of the competition is from 2019 to 2023. We have inspected all the Top Station winners over this period to determine the top performer of them all,” PCOA CEO, Otarah Byfield Nugent told *The PCOA Monitor*.

The stations are: Area 1 Top Station Winner – Bluefields (Westmoreland Division); Area 2 Top Station Winner – Bamboo (St. Ann Division); Area 3 Top Station Winner – Asia (Manchester Division); Area 4 Top Station Winner – Bull Bay (Kingston Eastern Division); and Area 5 Top Station Winner – Above Rocks (St. Catherine North Division).

These stations, the PCOA CEO further added, represented the pinnacle of police performance in the areas inspected when they won the Tops Station Award in their respective Area Commands. .



Inspection and Monitoring Officers, Toni-Ann Baker (left) and Adin Grant (right) share lens time with Bull Bay Station Commander, Inspector Paul Cummings, who was at the helm of station when it was named Area 4 Top Station in the TOPS Competition in 2021.

Interestingly of the five stations inspected only two of the five winning Station Commanders remained - Inspector Paul Cummings of Bull Bay Station and Sgt. Garfield Wallace of Above Rocks. During the interim, both would also serve elsewhere but returned to these stations.

In addition, the competition, which is being held in Area 2 (Portland, St. Ann and St. Mary) where it first started in 2019, has introduced a new award category: Top Marine Outpost in Area 2. The inclusion of this award expands the scope of the TOPS Competition to include a non- geographic for-

mation - Marine Division, of which there are outposts in each division.

The PCOA has also introduced a special PCOA Leadership Legacy Award, which represents the commitment of staff, to invest in a tangible way, to a station commander and station that has displayed exemplary leadership and dedication.

Mrs. Byfield Nugent expressed enthusiasm about the competition’s growing recognition as well as the new sponsors that have come onboard. “We are grateful to our sponsors, who have generously contributed to the prize packages, which includes stays at hotels and visits to popular attractions,” she disclosed.

Meanwhile, the other award categories are: Top Station in Area 2; Top Prisoners in Custody (PIC) Station in Area 2; Top Customer Service Station in Area 2; Top Division in Area 2; Top Station in the other 2 divisions; and, the Dr. the Hon. Marshall Hall Award, which is given to the station or division showing the most improvement in the TOPS Re-inspection this year in Area 1. The awards ceremony will be live-streamed on the Jamaica Constabulary Force YouTube Channel, starting at 10:00 a.m. There will also be a live broadcast of the event on Nationwide News Network (NNN) 90.1FM.

Police Week is celebrated between November 23 to 29.

Area 2 TOPS Poster Competition Launched in September

The Transforming Our Police Service (TOPS) Poster Competition for Secondary Schools in Area 2 (Portland, St. Ann and St. Mary) was launched in September.

Now in its sophomore year, the competition was created to allow young people the opportunity to express how they feel about the police and what their relationship with citizens should look like, through art.

This year, by popular demand, the number of entries from each school was moved from 2 to 3. Students should submit entries under the theme, “#AFORCE4good: A People Driven Transformation.”

Entries will be judged based on adherence to theme, originality, creativity, visual effectiveness and neatness.

All entries including entry form should be uploaded to the PCOA website: www.pcoa.gov.jm.



PCOA CEO, Otarah Byfield Nugent holding 2023 Area 1 TOPS Poster Competition entry, “Keep Doing Good” by second runner-up, Kiara Woozencraft from Spot Valley High School in St. James.

PCOA CEO, Otarah Byfield Nugent disclosed that similarly to the TOPS Competition in Area 2, the prizes for the winners were very attractive.

“First-prize winner will be getting \$100,000 and the assisting teacher will get \$50,000;

second prize \$60,000 and the assisting teacher, \$30,000; and the third prize \$40,000 and the assistant teacher, \$20,000,” she added. Other prizes include: electronic devices; gift vouchers and baskets; and, goodie bags.

“We hope to get at the very least submissions from all the three parishes,” she said. Plans are also afoot to have the winner of the competition pay a courtesy call on the Commissioner of Police, Dr. Kevin Blake. The judging of entries will take place in October. The panel of judges are: Project Manager for Kingston Creative, Daniel Thompson (head judge); graphic artists, Winston Howell and Allandria Alert; and Director of Human Resources and Administration, at the PCOA, Ouida Harrison.

The TOPS poster Competition was launched in Area 1 (St. James, Trelawny-Westmoreland and Hanover) in 2023.

There are some 24 secondary schools in Area 2.

PCOA Team Continues TOPS Sensitization During the Quarter

During the quarter, the PCOA Team concluded its Transforming Our Police Service (TOPS) Competition sensitization as well as conducted a lecture at the National Police College. The Marine Division was the last stop on the Area 2 TOPS Competition sensitization tour. This stop was unlike the others, as the team sought the input of the police personnel on areas to focus on for the competition. "This was very important as we needed feedback given the fact that this would



Senior Director, Inspections and Monitoring, Inspections, Andrew Beaumont (standing) in action at the National Police College in Twickenham Park, St. Catherine in July.

the Specialized Operations and Faculty of Operations Management and Skills Training. The lecture formed part of a special Command Course, which was designed to prepare and equip a cadre of junior officers with specialized skills, knowledge and competence.

Citizen Corner Podcast To Focus on JCF Public Interaction Policy

The 'Pon di Corner' Crew will tackle in four episodes of the Citizen Corner Podcast aspects of the Jamaica Constabulary Force (JCF) Public Interaction Policy, which guides service delivery by the JCF to the public. The special guest will be Chairman of the JCF Secretariat to the PCOA, ACP Desmond Brooks. The first of four episodes is available on the Police Civilian Oversight Authority YouTube Channel. Check us out!



'Pon di Corner' Crew from left to right - Sheldon Clarke, Andrew Beaumont, Karen Cadien and Otarah Byfield Nugent in studio to record Citizen Corner Podcast.



Senior Director, Inspections and Monitoring, Andrew Beaumont (right) presenting a token to Sgt. Decar Omeal, one of three quiz winners at the Marine Division Headquarters in Newport, Downtown Kingston.

be the first time we included a non-geographic formation in the TOPS competition. So, the areas we would look at in our usual inspections would be a little different," Senior Director, Inspections and Monitoring, Andrew Beaumont explained, while adding that the interface was very useful. In July, the PCOA Team conducted a lecture on functions of the PCOA and the benefits of police oversight to 17 Assistant Superintendents at the National Police College in Twickenham Park, St. Catherine. The participants were drawn from

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Compiled by the PCOA Communications Unit

PHOTO OP FOR THE QUARTER



Congratulations were in order for three members of the JCF Secretariat to the PCOA, who were promoted from the rank of Senior Superintendent (SSP) to the rank of Assistant Commissioner of Police (ACP) during the period. From left to right are: PCOA CEO, Otarah Byfield Nugent celebrating with members ACP Charmaine Shand of Community Safety and Security Branch (CSSB); ACP Jacqueline Coombs of the Inspectorate and Professional Standards Oversight Bureau (IPROB) and JCF Secretariat Chairman, ACP Desmond Brooks, also of IPROB. They were among 10 JCF members promoted to the rank of ACP.