



ISO 9001 CERTIFICATION

CASE MANAGEMENT AND STATION  
RECORDS MANAGEMENT SYSTEMS  
ROLLED OUT

JOINT ANTI-GANG  
TASK FORCE ESTABLISHED

HEALTH EDUCATION  
AND STRESS MANAGEMENT  
SOFTWARE IMPLEMENTED

DIGITAL OFFENCES, POINTS TO PROVE  
AND AUTHORITIES HANDBOOK LAUNCHED

COMPUTER-AIDED  
DISPATCH UPGRADED

1260 ADDITIONAL  
PERSONNEL RECRUITED

The Jamaica Constabulary Force  
**The Commissioner's Report**  
January 2021 - April 2022



**JAMAICA CONSTABULARY FORCE**

# **The Commissioner's Report**

January 2021 - April 2022

Major General Antony Anderson, CD, JP  
Commissioner of Police

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# EXECUTIVE SUMMARY:



This report outlines the areas of focus, broadly categorised into Law Enforcement, Force Development and Stakeholder Engagement, which the Jamaica Constabulary Force (JCF) has been pursuing since 2018. The report provides both updates to initiatives outlined in the 2018-2020 report, as well as the activities and programmes that were introduced over the January 2021 to April 2022 period.

The JCF's response to violence, crime and public order challenges spans a range of activities - from planning and executing high intensity operations to community interventions. These responses are specifically designed and executed after extensive analysis, to ensure the best strategies are employed to reduce crime and improve public safety and public order within our communities.

As we engage in these responses, we are simultaneously pursuing a very aggressive transformation and modernisation programme to build the Forces' capacity and capability to adequately respond to the increasing demands placed on us. We continue to improve the quality of life of our members through the creation of better working environments and the provision of the tools, training and other resources required to deliver professional services to the public.

At the same time, the consistent and focused engagement of our internal and external stakeholders are at the crux of our law enforcement and force development efforts. These partnerships continue to strengthen our operational, investigative and intelligence capabilities. We also continue to see marked improvements in our engagements with the public, as we intensify our interactions through our various social media campaigns.

The combined effect of our law enforcement, force development and stakeholder engagement initiatives will create safer communities and an efficient and trusted Police Force, as we observe and enforce the **Rule of Law**, show **Respect for All** and continue to be a **Force For Good**.





We are in a period of extraordinary change. We continue to adapt and evolve as we learn to live with the Covid-19 pandemic and its consequential global challenges.

In many ways, the pandemic presented new opportunities as we adjusted our operations and embraced new norms. It created new ways for us to define ourselves as a Force for Good in the minds of our people.

Even as greater demands were placed on us, we were able to bridge some of the gaps that were created in communities, as the country went into lockdowns and the measures under the Disaster Risk Management Act - DRMA, came into effect. In addition to enforcing these measures, we supported children by couriering homework to and from schools and also delivered care packages to the

people most vulnerable and impacted by Covid-19 – an initiative that is still ongoing in some communities.

We also embraced new ways of working, as face to face modalities became more challenging. Like many organisations, the JCF incorporated digital technology to communicate internally and with our various external stakeholders. This is now an integral part of how we operate.

Additionally, we explored ways of improving our business processes. The Technology Branch developed and deployed several web-based applications to support these processes in order to give our members more timely responses to required services.

The pandemic significantly impacted our Force transformation and modernization efforts. Forecasts and plans had to be adjusted and budgets reallocated. Projects had to be reprioritized and disruptions in the global supply chain resulted in significant delays in the procurement process.

As a result, we lost considerable time in implementing several major projects, to include the procurement of our new and standardised uniform kit and the roll out of the Case Management System (CMS) and the Station Records Management System (SRMS). Despite these challenges, we are now in the first phase of the SRMS roll out.

Among our other major accomplishments were the recruitment of 1260 new personnel – the highest number recruited in a single year in the history of the Force, the successful completion of stage 1 of the ISO 9001 certification and the expansion of the welfare services offered to our members.

We have been able to forge even stronger partnerships with our local and international stakeholders, many of which are reaping significant rewards. Among them are our renewed collaborative efforts with other local security and law enforcement entities - Jamaica Defence Force – JDF, but also with the Major Organised Crime Anti-Corruption Agency – MOCA, Financial Investigation Division – FID, Passport Immigration and Citizenship Agency - PICA and the Jamaica Customs Agency – JCA, along with our overseas law enforcement partners.

We recognize that in order to regain the momentum we lost over the last two years, the necessary budgetary and legislative support must be advanced.

As we build our capacity and our capability to serve our public, the persistence of violence in our society continues and the gun remains responsible for over 85 percent of the murders committed.

Gangs and gunmen continue to intimidate and deprive citizens of their right to life.

We will continue our focused efforts on guns, gunmen and gangs using the law enforcement strategies available to us. Our advocacy for legislative reform has not waned, particularly the required changes to the Firearms Act that will increase the consequences of carrying and/or using an illegal firearm.

We will also continue to push for the required reforms of other aspects of the Criminal Justice System that materially impact violent crime, public order and public safety.

We remain focused and steadfast in meeting our mandate to protect and serve the country. We continue on our path of transformation designed to improve the efficiency and effectiveness of the JCF, while ensuring improved quality of life for our members and improved service to the public.



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Commissioner of Police

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# STRATEGIC FOCUS

Since 2018, the strategies, projects, programmes and activities have fallen within three broad focus areas or pillars. We continue to pursue existing areas and have expanded other areas, as the need for policing services continues to evolve.

## 1. Law Enforcement

- Division-Specific Policing Plans
- Enhanced Security Measures
- Anti-Gang Strategy
- Strengthened Investigative Capability
- Improving Traffic Management
- Expansion of the Quick Response Teams
- Community Intervention
  - Strengthening Our Response to Domestic Violence
  - Expansion of the School Resource Officer Programme
- Strengthened Collaborations with MOCA, FID, JDF, PICA, and JCA

## 2. Force Transformation

- People
- Structure
- Infrastructure
- Equipment
- Technology

## 3. Stakeholder Engagement



# LAW ENFORCEMENT



## DIVISION-SPECIFIC POLICING PLANS

The Constabulary's adoption of a Quality Management System – QMS in 2021 has redefined our approaches in planning and management – from operational to procurement plans.

The policing plan is the Commander's roadmap to efficient command and control. The development of these plans now includes the adoption of a risk-based approach, to managing processes and systems for the services we deliver.

The QMS requires that the risks for all the objectives and targets outlined in the policing plan are identified, and response strategies to those risks developed. The implementation of these strategies are assigned to the individuals charged with implementing the plan as well as those departments, branches and formations that provide support services. This has improved integration and alignment of the support services with the objectives of front-line operations.

This approach has not only enhanced the coordination between the police stations/divisions/areas and support branches/divisions such as the Technology Branch and Property Management and Maintenance Division-PMMD, but also facilitates a more robust accountability framework for monitoring and evaluation.

## ENHANCED SECURITY MEASURES - ESMs



The Enhanced Security Measures represent only one of several activities geared towards responding to the high levels of violence in specific communities.

### Zones of Special Operations – ZOSOs

Since January 2021, three additional Zones of Special Operations – ZOSOs were established:

- Norwood, declared July 2021
- Parade Gardens, declared January 2022
- Savanna-la-mar, declared January 2022

These communities continue to see a reduction in violence. All three zones are in the Build Phase and have benefitted from community-based intervention activities to include the launch of a Citizens' Association and Police Youth Club in Savanna-la-mar and a Conflict Resolution Workshop in Parade Gardens. Norwood continues to benefit from several social development and youth engagement programmes.

### States of Public Emergency – SOEs

In November 2021, States of Public Emergency – SOEs were re-established in seven police divisions, but were discontinued after two weeks, as the resolutions failed to obtain the required votes in the Senate. Notwithstanding, over the two-week period, collectively, the divisions (St James, Westmoreland, Hanover, St Andrew South, Kingston Western, Central and Eastern) had a 36 percent reduction in murders, with some divisions recording as high as 75 percent reductions as were the case in the Kingston Central and Kingston Western Divisions.

## ANTI-GANG STRATEGY

In 2021 and so far this year, our data shows that upwards of 72 percent of murders committed in Jamaica are attributed to inter and intra gang feuds.

### Investigating and Prosecuting Gangs

As we advanced our efforts in investigating and prosecuting gangsters and gangs as a whole, since 2020, we have arrested and placed before the Courts, 412 gangsters. Earlier this year, we commenced the trial of the Clansman Gang, where 53 members of the gang were charged with various offences under the Criminal Justice (Suppression of Criminal Organisations) Act.

Additionally, we disrupted the activities of a Clarendon-based gang – Ranko Gang, which also featured the involvement of Police officers. Eleven members of the gang are awaiting trial.



### Launch of the Joint Anti-Gang Task Force

In addition to the investigative effort, we also enhanced our operational effort with the launch of the Joint Anti-Gang Task Force that focuses on guns, gunmen and gangs.

The Joint Anti-Gang Task Force was officially launched in February 2022 to bring greater synergy in our joint operations by producing a highly trained, professional cadre of police and military personnel tasked to seize illegal guns, capture gunmen, disrupt gangs & deter gang activities. The launch was a culmination of significant work over a two-year period, to ensure the right people were identified and trained, as well as to ensure adequate resourcing, to facilitate the agile responses necessary in a high violence environment.

The Task Force, in collaboration with other formations such as the Counter Terrorism and Organised Crime Investigations Branch – CTOC, the Lottery Scam Task Force and the local Police, has been very successful in realizing its mandate. In its first week of operation, the task force seized seven illegal guns and up to April 2022 has seized 20 illegal guns and captured 14 wanted persons.

## STRENGTHENING OUR INVESTIGATIVE CAPABILITIES



We are creating a first-class policing service. We are strengthening our capability and capacity in solving crimes through the integration of various scientific methods in our investigations, as well as developing innovative ways of delivering critical resource material to our members.

### Processing of Scientific Material Continues to Increase

As with previous years, the processing of ballistic material, DNA and cyber forensics continued to increase in 2021. The scientific linkages between crime scenes, coupled with the investigative skills of our detectives has resulted in complex cases being solved, and improved intelligence development to progress other investigations.

	2020	2021
BALLISTIC MATERIAL PROCESSED	34,577	36,794
DNA SAMPLES PROCESSED	15,494	16,644
CYBER FORENSIC SAMPLES PROCESSED	3,395	4,719





### **Digital Offences, Points to Prove and Authorities Handbook**

In December 2021, we launched our first ever Digital Offences, Points to Prove and Authorities Handbook. The development of the handbook was led by our Legal Affairs Division in partnership with the Office of the Director of Public Prosecutions, the Integrity Commission and the Bureau of International Narcotics and Law Enforcement Affairs, US Embassy Kingston (INL). The online system allows our members, our key partners – prosecutors, and other interested parties, to have access to the necessary guidance and material to successfully prepare and prosecute cases.

The 3000-plus page digital handbook provides guidance on the key elements of one hundred and four (104) criminal offences and supplementary guidance on one hundred and three (103) related legal terms. It also serves as a “one-stop-shop” for related legislation and case law, with one hundred and sixty-six (166) cases being catalogued.

By providing our members with an accessible, user-friendly and comprehensive resource on the evidential requirements to prove offences, they will be better equipped and more confident to carry out their tasks in an efficient and effective manner. We expect that this will result in an improvement in the quality of cases that are brought before the courts, which will have the consequential effects increasing the number of convictions.

### **Production of Training Videos**

In addition to the Digital handbook, we launched a training video series in partnership with the Office of the Director of Public Prosecution (Cybercrimes and Digital Forensic Unit) and United States Embassy (INL).

The videos, which highlight the investigative tools available to the Police under the Cybercrimes Act and the use of digital evidence to prosecute crimes, are being used across the JCF as part of the investigative courses delivered to our members.

## EXPANSION OF THE QUICK RESPONSE TEAMS



Among our suite of activities in response to the high levels of violence in some of our communities, has been the establishment of Quick Response Teams. This significantly increases our agility and responsiveness.

In 2021, we trained and deployed additional personnel to increase the St James team as well as established teams in the KMR and St. Elizabeth.

The teams have been integral in the interception of robberies and other crimes in major town centers, where they have made several arrests, seized illegal firearms and settled several disputes

As we acquire additional motorcycles, this expansion will continue with another cohort currently in training and plans for roll out in St. Catherine, Clarendon and Westmoreland.

## IMPROVING TRAFFIC MANAGEMENT



### Launch of the Electronic Traffic Ticketing System

As we continue to face heightened demand for traffic management in light of significant commercial activities and increased vehicle ownership, we have made significant progress in our traffic enforcement efforts through technology.

In addition to the installation and deployment of the SmartCheck System in some of our service vehicles, in January 2022, we also commenced the first phase roll out of the Electronic Traffic Ticketing System, providing mobile devices with the e-Ticketing module and bluetooth printers to our members.

The application allows the Police to issue traffic tickets more efficiently to members of the public who commit breaches of the Road Traffic Act. The ease of access to motor vehicle and driver's licence data through the integration of various government databases facilitates more accurate and prompt issuance of tickets. Tickets are printed on the location and information updated in real time.

Within the first four months of the roll out, the JCF issued 20,392 e-Tickets of which 7,678 were paid generating revenue of JMD26, 220,000.

**“ Within the first four months of the pilot, the JCF issued 20,392 e-Tickets of which 7,678 were paid generating revenue of JMD26, 220,000. ”**



## COMMUNITY INTERVENTION



### Strengthening Our Response to Domestic Violence

Interpersonal violence accounts for up to 19-percent of murders committed in our country. The unique circumstances of domestic violence have not only been brought into sharp focus nationally, but within the organization. Our response to the issue has involved critical steps geared towards bolstering our role as a key, and very often, the first responders in cases of domestic violence.

### Six New Centers Established

We have expanded our counseling and intervention services through the establishment of six new Domestic Violence Centers across the country, bringing the total to ten. These centers are managed by trained police officers supported by a range of volunteer counsellors including Pastors, Justices of the Peace and Social Workers. In 2021, there were 1145 referrals to our DVI Centers, with some of our newer centers recording as many as 42 reports within the first month of operation as was the case in Greater Portmore. For the period January to April 2022, there have been 713 referrals. Whereas the majority of victims are customarily women, men have also accessed the services provided by our centers.

**“ In 2021, there were 1145 referrals to our DVI Centers, with some of our newer centers recording as many as 42 reports within the first month of operation. ”**



### Revised Domestic Violence Intervention Policy and SOPs

We have established a National Coordination Unit within the Community Safety and Security Branch (CSSB) that now captures data, ensures the standardization of our response and interfaces with external partners. We have strengthened the existing processes and procedures for dealing with Domestic Violence with the publication of a revised Domestic Violence Intervention Policy and have also instituted additional reporting and accountability measures.

### Continuous Training and Sensitization

We continue to develop the capacity of our members to respond to reports of domestic violence through training.

In 2021, a total of 366 members received training in domestic violence intervention, which now is a mandatory component of several of our supervisory and management courses as well as basic training – exposing all police recruits enrolled at the National Police College of Jamaica to our revised response mechanism.

As at April 2022, 113 members have been trained, with plans underway to train additional personnel.

## DOMESTIC VIOLENCE CENTERS

### CLARENDON

Hayes Police Station  
Hayes Main Road  
(876) 968-5130, (876) 816-8028

### KINGSTON

Constant Spring Police Station  
2 Cassava Piece Road  
Constant Spring  
(876) 702-5120-1

Matilda's Corner Police Station  
101-103 Old Hope Road  
(876) 946-2872

### ST. ANN

Alexandria Police Station  
Alexandria Main Road  
(876) 975-1016, (876) 312-1235

### ST. CATHERINE

Greater Portmore Police Station (100 Man)  
Braeton Parkway  
(876) 949-8392, (876) 949-8422

### ST. ELIZABETH

Santa Cruz Police Station  
32 Coke Drive, Santa Cruz  
(876) 966-2289, (876) 224-1981

### ST. MARY

Gayle Police Station  
Gayle Main Road  
(876) 975-8112, (876) 322-0434

### ST. THOMAS

Morant Bay Police Station  
7 South Street, Morant Bay  
(876) 516-8233

### ST. THOMAS

Yallahs Police Station  
Market Road, Yallahs  
(876) 982-7278

### WESTMORELAND

Negril Police Station  
Nompriel Main Road, Negril  
(876) 975-4268, (876) 997-2262



### Expansion of the School Resource Officer (SRO) Programme

The Safe Schools Programme was designed to address the issue of violence in schools. Since the reopening of face to face school, we have seen violent incidents taking place between students, some of which are gang conflicts playing out in our schools.

In addressing this challenge, particularly in Western Jamaica, 51 SROs were trained and deployed across Area 1, bringing the total figure to 220 members of the JCF deployed across 154 schools, mediating disputes and mentoring students. As at April 30, 2022, our SROs had intervened into 905 conflicts across these schools.

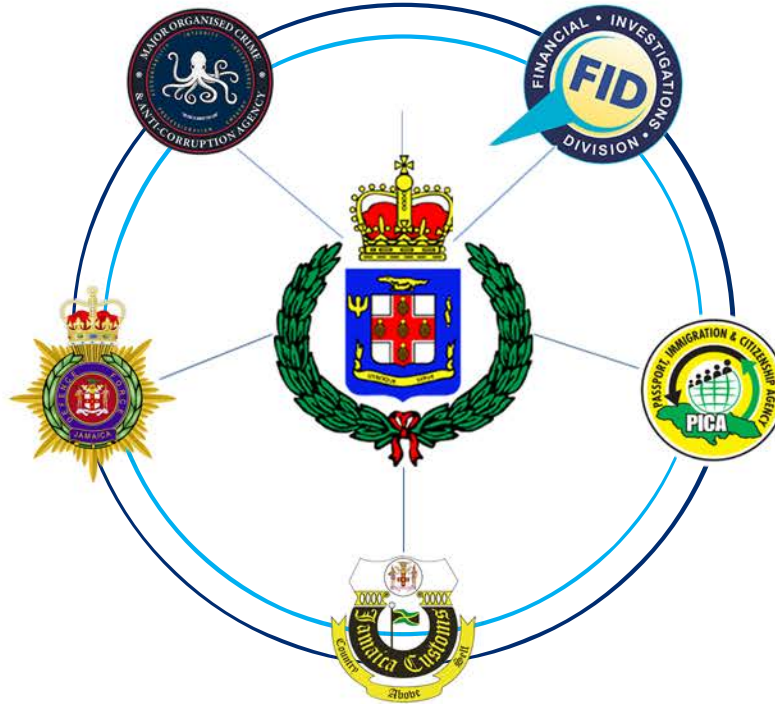
Among other things, our SROs are engaged in developing programmes targeting gang activities in schools, conducting anger management workshops and conducting conflict resolution sessions

### Continuous Training

Since the relaxation of the restrictions associated with the DRMA, and subsequent reopening of schools this year, we have been expanding the number of officers trained to ensure our members are equipped with the right skills to treat with the challenges in a changing environment.

**“ 220 members of the JCF are deployed across 154 schools, mediating disputes and mentoring students ”**

## STRENGTHENED COLLABORATIONS WITH MOCA, FID, PICA, JDF AND JCA



As we continue to implement and execute the suite of law enforcement activities ranging from enhanced security measures to community policing, we recognize that any credible crime reduction strategy – especially within our criminal landscape, must include the removal of assets from gangsters and criminal networks. These assets, money and other resources are not only used to purchase guns and pay contract killers, but are also used to corrupt public officials and fund other organized crime activities.

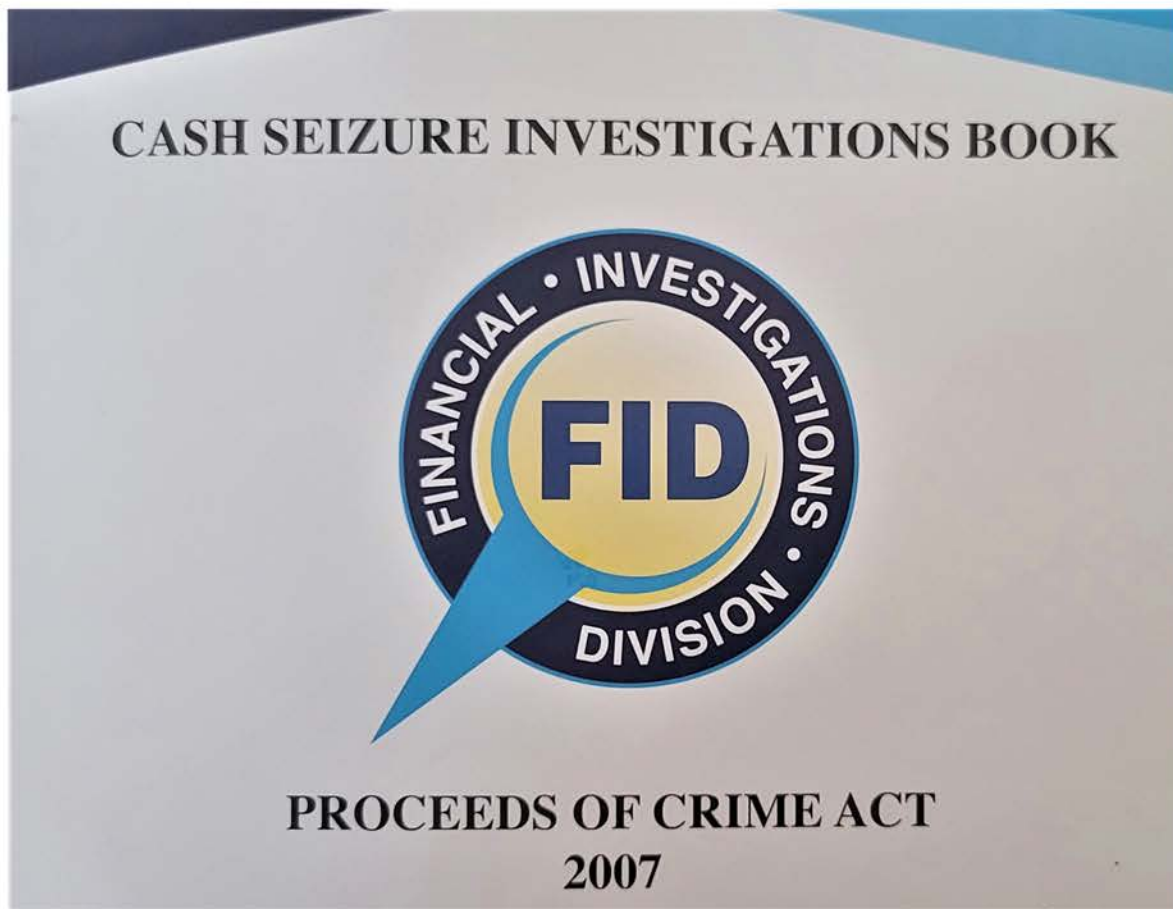
We recognize that our ability to effectively respond to organized crime in a sustained way is dependent on the quality of our collaborative efforts with our key security partners. We have taken our collaboration further with the Jamaica Defense Force – JDF, but also with the Major Organised Crime Anti-Corruption Agency – MOCA, Financial Investigation Division – FID, Passport Immigration and Citizenship Agency – PICA and the Jamaica Customs Agency – JCA.

### Head of Security Entities Technical Meeting

We have established a quarterly meeting with the heads of these security entities in an effort to enhance law enforcement inter-agency cooperation and coordination especially relating to matters of border security.

### Renewal of Framework Agreements and MOUs

We have recently renewed our agreements and memorandums of understanding with some of these entities and continue to benefit from the shared investigative knowledge and skills.

**Cash Seizure Booklet**

With the introduction of the new Cash Seizure Booklet by the FID, law enforcers now have another tool to guide their investigative processes.

**Gun and Drug Seizures**

We have seen the benefits of these local and overseas collaborations in some of our recent mass gun and drug seizures at some of our ports, as well as the arrest and charge of individuals involved in organized crime.

As we go after the unexplained wealth these criminals are amassing, there will be more gun, drug, cash seizures and forfeiture of assets, which are otherwise used to fund these criminal enterprises.



# FORCE DEVELOPMENT:

## PEOPLE



### Expansion of Training Facilities

Among the many setbacks brought on by the Covid-19 pandemic, were the challenges associated with our ability to adequately recruit and train personnel, as we not only enforced but observed the requirements of the Disaster Risk Management Act (DRMA). Notwithstanding these challenges, with the reopening of the Tranquility Bay and Harman Barracks Facilities and the addition of the Camp Verley Facility in 2021, our training capacity increased significantly, allowing us to train more cohorts simultaneously and consistently.

### FY2021/22 Target of Recruiting 1200 Exceeded

Over the 2021/2022 fiscal period, we recruited and trained 1260 additional personnel – the highest number ever recruited and trained within a single year in the Force's history. The gradual increase in our numbers over time will alleviate some of the shortages that we know exist in divisions and formations.

### Restructuring of the Basic Training Programme

As we increase the quantity of personnel, we are also restructuring the basic training programme to enhance the knowledge and skill sets of our members. The revised model includes initial student-centered learning, intermediate on-the-job training and internship.

**“Over the 2021/2022 fiscal period, we recruited and trained 1260 additional personnel – the highest number ever recruited and trained within a single year in the Force’s history.”**



## Developing Leadership Capacity for the Future

At the core of developing our capacity to serve the public, is our ability to employ the appropriate leadership and management skills required to build a more agile and modern Police Force. We continue to develop programmes to nurture these skills as we build leaders for the future.

### Accelerated Promotion Programme – APP

In July 2020, we reintroduced the Accelerated Promotion Programme with the training of 14 prospective officers. In January 2022 the cohort commenced the academic phase of the programme in partnership with the University of Technology, Jamaica.

### High Potential Detective Training Programme – HPDTP

At the same time, the High Potential Detective Training Programme commenced in July 2021 with 15 persons enrolled in the programme.

### CIB/Operations Development Programme

In recognition of the leadership gaps currently experienced within the Criminal Investigations and Operations Branches, a programme specifically designed to develop these core competences and close the gaps is underway.

### Initial Officer Training Programme – IOTP

In addition to these programmes, the Force continues to benefit from partnerships with other Forces focused on skills training, leadership and development. In 2021, ten Constables enrolled in the Initial Officer Training Programme – IOTP, following a robust selection process.



The programme was the first of its kind offered by the Caribbean Military Academy with support from the Royal Military Academy Sandhurst, England.

After a year of intense training, all ten members successfully completed the programme, distinguishing themselves in some categories of the training as they competed with military personnel across the world.

As we continue to pursue our restructuring efforts and particularly, the rebuilding of Specialised Operations, these newly minted officers were assigned command roles at the Branch where they will further hone their skills in tactical command and operational leadership.

### **New Promotional Pathways**

The new promotional system that was introduced in 2018 continues to foster improvement in the transparency of the process as individuals are selected based on a multi-faceted approach and promoted on a merit-based system.

As we continue to rapidly expand our Force numbers, develop our infrastructure and establish and re-organize critical structures, it is imperative that there is adequate leadership and supervision to provide direction and guidance to juniors. To this end, additional pathways to promotion were introduced, including the Corporal and Sergeant Development Promotional Courses and the Operations Promotional Training Programme, both of which commenced in 2021.

Some 316 members were elevated in 2021 and another 114 elevated over the period this year.





### Improving the Well-being and Welfare of our Members

Improving the well-being and welfare of our members has remained a major focus area. The violent environment within which our members operate requires uniquely designed programmes that they can access for necessary support. It is also important that these programmes are easily replicated to facilitate the sharing of strategies with other Forces facing similar challenges.

#### Health Education and Stress Management

In January 2022, through a partnership with the Pan American Health Organisation – PAHO, we launched a Health Education Programme and Stress Management Software that allows members to assess their stress levels. The software not only provides a convenient and accessible method of self-assessment but is also personalized and confidential. This is another tool in our toolkit, as we broaden the psychological support and other services accessible to our members through the Welfare Department, Medical and Chaplaincy Services Branches.

#### Police Medical Protocol and Medical Emergency App

As we provide preventative avenues that allow for early detection and intervention of stressors, we are also acutely aware that we must provide avenues for medical treatment and after-care support where required.

In an effort to improve our response to medical emergencies, the Ministry of National Security, various departments within the JCF and Police Staff Associations have developed a Police Medical Protocol. The protocol includes framework agreements for the use of Ambulances, Pharmacies and other services managed through the Welfare Department, an MOU between the MNS/JCF and Public/Private Medical Facilities and a JCF Medical Emergency Mobile Application.

A sensitization programme is well underway and will be widely rolled out as the protocol arrangements are finalized.



# STRUCTURE



## Welfare Department

Since the establishment of the Welfare Department in 2018, we continue to provide a range of services to our members. The department to date, among other things, has intervened into 494 medical cases at a cost of JM\$252 million.

The time taken for death benefits has reduced to six months, from a processing time of up to six years. In 2021, the department intervened into 5450 cases ranging from medical issues to transfer matters.

With an improved partnership with our Medical Services and Chaplaincy Branches, our police officers are assured of a swift, professional and appropriate response to medical emergencies and care.

There has been a broadened scope of professional services available to members through established partnerships with Public & Private external health care providers, particularly, specialist doctors and physiotherapists.

The Department will continue to expand its reach across Divisions and Formations with the establishment of Area Liaison Welfare Officers, which is currently underway.

**“ Since its inception, the Welfare Department has intervened into 494 medical cases at a cost of JM\$252 million and in 2021 intervened into 5450 cases. ”**



## Expansion of the Legal Department

The Legal Department continues to provide policy and legislative support to the organisation. Among other things, over the last year, the department made submissions and was very instrumental in the amendment and promulgation of several key pieces of legislation to include:

- The Dangerous Drugs Act - amended in February 2021
- The Evidence Act - amended in February 2021
- The Disaster Risk Management Act - amended in March 2021
- The Firearms (Prohibition, Restriction and Regulation) Bill - currently being debated before a Joint Select Committee of Parliament

Between June and August 2021, the Legal Affairs Division recruited an additional nine attorneys to bring the total number of attorneys in the Division to fifteen. Six of these new attorneys are stationed at different non-geographic and geographic divisions to provide prompt, hands-on legal support to those divisions. They also support members who are required to interface with INDECOM.

In the beginning of the first quarter of 2022, we completed the recruitment of an additional seven attorneys who will join the Division within the next few months.



## Establishment of the Police Cadet Academy

As part of the robust recruitment strategy to increase our Force establishment, the JCF commenced a Cadet Programme at the National Police College of Jamaica.

The objective of the programme is to train and develop young men (16-17 years old), into suitable candidates for enlistment in the JCF.

The academy, which was established in September 2021, operates at the grade eleven standard, preparing students primarily for CSEC examinations. In addition to the seven core subject areas including Mathematics, English and Information Technology, the students are also engaged in drill and physical training.

There are 42 cadets enlisted in the programme who are currently engaged in CSEC examinations preparations. Thereafter they will be exposed to basic policing functions where their skills and competences will be honed until they attain the age of 18 years, at which time they will be eligible to transition into the JCF.

“

**There are 42 cadets, aged 16-17 years enlisted in the programme.**

”



## Reorganisation of the Corporate & Special Services Branch

The Corporate and Special Services Branch is responsible for the procurement and management of all JCF resources in compliance with legislation and the GOJ fiscal regulations.

In June 2019 the Branch commenced a robust procurement transformation project following an internal audit of the operations at the Branch and the Auditor General's Department Performance Audit Report.

The audits revealed a lack of alignment between procurement activities and operational targets and requirements, a responsive rather than anticipatory procurement system and other deficiencies in procurement management.

As a result of the project, there have been a series of internal activities and adjustments to include the appointment of a new Director to lead the procurement transformation. This transformation entailed the implementation of a training plan and a recruitment strategy, the procurement of an Enterprise Resource Planning Management System, the establishment of a renewed Procurement Committee and the publication of a revised Strategic Procurement Plan.

Over the last year, the Branch has streamlined and automated business processes to facilitate integration with the JCF budgeting system and GOJ electronic systems. Over 75 support personnel have been trained and certified. There is increased stakeholder involvement utilising processes that facilitate transparency and equal opportunity during the procurement process.



## ESTABLISHMENT OF A JCF QUALITY MANAGEMENT SYSTEM AUDIT UNIT WITHIN IPROB



As we pursued ISO 9001 certification, one of the structures that became necessary to facilitate the consistency in quality standards was an JCF Quality Management System (QMS) Audit Unit.

The unit was established in October 2021 within the Professional Standards Directorate of IPROB and is involved in the following activities:

- Conducting quality audits
- Monitoring and evaluating service delivery
- Identifying and devising strategies for the replication of best practices
- Providing audit reports to the Police High Command, with recommended corrective actions
- Providing oversight to the process of correcting deficiencies or non-conformities identified during audits

There are currently 60 trained QMS auditors attached to various divisions and formations across the JCF.

**“ There are currently 60 trained QMS auditors attached to various divisions and formations across the JCF. ”**



## JAMAICA CONSTABULARY FORCE

### ***QUALITY STATEMENT***

The Jamaica Constabulary Force (JCF) is advancing its efforts to increase Quality Management in the many and varied services it offers to the public. Towards this, the JCF:

is fully committed to its role in addressing the safety and security needs of people in Jamaica. We have taken a solemn oath to maintain law and order as we serve the public through the protection of life and property, the prevention and detection of crime, and the preservation of peace. In doing so, we commit to the strict compliance with, and enforcement of, laws and the rule of law;

will ensure that its systems and processes will be continually improved to satisfy the changing demands of the dynamic landscape in which we operate;

will train, develop and support our members to deliver efficient and effective service with the aim of satisfying stakeholders' expectations;

recognises that in order to actualise our vision of being a high-quality service organisation, the organisation must be committed to improving standards of service delivery, and customer experience through the effective use of technology, a process approach to management and evidence-based decision making;

is committed to accomplishing its strategic priorities and objectives with the purpose of continued advancement towards excellence in policing; and

is dedicated to the constant effort of improving public confidence.

*Rule of Law • Respect for All • A Force for Good*



### **Improving Quality Standards through ISO 9001 Certification**

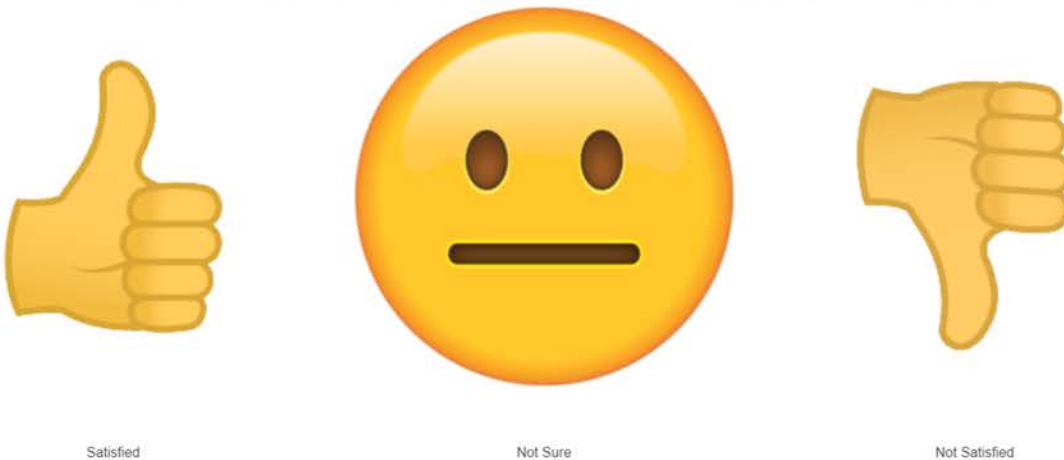
In 2021, we embarked on a rigorous process of implementing the ISO 9001 Quality Management System – QMS, as we continue to modernize and improve our service standards. The certification process involved the review and auditing of our core policing processes, management processes and support processes at the following stations and formations:

- Duhaney Park Police Station
- Matilda's Corner Police Station
- Commissioner's Office
- Police (119) Emergency Control Center
- Property Management and Maintenance Division – PMMD
- Transport Management and Maintenance Division – TMMD
- Technology Branch

### **Successful completion of Stage 1**

In December 2021, the JCF successfully completed the Stage 1 Audit of the certification process and in March 2022, advanced to the second and final Stage of certification where the JCF was recommended for certification. Upon completion of the certification process, the scope will be expanded across all divisions and formations.

## WELCOME TO DUHANEY PARK POLICE STATION



### Customer Service Rating

With the implementation of a customer feedback system at the Duhaney Park and Matilda's Corner Police Stations, we are able to track the customer service rating, as members of the public are able to interact with automated machines, Kiosks, which register their feedback. At the end of the first quarter of 2022, from a total of 3,509 respondents, the customer satisfaction at Duhaney Park Police Station, increased from 70% to 94% and at Matilda's Corner Police Station increased from 76% to 91%.

### Key Features of the ISO Certification Process

- Establishment of a QMS Steering Committee and Sub-Committee
- Structured Performance Management Review with the Police High Command
- Structured Risk Management and Mitigation Strategy
- Publication of a JCF QMS Policy
- Review and revision of some 90 policies and SOPs in 2021 and another 44 so far this year. The review of these policies and SOPs are in keeping with the requirements of ISO standards
- Identification and training of 60 internal auditors
- Force-wide Training and sensitization programme
- Implementation of customer feedback system – kiosks
- Development of in-house-technology solutions to drive the process

**“From a total of 3,509 respondents, the customer satisfaction at Duhaney Park Police Station increased from 70% to 94% and at Matilda's Corner Police Station, increased from 76% to 91%.”**





## INFRASTRUCTURE

Our thrust to improve the work environment for our members continued in earnest in 2021. At the end of the FY2021/2022, 116 facilities were either completed or in progress – 69 projects were completed, 21 are ongoing and 26 are at the planning stage.

Among these facilities were newly built police stations – Olympic Gardens, Mount Salem and Bull Bay.

The construction of the St Catherine North and Westmoreland Divisional Headquarters and Specialised Operations West (Montego Hills) will be advanced in the coming months, as well as the relocation of CISOCA Headquarters.



## EQUIPMENT

### Procurement of Standard Uniform Kit Underway

Like many organisations globally, the pandemic impacted significantly on the projects that were being undertaken, particularly, the projected timelines. With the diversion of funding due to the re-prioritization of projects and disruptions in the supply chain due to travel restrictions and lost production time, the procurement of uniforms was significantly delayed.

Notwithstanding the two-year delay, there will be improvements with respect to the budget allocation and procurement process for uniforms for the FY2022/2023 .

## TECHNOLOGY



### MAJOR TECHNOLOGY PROJECTS ROLLED OUT

Despite the major setback associated with the pandemic, we were still able to pursue some of our major technology projects, as we progressed our robust Force transformation and modernization regime. Among these projects were the expansion of the Computer-Aided Dispatch - CAD, the roll out of the Case Management and Station Records Management System and establishment of the C5 Center.

#### Upgrade of the Computer-Aided Dispatch - CAD

One of the core deliverables of the ISO 9001 certification programme is to improve our response time to calls for service. Among the over 30 projects being pursued by our Technology Branch is the upgrade of the CAD, which was completed in June 2021.

The CAD is an application system that is used at the Police Emergency Communication Centers islandwide by 119 call takers and police dispatchers, to record and prioritize calls for service. These incidents are geo-tagged, prioritized and assigned to available units, based on workloads and location.

As a result of this upgrade, coupled with the Vehicle Tracking System and the Jamaica Eye, we have improved resource deployment, accountability and coordination of assets between the 119 Emergency Centers and Divisions. This has resulted in improved response times. The rich data set also allows for the analysis of historical and real-time calls for services and resource allocation.

CUSTOMER'S RECEIPT	
Your Reference #: <b>1A/243/22</b>	
Report Date/Time:	27/04/2022 09:55
How Reported:	Reported in person at the reception area
Person Reporting:	Romario SPENCER
Incident Type:	Non-crime
Primary Offence:	Threat Uttered
Incident Location:	Melbrook Heights Kingston 17 78 Melbrook Heights
Apprec. Officer:	Dist Cons 1A 100152 DIXON
Station Reported:	Harbour View Police Station

### 1st Phase Implementation of the Case Management and Station Records Management Systems

One of the projects that will significantly improve the customer service experience as well as the efficiency of our police officers is the Case Management and Station Records Management Systems. The first phase of the roll-out commenced in April 2022 at the Harbour View Police Station and will continue to be rolled out at the Matilda's Corner, Olympic Gardens, Rock Fort and Duhaney Park Police Stations throughout 2022.

This roll out is a culmination of several other preparatory activities to facilitate the necessary infrastructure and systems required to support the operationalization of the software. These include the training and sensitization of personnel, system integration testing, renovation of physical structures, and the installation of critical infrastructure to adequately support the system.

### Establishment of the Command, Control, Communication, Computer and Cyber – C5 Center Underway

The reliable and effective coordination, command and control of Force assets are critical to our response to calls for service as well as the execution of operational tactics.

In February 2022, we commenced phase 1 of the development of this center following the identification of a suitable location. There is significant infrastructural work being done to facilitate the relocation and reorganization of our Police Emergency Control Center ahead of the broader build-out of the Center.





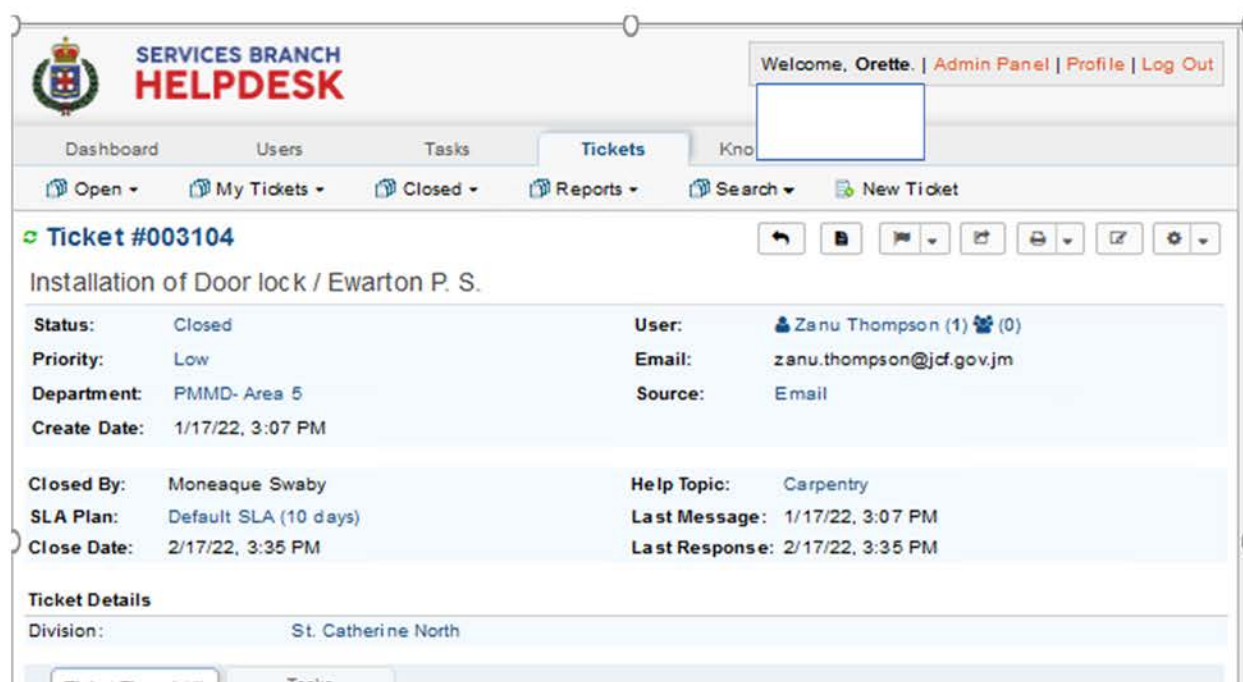
### Other Technology Projects Underway

1. Expansion of JCF Microwave network
2. Expansion of radio coverage
3. Procurement of ICT assets
4. Deployment of Body Worn Cameras
5. Installation of Amber Connect Vehicle Management Software
6. Procurement of Asset Management System
7. Implementation of Commendation & Complaints System
8. Acquisition of Mobile Command Center
9. Implementation of HR Self-Care System (My HR Plus)
10. Procurement of Network Connectivity Equipment for 220 Police Facilities
11. Installation of Smart Check Tablets in Service Vehicles
12. Expansion of Internet Connectivity to Stations
13. Installation of CCTV in major Lockups and Reception Areas
14. Expansion on Video Conferencing in Courts
15. Deployment of Video Surveillance Systems in Public Spaces (Jamaica Eye)
16. Roll out of JCF Wellness Mobile Application

### Technology Projects Completed

1. Upgrade of JCF Microwave network
2. Upgrade of 119 Network
3. Establishment of Data Center
4. Expansion of Computer Aided Dispatch (CAD) Design
5. Upgrade of the Automated Palm & Fingerprint Identification System (APFIS), now Multiple Biometrics Identification System (MBIS)
6. Relaunch of JCF Website





Additionally, the Technology Branch developed and deployed several web-based applications to improve our internal response and accountability capabilities:

**BudgetPrep Finance Application** is used to log requests for items from divisions, areas, branches and other formations within the JCF.

**Commitment Register Finance Application** is used to track funding requests and approvals.

**PMMD Help Desk Application** is used to record and track request for services

**Technology Branch Help Desk Application** is used to record requests for services

**OpsInsight Application** is used to collect and store data on all operational activities across the island.

**CrimeStats Application** is used to collect and store crime data from all geographical divisions. Additionally, this application can provide various incident related reports.

**File Tracking Application** allows for tracking of files received or dispatched throughout the entire organization

**Mobile Device Management System Application** keeps an inventory of CUGs and SIM cards.

**Police Lookup Application** is primarily utilized by Police Emergency to respond to queries for Serving Police Officers

**GIS Crime Dashboards Application** provides data visualization in the form of a dashboard containing maps, data, graphs and charts.

# STAKEHOLDER ENGAGEMENT:



The consistent and deliberate engagement of our stakeholders is a significant part of our effort in delivering an effective policing service to the people of Jamaica, particularly at this juncture of extensive Force transformation and modernization. Our engagement with both internal and external stakeholders has not only facilitated the exchange of information but also presents an opportunity for areas of concern and associated risks to be identified and response strategies developed through mutual agreement.

As we develop our engagement strategies to better understand the expectations and identify opportunities to enhance public safety and security through stakeholder participation, we continue to foster open dialogue with a diverse group of internal and external partners.

## Divisional Visits

As part of our effort to enhance employee engagement and experience, we continue to create various platforms and avenues to educate and empower our membership as well as to understand their concerns and proposed solutions.

Visits to geographic divisions, formations and branches continue to create opportunities for our members to understand the JCF's vision and the role they play in the process, as well as to address the concerns they share during these visits.



### Engaging our Staff Associations

Our staff associations – Police Officer's Association, Jamaica Police Federation and the United Association of District Constables are our advocates for the wider membership of the JCF. We continue to have structured and unstructured dialogue with these groups to share information, solve problems and work together to improve the lives of members.

### Press Briefings

As part of our commitment to keeping both internal and external stakeholders informed about matters pertaining to policing and security, we have scheduled virtual press briefings streamed live across our social media platforms and uploaded to our YouTube page.

In addition to updating our public on Force developments, crime and security and other matters, it also provides an opportunity to respond to enquiries from the media and the public.



### Stakeholder Fora

One of the modalities of engaging our external stakeholders, particularly our local partners has been discussion sessions hosted at the Office of the Commissioner. We have engaged Media Editors, Entertainers, Business Leaders and other Public Officials via this medium where matters on crime and violence as well as developments within the Force are highlighted. Issues ranging from legislative reform, bail and sentencing to youth empowerment are discussed with a view of devising strategies to influence the changes required at the national level.



### Cooperation with International Partners

At the regional and international level, we continue to broaden our relations with law enforcement entities across several countries including CARICOM, Canada, United Kingdom, United States and the wider Americas – with whom Jamaica shares a similar criminal landscape. The partnerships have facilitated greater security cooperation in areas of mutual interest, with the development of framework agreements and MOUs.





### Communications Campaign

The rebuilding of the JCF's communications machinery involves the development of strategies that highlight the strides we are making in delivering a quality service to the public in order to build public confidence and trust

The strategies were specifically designed to combat the 'informa fi dead' culture and influence greater citizen participation to support the police in combating crime.

The robust social media campaign programme that commenced in February 2022, has gained significant public interest and involvement. We are seeing an improvement in the police-citizen interaction and their willingness to share information with the Police, using the various social media outlets available.



### “Get Every Illegal Gun”

In February 2022, a national “Get Every Illegal Gun” campaign was launched. With deliberate content curation and audience targeting, key messages were developed and shared across our social platforms.

The innovative messaging style has been very effective in keeping the conversation about guns, gunmen and gangs current across the population. As April 2022, data showed in improvement in the public involvement in the safety and security of our communities. There was an overall 98% increase in tips to Crime Stop, with majority of those tips related to guns, gunmen and gangs.



### “Wanted Wednesdays”

Through our Wanted Wednesdays Campaign on social media, we have captured over 30 wanted men featured on the campaign for the January to April 2022 period.

### Social Media Growth

The social media campaigns have resulted in significant increases in our social media following.





# CONCLUSION

We are changing at an unprecedented rate as a Force. The strategies, programmes and plans that were brought into effect since 2018 are bringing the organisation in line with what is expected of a modern Police Force. We are introducing new initiatives and expanding existing ones as the demand for policing services continues to increase and evolve.

The Covid-19 global pandemic presented new opportunities for creativity and innovation but also caused major delays in the roll-out of some of our key projects. We are now regaining momentum and forging ahead with resolve, enthusiasm and dedication. We are focused on the continued execution of the plans geared towards developing Force capability and capacity, reducing crime and violence and improving public order.

With adequate budgetary allocation, legislative support and the creation of the right conditions for our members to deliver efficient and effective policing services, we will be better equipped to serve, as we continue to build a Police Force we can all be proud of.

**COMPLAINTS AND COMMENDATION  
SYSTEM (CITIZEN'S PORTAL)**

**MY HR PLUS**

**MEDAL AND AWARDS SYSTEM**

**C5 CENTER**

**JCF MEDICAL PRIORITY PROTOCOL &  
EMERGENCY MEDICAL APP**

**ONBOARDING  
SOON...**



The Jamaica Constabulary Force  
Corporate Communications Unit 2022