

Appendix

Survey of the Opinions of Members of the JCF on Police Reform

Attitude to Crime Scale

On a scale of 5 to 1, where 5 is strongly agree; 4, agree; 3, neutral; 2, disagree; and 1, strongly disagree, please state your attitude to the following statements.

λ1. Unemployment is the most important cause of crime.	5	4	3	2	1
λ2. Property crimes such as burglary are due more to lack of opportunities than to greed.	5	4	3	2	1
λ3. Crime is more often due to defects in Jamaican society, than character defects in the offender.	5	4	3	2	1
λ4. Crime in Jamaica stems mainly from a breakdown of discipline in the society.	5	4	3	2	1
λ5. Crime is largely due to an excess of freedoms in the society.	5	4	3	2	1
λ6. Most hardened criminals are destined to be that way.	5	4	3	2	1
λ7. Most hardened criminals were born (genetic) to be that way.					
λ8. In order to reduce crime, the top priority of the government should be to:					
a. create more economic opportunities for youth in the inner city areas					7
b. increase the size of the JCF					6
c. depoliticize the JCF					5
d. impose curfews, roadblocks, etc.					4
e. resume hangings					3
f. improve community participation in fighting crime					2
g. increase the powers of the police					1
h. other					0

Attitude to Law Enforcement

- λ9. People breaking the criminal law should be given stiffer sentences. 5 4 3 2 1
- λ10. For some crimes the death penalty is the most appropriate sentence. 5 4 3 2 1
- λ11. Gun crime offenders should receive the death penalty. 5 4 3 2 1
- λ12. There should be more noncustodial sentencing for minor offences. 5 4 3 2 1
- λ13. Gun criminals should be summarily executed. 5 4 3 2 1
- λ14. Vigilante justice is sometimes appropriate. 5 4 3 2 1
- λ15. The criminal justice system usually obstructs the work of the police. 5 4 3 2 1
- λ16. The law should be enforced even if it is wrong. 5 4 3 2 1
- λ17. The possession of small quantities of ganja should be decriminalized. 5 4 3 2 1
- λ18. Some criminal laws are often unenforceable. 5 4 3 2 1

Attitude to Citizens' Rights

- λ19. People should be allowed to organize and to protest against government. 5 4 3 2 1
- λ20. Excepting during a state of emergency, the police should not be allowed to enter private homes without a warrant. 5 4 3 2 1
- λ21. The police should be allowed to detain suspects without charge for more than 72 hours. 5 4 3 2 1
- λ22. The Deportee Act is too restrictive of the rights of the individual. 5 4 3 2 1
- λ23. In order to reduce crime, citizens should be prepared to sacrifice some of their present rights and freedoms. 5 4 3 2 1
- λ24. The state should provide a better legal aid service. 5 4 3 2 1

Attitude to the Reform of the JCF

- λ25. The JCF is too politicized. 5 4 3 2 1
- λ26. The JCF is too hierarchical; there should be freer exchange of information across divisions. 5 4 3 2 1
- λ27. The JCF is too centralized; too much power is concentrated at the JCF High Command. 5 4 3 2 1
- λ28. Most police personnel tend to adopt too adversarial an approach in their professional contacts with the public. 5 4 3 2 1
- λ29. How do you rate the public image of the Force? 5 4 3 2 1

- λ30. The poor image of the Force is caused by:
- a. the press 6
 - b. inadequate defence of the Force by its leadership 5
 - c. a few “bad eggs” 4
 - d. the improper behaviour of many of its personnel 3
 - e. failure of the High Command to ensure discipline 2
 - f. other 1
- λ31. Attempts to change the Force will only make things worse. 5 4 3 2 1
- λ32. To get a good Force it is necessary to improve the quality of recruits. 5 4 3 2 1
- λ33. To get a good Force it is necessary to purge the “bad eggs”. 5 4 3 2 1
- λ34. To get a good JCF it is necessary to replace at least half of the Force. 5 4 3 2 1
- λ35. To get a good Force it is necessary to replace at least half of the present officer corps. 5 4 3 2 1
- λ36. To get a good Force, a new Force should be created. 5 4 3 2 1
- λ37. The JCF should be merged with the JDF. 5 4 3 2 1
- λ38. Do you think the Force should remain as is, undergo some change, be fundamentally changed?
- a. basically remain as is 4
 - b. some change 3
 - c. fundamental change 2
 - d. other 1

Control and Accountability

- λ39. Have you ever been brought before an internal court on disciplinary charges?
- Yes 1 No 2 (if no, skip to λ40)
- b. How many times _____
 - c. When was the last time (to the nearest year)? _____
 - d. What were the charges on the last occasion? _____
 - e. What was the outcome?
 guilty 1 not guilty 2
- λ40. An Internal Affairs Unit charged with the responsibility to investigate corruption within the Force has been formed. How do you feel about this? 5 4 3 2 1
- λ41. Most police personnel can easily evade the systems of accountability to their supervisors. 5 4 3 2 1
- λ42. Community consultative committees will help to improve the ability of the Force to fight crime. 5 4 3 2 1

- λ43. The citizens' consultative committees should receive regular reports on the performance of the Force within their area. 5 4 3 2 1
- λ44. Consultative committees should set the operational priorities for the divisions. 5 4 3 2 1
- λ45. The JCF should be more accountable to the public. 5 4 3 2 1
- λ46. The JCF Act should be changed to reduce the powers of the minister. 5 4 3 2 1
- λ47. How do you feel about the present method of appointing the commissioner of police? 5 4 3 2 1
- λ48. The commissioner of police should be appointed by:
- a. an internal board 4
 - b. external independent 3
 - c. bipartisan committee 2
 - d. other 1

Recruitment and Bureaucratic Culture

- λ49. The ranks of A/Cpl and ASP are being phased out. Do you agree or disagree with this? 5 4 3 2 1
- λ50. The hierarchy should be further flattened by reducing the number of remaining ranks. 5 4 3 2 1
- λ51. Decision making at all levels should be more participatory. 5 4 3 2 1
- λ52. Which of the following do you think (a) is and (b) ought to be the main factor in promotions?
- | | (a) | (b) |
|------------------------------|-----|-------|
| | Is | Ought |
| a. seniority | 1 | 1 |
| b. level of formal education | 2 | 2 |
| c. experience | 3 | 3 |
| d. managerial competence | 4 | 4 |
| e. performance | 5 | 5 |
| f. other | 6 | 6 |
| g. politics | 7 | 7 |
- λ53. How do you feel about increasing the age limit for new entrants to the Force to 40 years? 5 4 3 2 1
- λ54. How do you feel about the proposal that the age of retirement be lowered? 5 4 3 2 1
- λ55. More effort should be made to activate the direct entry programme. 5 4 3 2 1

- λ56. The divisions should be allowed greater autonomy or independence. 5 4 3 2 1
- λ57. The JCFHQ should not interfere in operational planning at the divisional level. 5 4 3 2 1
- λ58. The divisions should be allowed greater scope for long-term (strategic) planning. 5 4 3 2 1
- λ59. More females should be recruited to the Force. 5 4 3 2 1
- λ60. More females should be promoted to the senior ranks (that is, above superintendent of police). 5 4 3 2 1
- λ61. More civilians should be employed in the Force. 5 4 3 2 1
- λ62. Civilian employees should be given wider responsibilities within the Force. 5 4 3 2 1
- λ63. The post of CP should remain open to persons from outside the Force. 5 4 3 2 1
- λ64. It should be made easier for gazetted officers to be fired for nonperformance. 5 4 3 2 1

Police Style

- λ65. A police force functions most effectively when it is organized along paramilitary lines. 5 4 3 2 1
- λ66. Given the level of violence in Jamaica, the police need to be organized along paramilitary lines. 5 4 3 2 1
- λ67. The military aspects of recruit training, such as field craft, are being de-emphasized. Do you agree or disagree with this? 5 4 3 2 1
- λ68. It is wrong to detain people *en masse* for processing. 5 4 3 2 1
- λ69. Curfews and house to house searches are often pointless. 5 4 3 2 1
- λ70. Stop and search is too often done without sufficient grounds for suspecting the person(s) stopped. 5 4 3 2 1
- λ71. Which of the following tactics would you consider the most effective in dealing with crime?
- random motorized patrols 1
 - neighbourhood foot patrols 2
 - raids/curfews/roadblocks 3
 - responding to calls 4
 - community service/policing 5
- λ72. The military should be used for fighting crime in Jamaica:
- not used at all 5
 - at a much reduced level 4
 - at the present level 3
 - at an increased level 2
 - become totally involved 1

- λ73. The police tend to use too much violence in dealing with suspects (5= too much, 1 = too little, 3= just enough). 5 4 3 2 1
- λ74. Citizens should be more involved in policing their communities. 5 4 3 2 1
- λ75. How do you feel about the Neighbourhood Watch programme? 5 4 3 2 1
- λ76. Neighbourhood Watch committees should have police supervised access to firearms. 5 4 3 2 1
- λ77. Community beat patrol is very important (5), important (4), unimportant (2), very unimportant (1). 5 4 3 2 1
- λ78. The role of the Neighbourhood Watch should be restricted to being “the eyes and ears of the police”. 5 4 3 2 1
- λ79. Advanced police technology is the most important thing needed by the JCF to reduce crime. 5 4 3 2 1
- λ80. The acquisition of better surveillance equipment is the most important thing needed to improve the JCF’s intelligence capability. 5 4 3 2 1
- λ81. Community policing will make the police easier targets for criminal violence. 5 4 3 2 1

Attitudes to Police Deviance

- λ82. Most members of the JCF are corrupt. 5 4 3 2 1
- λ83. Most members of your unit are corrupt. 5 4 3 2 1
- λ84. Most members of the JCF officer corps are corrupt. 5 4 3 2 1
- λ85. Most senior officers are corrupt. 5 4 3 2 1
- λ86. Every one has a price. 5 4 3 2 1
- λ87. On a scale of 5 to 1 (where 5 = high, and 1 = low), how do you rate the level of tolerance of corruption in your immediate work centre? 5 4 3 2 1
- λ88. What do you think of the following as major reasons for police corruption?
- a. poor salaries 5 4 3 2 1
 - b. the efforts by the public to bribe the police 5 4 3 2 1
 - c. police frustrations with the inefficiency and corruption of the justice system 5 4 3 2 1
 - d. pressure from one’s peers within the Force 5 4 3 2 1
 - e. pressure from supervisors and officers 5 4 3 2 1
 - f. other 5 4 3 2 1

- λ89. Which of the following do you think is most effective method of controlling corruption within the Force:
- a. increased salaries 1
 - b. better recruits 2
 - c. better quality officers 3
 - d. harsher sanctions against members of the public who attempt to bribe/corrupt police personnel 4
 - d. a better system of accountability 5
 - e. other 6

Use of Force

- λ90. Have you ever been shot at by gunmen?
 Yes 1 No 2 (if no, skip to λ92)
- λ91. When was the last time you were shot at?
- a. within the last 6 mths 1
 - b. within the last year 2
 - c. within the last three years 3
 - d. more than 3 years 4
- λ92. Have you ever been shot and hit by gunmen?
 Yes 1 No 2
- λ93. Have you ever shot at a suspect?
 Yes 1 No 2 (if no, skip to λ95)
- λ94. When was the last time that this occurred?
- 1–6 months 1
 - 7–12 months 2
 - 1–3 years 3
 - 3+ years 4
- λ95. How many arrests did you make during the period January–June?
- none 1
 - 1–2 2
 - 3–5 3
 - 6+ 4
- λ96. Of these how many cases were brought before the courts? _____
- λ97. How many convictions secured? _____

Attitudes to the Process of Reform

- λ98. Have there been any significant changes within your department since Commissioner MacMillan took office?
 Yes 1 No 2 (if no, skip to λ100)

- λ99. Have these changes been mainly positive (5) or negative (1)? 5 4 3 2 1
- λ100. MacMillan is doing a very good (5), fair (3), very poor (1) job? 5 4 3 2 1
- λ101. How do you rate his handling of corruption within the Force? Very good (5), fair (3), very poor (1). 5 4 3 2 1
If fair to poor, why?
- violation of due process 1
 - act on weak evidence 2
 - victimize cops because of their lifestyle 3
 - other (name) _____ 4
- λ102. In your experience, do you think the following have got better (5), worse (1) or remained the same (3) since the new commissioner of police?
(For [c.] and [d.]: decreased = 5, increased = 1.)
- discipline within the Force 5 4 3 2 1
 - ability to control crime 5 4 3 2 1
 - party activism within the Force 5 4 3 2 1
 - political manipulation of the JCF 5 4 3 2 1
 - public support for the JCF 5 4 3 2 1
 - promotions at the officer level 5 4 3 2 1
 - promotion at the other ranks 5 4 3 2 1
 - accelerated promotion 5 4 3 2 1
- λ103. Would you approve or disapprove of an extension of his contract for an additional two years? 5 4 3 2 1