



Commissioner's Policing Plan for 2012

Content - Policing Plan 2012

Foreword by Commissioner
Mission/Values/Guiding Philosophy

Strategic Priorities for 2012:

1. Tackling Crime and Allaying the Fear of Crime
2. Improving Community Safety
3. Engaging our Young People
4. Enforcing the rules of the Road
5. Protecting our Borders
6. Professionalizing the Service

Measuring our success
Delivering the Plan

Foreword by Commissioner of Police

I am pleased to present the policing plan of the Royal Bahamas Police Force (RBPF) for the calendar year 2012. This plan is very similar to our policing plan for 2011 as we have retained many of the excellent initiatives which paid good dividends for us in 2011. Further, we have listened carefully to what members of our communities have said and we have likewise given attention to the sentiments expressed by members of the Force.

I believe that this is a plan which will deliver good results in 2012 and I am happy to note that it reflects the wishes of the people we are sworn to serve – the people of The Commonwealth of the Bahamas. I feel very confident that with the full support and involvement of our citizens and residents, we can effectively stem the tide of adverse behavior and criminality which continues to afflict us and which has cast a dark shadow over our national landscape. I therefore invite all of our people to join hands and hearts with us as we, together, make our best contributions to restoring peace, safety and security to our communities. We need everyone to play an effective role and to make a positive difference in the lives of our people and in the life of our country.

The men and women of the Royal Bahamas police Force remain committed to their sworn mandate to maintain law and order, preserve the peace, prevent and detect crime, apprehend offenders and to enforce all Laws with which they are charged within The Commonwealth of The Bahamas. They will not relent in performing their duties and we will spare no effort in interdicting and arresting those among us who seek to destroy our peaceful way of life and the good reputation of our country.

We launched many effective initiatives in 2011 beginning with “Operation Rapid Strike.” This signature operation galvanized officers all across the Force and, together, we took five hundred and forty one (541) illegal weapons out of the hands of criminals in The Bahamas along with 11, 880 rounds of illegal ammunition! In my Commissioner’s Report for the year ended 2011, I will further extol the benefits of initiatives such as Rapid Strike and many more which have assisted us in maintaining national security despite the many challenges we faced.

In the face of very difficult challenges and threats, I have asked our officers to be respectful of the rights of all citizens and residents of the Bahamas but to also be firm, resolute, focused, and committed to the task at hand. The task of which I speak is to restore peace and civility to our communities. Our officers

are highly trained, well equipped, and they are constantly reminded of their mandate, which is to enforce all laws of the Commonwealth of the Bahamas.

As Commissioner, I want to repeat the appeal which I made when we launched “Rapid Strike” in January of 2011. I again ask all persons that are involved in the unlawful possession of firearms, vehicular thefts, stabbings, armed robberies, breakings, drug peddling and all other acts of criminality to cease and desist. To parents, family members, and acquaintance of persons involved in the underworld of crime; do all in your power to encourage these individuals to make an about turn and join all law abiding citizens in building a better Bahamas, where we can all live without the occurrence of crime and the fear of crime.

I wish to offer my thanks and appreciation to the dedicated, loyal, courageous, honest and industrious men and women of the Royal Bahamas Police Force who I believe will embrace 2012 with optimism and a firm desire to make our country a safer place to live, visit, work, and play.

TACKLING CRIME AND ALLAYING THE FEAR OF CRIME

We recognize the need to continue efforts to discourage crime in all forms. Our primary focus will be on interdicting and charging persons who demonstrate little or no respect for the laws of the country and who commit offenses in our communities. Members of the Force will recommit themselves to their mandate to prevent and detect crime, maintain law and order and to enforce all laws with which they are charged in The Commonwealth of The Bahamas.

Therefore we will:

1. Continue to recruit police officers and deploy them to frontline policing upon graduation. This will be done in concert with continual assessment of the establishment and strength of the Force.
2. Increase the number of officers assigned to investigations in various specialist areas of the Force who are required to deal with serious crimes such as, murders, grievous harm, shootings, stabbings, armed robberies, rape and property crimes.
3. Continue to deploy intelligence led policing strategies to prevent crimes and to arrest persons who commit crimes. This will include building capacity in the Central Intelligence Bureau (CIB), Drug Enforcement Unit (DEU), Security and Intelligence Branch (SIB), Interpol (NCB), and the Central Detective Unit (CDU).

4. Encourage the adoption of intelligence awareness by ALL members of the Force and facilitate the submission of information by them that can be converted to actionable intelligence.
5. Continue to target prolific offenders with a view to arresting them and taking them before the Courts.
6. Encourage all officers to address and deal immediately and effectively with ALL acts of criminality both minor and major
7. Continue to mobilize our Selective Enforcement Teams to disrupt criminal gangs and organized crime groups.
8. Build capacity in the Drug Enforcement Unit and further deploy trained drug enforcement officers where potential for drug activities exists in communities across The Bahamas.
9. Further build capacity in the Central Detective Unit with particular emphasis on Homicide investigations, Cyber-crimes, Business and Technology Crimes, and Sexual Offenses.
10. Provide exposure and training to detectives and to officers assigned to specialist areas of the Force.
11. Strengthen divisional command and build capacity so that police officers in uniform are better trained and deployed for greater effectiveness and crime fighting activities. Police Officers in uniform must be seen on the streets and in neighborhood to allay the fear of crime and to deter crimes from occurring.
12. Re-organize and restructure divisions and departments, in line with Force Policy, so that the best use is made of police manpower and resources.
13. Continue to provide the best equipment to police officers and members of the Force to improve their level of safety and enable them to perform their duties with confidence.
14. Complete the modernization of the Force's Communications network to improve call taking and dispatching services on behalf of citizens and residents.
15. Continue to seek to upgrade the Force's Information Technology platform to give officers the best opportunities to interdict crime by the use of secure, robust, and efficient INTRANET and INTERNET facilities and services.
16. Continue to upgrade, maintain, and efficiently manage the Force's fleet of vehicles, boats, and Aircraft.
17. Continue to work closely with the Office of the Attorney General to ensure that criminal case files are properly completed so as to facilitate successful prosecutions.
18. Continue to work closely with the Courts by providing support and security for Judges, Magistrates, and the physical spaces of the Judiciary and Courts.

19. Continue to assist the Courts with pre-sentencing reports and antecedents of persons who are charged and arraigned for criminal trials.
20. Work closely with Her Majesty's Prisons (HMP) and provide support for offender reentry initiatives by HMP and other Government and Non-Governmental Organizations (NGO's).
21. Refocus on "hot spots" in New Providence, Grand Bahama, and the Family Islands and launch initiatives to disrupt criminal activities so as to restore safety and security to these areas.
22. Target known drug houses and habitats of drug traffickers and peddlers and apply the full sanctions of the law against this nefarious activity.
23. Refocus on prolific car thieves and disrupt their activities at suspected and known "chop shops."
24. Build capacity in the Criminal Records Office (CRO) and strengthen the Scenes of Crime responses to interdict and reduce property crimes.
25. Continue efforts to complete renovations for a remodeled and purpose built Forensic Science Laboratory at Police Headquarters.
26. Reactivate the Detective Training and specialist schools at the Police Training College Nassau and move with haste to retrain detectives and potential transferees to the Central Detective Unit.
27. Increases the manpower assigned to the Firearms Tracing and Investigation Unit (FTIU), at CDU, and provide further training in the interdiction of firearm offenses.
28. Launch a Cybercrime Investigations Unit (CIU) at CDU to focus exclusively on Computer, Internet and other forms of Hi- Tech crimes.
29. Continue to build capacity and improve the performance of the Justice Protection Unit (JPU).
30. Continue to mount specialist operations, led by Senior Officers, to interdict crime and to disrupt criminal activities in communities.
31. Improve the effective supervision and management of investigation case files.
32. Ensure the immediate entry and update of case files on the AS/400 Computer to facilitate more efficiency in the supervision and management of cases. This is critical to support the Integrated Justice System of The Bahamas.
33. Follow-up with victims of crime and provide updates at various stages of the investigations (Victim Care).
34. Support the implementation of an Integrated Justice Solution to improve networking and efficiency between key sectors of the justice system in The Bahamas.

35. Continue to work closely with the OAG to improve case file preparation and procedures to facilitate speedier trials through use of the Voluntary Bill of Indictment (VBI).
36. Support the implementation of an Integrated Justice Solution to improve networking and efficiency between key sectors of the justice system in The Bahamas.
37. Improve case file preparation to reduce the time between arrest and prosecution (especially for gun crimes, serious harm, and similar offences).
38. Select and train crime analysts and deploy them to major police Divisions (including CDU and DEU) to analyze crime trends and to employ business analytics in support of our Predictive Policing initiatives.
39. Make crime data available to academic researchers for analysis (COB, tertiary institutions).
40. Work to develop a juvenile liaison scheme which will allow Police Officers to work with at risk youth, upon their initial contact with law enforcement, as opposed to charging them before the Courts for various minor offences.
41. Continue to support and assist with the implementation of Electronic Monitoring (EM).
42. Continue to support and assist with the implementation of CCTV.
43. Continue advocacy for on-going drug and mental health treatment programs at HMP and other detention facilities in The Bahamas

IMPROVING COMMUNITY SAFETY

Our experiences over the past two years have convinced us that community involvement and mobilization is critical to improving community safety. We therefore note the need for partnerships at all levels of the community so that the common goal of keeping our communities safe is a priority for every citizen and resident of the country. There is much work to be done and there are excellent opportunities to get this work done.

Therefore we will:

1. Continue to encourage the formation of neighborhood crime watch groups and work closely with such groups to keep communities safe.
2. Explore new methodologies and tools to further empower neighborhood watch groups and communities as they seek to contribute more in keeping their communities safe.
3. Improve and develop the Force's website by incorporating online tools that will provide timely information and notification to the public relative to crimes that are occurring or might occur in their communities.
4. Continue to work closely with the Christian Council and ALL Churches.

5. Continue visits and speaking engagements to service clubs and community groups.
6. Continue our support for PACE, We the People, Bahamas Against Crime, BASH, LEAD, The Salvation Army, Great Commission Ministries, and all other legitimate Civic Organizations, service clubs, community associations and groups.
7. Work closely with the Chamber of Commerce and other business groups to provide advice and guidance on proactive crime fighting initiatives.
8. Continue to encourage the adoption of Crime Prevention Through Environmental Design (CPTED).
9. Re-establish links and work closely with the Boys and Girls Brigades, the Scouts organization, and all other youth organizations.
10. Work with the College of The Bahamas to develop and administer Community Safety Surveys and determine responses to problems highlighted. This will include the provision of statistics and selected reports to COB.
11. Encourage community cleanup campaigns to remove derelict vehicles, abandoned buildings, and to clear away debris and overgrown shrubs in Neighborhoods.
12. Continue the radio program "Policing Today" with particular focus on Crime Prevention and Community safety.
13. Continue to build capacity in our Public Affairs and Communications Office (PACO) and maintain open dialogue with all sectors of the media.
14. Continue walkabouts by Divisional Commanders and their teams on a weekly basis or as often as required.
15. Build capacity in the National Crime Prevention Office and seek ways to improve the provision of services to the Bahamian Public.
16. Implement Community Based Policing (CBP) programs, consistent with the overall CBP philosophy of the Force, at ALL policing Divisions in The Bahamas and align this with the Community Policing remit at each divisional police station.
17. Establish a distinct Victim Support Unit (VSU) at Each Divisional Police Station in New Providence and Grand Bahamas and align this with the Crime Management remit at each divisional police station.
18. Give greater focus to crime prevention and launch crime prevention initiatives that will, hopefully, prevent crimes from happening in the first place.

19. Continue our neighborhood policing initiatives and encourage every police officer to embrace the concept of neighborhood policing and play a role in engendering community support. This role must not be reserved for just a few officers on each policing division. Every police officer must see him or herself as a neighborhood (community) police officer.
20. Work at closing the demand gap by embracing a “citizen focused” approach which involves active listening and taking into account the views of community members.
21. Deploy civilian support staff members in departments and sections of the Force where they are best suited and release trained police officers to return to operational police duties.
22. Enhance police visibility in the communities by outfitting selected officers with department approved “high visibility safety vests”.
23. Continue the detailing (use of high visibility decals) on police cars, motorcycles, and sundry motorized equipment to enhance police visibility and reduce the fear of crime.
24. Encourage members of the public to make full use of our crime stoppers hotline.
25. Inform potential offenders about the consequences of a life of crime and sensitize them to the harm that crime causes to entire communities.
26. Develop a pro-active and effective publicity and advertising campaign to heighten awareness among our people about the ill effects of crime.
27. Refresh details of wanted persons (on a daily basis and as often as required) and conspicuously post their pictures in public places, on television, the internet, and in newspapers. It is important that members of the public are aware of potentially dangerous persons who may continue to offend if not arrested.
28. Encourage the public to embrace Closed Circuit Television (CCTV) technology so that it will be further expanded and used as an effective deterrent and detection measure throughout our various policing districts.
29. Encourage the continued deployment of CCTV in the downtown core to protect our tourism product.
30. Introduce CCTV in all of the Divisional Police Stations in New Providence and Grand Bahama to improve officer safety and custody suite management.
31. Enforce the laws governing loud music, and the sale of alcohol to minors.
32. Encourage restrictions on the granting of licenses for music and dancing in public places particularly in neighborhoods. Applicants will be encouraged to host their events at properly regulated indoor venues such as hotels, convention centers, and selected national venues.
33. Refuse permits to promoters of outdoor concerts who indiscriminately create distress to communities and fuel social strife.

POSITIVELY ENGAGING OUR YOUNG PEOPLE

We have had extremely good experiences in relating to our young people in schools and in the wider community. We are aware of the need to continue to positively interact with young people and to provide them with positive opportunities to learn, grow, and to have fun. In our view, nothing is more important than holding out hope to our young people and positively influencing them to make good choices for their futures and for the future of The Bahamas.

Therefore we will:

1. Continue our Summer Youth Program and maintain its duration for six weeks over the summer holidays.
2. Continue the development of existing Community Crime Prevention Youth Bands (CCPYB) and encourage the formation of similar bands in each of the seven divisions in New Providence, the four divisions in Grand Bahama, and in the family Islands.
3. Launch the Police Athletic League (PAL) in collaboration with "We the People."
4. Continue the School Liaison Program.
5. Continue the anti-drugs and anti- crime (Don't Cell your life) presentations in all schools in The Bahamas in collaboration with the National Anti-Drug Secretariat.
6. Continue the RBPF 242 signature program in schools agreed by the Ministry of Education.
7. Continue speaking engagements at churches, schools, social and civic clubs, service clubs and community groups.
8. Continue charitable work in aid of homes for the aged, schools for disadvantaged children, and in the wider community.
9. Conduct careers day fairs to attract potential recruits to the Royal Bahamas Police Force.
10. Continue the RBPF Cadets program and seek to increase the complement of Cadets.
11. Seek to establish a Community Support Fund (CSF) to offset the cost of the police summer youth program and to fund a myriad of initiatives which we manage over the course of the year in full support of our children.
12. Launch a Ride with Pride (RWP) program to support young bicyclists during weekends and summer breaks. This will be done in collaboration with the relevant Government and private sporting organizations.
13. Continue to support Freedom Farm Baseball Program

14. Dedicate resources to support the Bahamas Football Associations' efforts to engage young people in communities across the Bahamas in their quest for healthier lifestyles and positive youth engagement
15. Continue to work with the Christian Council of The Bahamas and the Churches to encourage counseling and support services for children who have been exposed to serious crimes committed in their homes, schools, and communities. This support should extend to the provision of victim support services for families and children who have been directly injured as a result of crime.
16. Facilitate counseling and support for children whose parents, guardians, and relatives are arrested and incarcerated for the commission of a crime.
17. Encourage Divisional Commanders to build close relationships with all schools in their policing areas.
18. Launch the "adopt a school program" in partnership with the Ministry of Education and collaboratively design and deliver conflict resolution and anger management seminars for all schools.
19. Work with the Ministry of Education to design and deliver conflict resolution and anger management seminars for all schools.
20. Work closely with the Ministry of Education and all schools to educate students and young people about crime and personal safety.

ENFORCING THE RULES OF THE ROAD

We have listened carefully to the complaints by well-meaning residents and citizens of the country who decry the lawlessness seen on our streets by motorists and other road users. We have also noted the blatant disregard for traffic signals, road signs, and traffic laws, and general rules and regulations intended to facilitate road safety. Added to this level of lawlessness is an emerging propensity for road rage and disputes arising from a lack of courtesy among road users.

Therefore we will:

Continue to mobilize all of our resources to interdict traffic offenders and place them before the Courts. All police officers will be required to ticket traffic offenders and assist with traffic management (Investigating road accidents and keeping the streets clear of obstructions).

1. Focus on motorists who continue to ignore the laws related to tinted windshields and side windows.
2. Focus on motorists who defy the traffic light signals and run the “red light” with perceived impunity.
3. Target vehicle owners who ply the streets in uninsured and unlicensed vehicles
4. Target underage drivers who operate vehicles without a learner’s permit and prosecute Vehicle owners who permit this type of infraction.
5. Target drivers who drink alcoholic beverages and drive and those who drive under the influence of other stupefying drugs
6. Target operators of heavy vehicles who travel with insecure loads and who cause damage to public property.
7. Target persons who operate vehicles at a speed above the allowed speed limit.
8. Target motorcycle riders who ride without helmets and whose cycles are modified in such a way that they are extremely noisy and constitute a nuisance to the general public. Riding these machines in a dangerous fashion and “pop wheeling” on main streets and in public places will attract the fullest attention of the police who will take effective action against such offenders.
9. Target vehicles whose license plates are obscured by the addition of unauthorized cosmetic screens and other devices
10. Target vehicles with modified headlights which cause a blinding effect on other road users (unauthorized lights)
11. Target illegal roadside garages and prosecute offenders.
12. Work with the Department of Environmental Health to target and remove abandoned vehicles on streets and on vacant lots.
13. Continue to deploy police officers to busy intersections, junctions and high traffic areas where traffic violations are committed with frequency.
14. Maintain, and where possible, increase the number of police motorcyclists for patrols of the streets of New Providence, Grand Bahama and the Family Islands.

15. Deploy dedicated accident prevention and investigation units in New Providence and Grand Bahama.
16. Improve publicity, in conjunction with the Road Traffic Department, to prevent traffic accidents and traffic infractions. This will include safety advice to pedestrians and operators of vehicles.
17. Reduce the high number of fatalities by prevention advice, targeting of speeders, focusing on people who drink and drive, and interdiction of persons who do not fasten their seat belts while in a moving vehicle.
18. Enforce all aspects of the Road Traffic Act and its regulations.

PROTECTING OUR BORDERS

Dynamic changes across the globe and more particularly in Southern and Central America and neighboring Caribbean Countries necessitate that we remain vigilant in protecting our borders. We therefore remain alert to emerging global and regional threats and we plan appropriately to ensure that our interdiction strategies are likewise dynamic and effective.

We understand the ramifications of a variety of existing and emerging threats not limited to migrant smuggling, illicit drug trafficking and light arms smuggling hence we will continue to strengthen our resolve and our ability to respond in the face of these threats.

Therefore we will:

1. Continue to enhance the capacity of our Marine Support Services Branch (MSSB) in New Providence and provide resources and support to Marine Support Services Units (MSSU) in Grand Bahama and the Family Islands.
2. Purchase additional assets to improve the efficiency and effectiveness of our marine interdiction efforts.
3. Build capacity in the Security and Intelligence Branch and the Criminal Intelligence Branch.
4. Further develop the Anti-Terrorism Unit and the Explosive Ordinance Detection Section.
5. Strengthen our relationships with Heads of Other Law Enforcement Agencies (HONLEA).
6. Strengthen our relationships with regional and international partners.
7. Further develop our Air Support Services Branch.
8. Strengthen travel control protocols and encourage target hardening at major ports of entry (Air and Sea)
9. Maintain and improve our membership status with Interpol.

10. Continue to build on the existing positive relationships that we have cultivated with our international law enforcement partners and explore new ways of improving.
11. Continue to support our regional law enforcement partners by full participation in the Association of Caribbean Commissioners of Police (ACCP) and other regional bodies.
12. Continue our participation in the meetings of the International Association of Chiefs of Police (IACP).
13. Seek associate membership with the Canadian Association of Chiefs of Police (CACP).
14. Continue our participation and membership in the National Organization of Black Law Enforcement Officials (NOBLE).
15. Continue our participation and seek membership in the Association of Public Safety Communications Officials (APCO).
16. Work closer with other law enforcement agencies in The Bahamas such as the Royal Bahamas Defense Force, Her Majesty's Prison Service, Customs, Immigration, Road Traffic Department, Port Authority, and The Airport Authority.
17. Continue to build relationships with Family Island Administrators and Local Government officials to enhance law enforcement efforts.
18. Review and implement obligations mandated by the United Nations Convention on Transnational Organized Crimes (TNOc), Trafficking in Illegal Firearms, Human Trafficking and other critical conventions.

PROFESSIONALIZING THE SERVICE

We have heard far too many complaints from members of the public relative to unethical and unprofessional behavior by police officers. We understand the untold damage that this can do to the reputation and credibility of the Force. We also understand that this can also severely erode public confidence in the police Force. Without the confidence and support of the public members of the Force cannot be effective in the discharge of their duties.

Therefore we will:

1. Continue to provide training to officers of all ranks in respect of ethics, good governance, professional standards and customer service.
2. Implement accountability measure to ensure compliance with Force policies and procedures.
3. Encourage all officers and members of the Force to remain true to their oath of office and to deliver Care, Respect, and Trust in the performance of their daily duties.

4. Spare no effort in investigating complaints made against the police and to do this in an impartial, professional and fair manner in the interest of the complainants while respecting the rights of the officers complained against.
5. Provide timely feedback to complainants regarding the status of their complaints.
6. Apply the tenets of the law and the policies and procedures of the Force in respect of any officer, of any rank, who runs afoul of the law and offends in any manner which brings discredit to the uniform and to the Force.
7. Continue to cooperate with and provide support to the Police Complaints Inspectorate which has independent oversight of police investigations into complaints made against the police by members of the public.
8. Continue to provide support to the Complaints and Corruption Branch so as to empower the Branch to deliver the best services to the Force and members of the public.
9. Continue to provide support to the Tribunals and empower them to complete trials in a timely manner consistent with Force policy.

MEASURING OUR SUCCESS (PERFORMANCE MANAGEMENT)

On a daily, weekly, and monthly basis, we will assess the work that is done by officers on the front lines and those in support roles. We will continue to utilize accountability mechanisms such as our daily crime briefs, our weekly Compstat meeting, and our monthly productivity reports to gauge the performance of our people. Where we determine that there is a need for realignment with this policing plan or the need to modify this plan, we will make the appropriate decisions in the best interest of our communities and the safety and security of our people.

We will also continue to listen carefully to what our people tell us and we will be responsive to those suggestions and recommendations which will assist us in our mandate to better serve and maintain law and order in The Bahamas.

FINANCIAL CONSIDERATIONS

As with last year's plan, many of the initiatives in this policing plan have cost implications. Many of these costs will be included in the 2012/2013 budget for the Royal Bahamas Police Force. Notwithstanding, prudence will be exercised in ensuring the greatest use of existing resources to accomplish the Force's priorities for 2012.

HUMAN RESOURCES CONSIDERATION

The Royal Bahamas Police Force has an employee base of just in excess of 2,800 sworn officers. Efforts will be made to increase this number to 3,000 sworn officers. Three squads, comprising ninety (90) Police Officers, graduated during the latter part of 2011 (two squads in New Providence and One in Grand Bahama). During 2012, a Fire Squad will be recruited for New Providence along with additional recruit squads and the Cadets program will see an infusion of additional Cadets. Efforts will also

continue to retain the services of retired contracted officers to serve as Reservists and also to attract civilians from the public service to work in support roles in The Royal Bahamas Police Force.

DELIVERING THE PLAN

We know that we must depend on the men and women of The Royal Bahamas Police Force to make their best contributions every day if we are to deliver the benefits of this plan to members of the public. We also recognize that all members of the Force must share this vision for policing in 2012 and that leaders, managers and supervisors will have to actively engage in this process and demonstrate effective leadership if we are to achieve success.

We believe that people who do not feel good about themselves may not readily do good work. We also believe that people, who are not cared for, respected, and trusted, may have a difficulty caring for, respecting, and trusting other people (both colleagues and members of the general public). We therefore recognize the importance of taking care of our people so that they will be motivated to fully engage in serving the people of The Bahamas. Taking care of our people will require that we ensure that they are:

Well Selected

We will ensure that only the best applicants are processed and accepted into the Royal Bahamas Police Force. This does not necessarily mean applicants with the best academic records but rather applicants who meet the entry requirements of the Force and who have led crime free lives. We will therefore, subject applicants to rigorous scrutiny to ensure that only the best are chosen for the onerous and demanding tasks of policing.

What we will do:

- Properly screen applicants to ensure that they are the best candidates for recruitment.
- Continue the process of extended interviews.
- Apply standardized physical fitness instruments to ensure that potential candidates are medically and physically fit to survive the rigors of police work.
- Strictly apply testing and evaluation standards during recruit training so as to screen out candidates who cannot meet the standard.

- Discontinue the process of retaining candidates who fail examinations and show deficiencies during the training period.

Well Trained

A continued review of the training curriculum of the Police Training College (PTC) will be undertaken in 2012 to ensure that more emphasis is placed on applied police sciences (APS). We will ensure that our employees receive the best training and that the courses, and methods of delivery, are consistent with international standards. Graduates of the PTC must be able to function effectively upon being posted to operational police stations and departments. There should never be any question as to their suitability to perform the policing functions for which they are hired nor should there be any reservations in assigning them the requisite tools to properly discharge their duties.

What we will do:

- Continue the delivery of refresher courses and short seminars at the Police Training College to better equip employees to perform their duties.
- Conduct management courses for mid-level supervisors.
- Continue to acquaint employees with the New Police Force Act 2009 and other relevant legislations.
- Provide cultural diversity along with sensitivity training and customer care seminars for all employees.
- Accept offers for our people to continue to participate in training offered by local, regional, and international partners.
- Improve the training curriculum at the PTC to ensure that police graduates are fully conversant with operational police duties and procedures, and that they have acquired the appropriate skills to access and use the police AS 400 computer system.
- Continue the training of serving officers so that they are fully conversant with the Force's Computer System and the new suite of applications which will be launched in 2012.
- Partner with the College of The Bahamas and International Law Enforcement partners to launch distance learning (on-line) courses which will provide instruction in a variety of policing disciplines.

Well Equipped

In 2012, we will continue to place emphasis on properly equipping police officers to perform their duties more efficiently and effectively. This emphasis will span technological and operational spheres to ensure that the best equipment and tools are provided to our people. In addition, attention will be paid to “Officer Safety issues” to engender confidence in officers during the discharge of their duties.

What we will do:

- Investigate the potential for introducing less than lethal force options to enhance officer safety and provide a greater duty of care for members of the public.
- Continue to provide officers with standardized equipment and duty gear (weapons, ammunition, holsters, duty belts, handcuffs and cases, personal radio holders, high visibility safety vests).
- Improve the provision of communication equipment so that each operational police officer is self-sufficient and has the best chance of protecting himself or herself and members of the public.
- Continue the program to outfit all police officers with bullet proof vests (soft body armor).
- Improve the equipment packages for police vehicles and consider enhanced configuration options (sirens, lights, weapons, in-car partition, safety gear, etc).
- Continue the acquisition and deployment of police vehicles in crime hotspots and communities.

Well Deployed

Significant investments will be made in training, outfitting, and equipping police officers to perform police duties. It is therefore imperative, that as far as possible, police officers are deployed to perform the policing tasks for which they are hired. This imperative will go a long way in satisfying the expectations of the public for more visibility and support from their police officers. In addition, civilian support staff, Reservists, and Local Constables must play the roles for which they are hired to ensure that the Police Force is performing at optimum efficiency.

What we will do:

- Upon graduation from the PTC, deploy police officers to perform front line operational police duties at Divisional Police Stations.

- Continue the process of rotating new employees so that they benefit from experiential learning and form an appreciation of the vastness of the Organization that they have joined.
- Continue probationary training for new recruits.
- Provide opportunities for all officers to rotate between New Providence, Grand Bahama, and the Family Islands.
- Consider specialist appointments once officers have completed the minimum required postings to uniform Divisions and ensure the “best job fit”.
- Consider the posting of officers, injured in the line of duty, to support services and administrative areas until they make a full and proper recovery.
- Subsequent to specialist training, consider job fit so that the investments in training are maximized to the benefit of the Force and to the country.

Well Cared for, Respected, and Trusted

Police work is dangerous and demanding. Our people must be secure in the knowledge that they are valued and that we trust them to make critical life changing decisions on a daily basis. They must feel respected by their supervisors and colleagues so as to develop the ability to consistently give respect to the people they serve without hesitation or reservation. Care, Respect, and Trust must be modeled by all of our people.

What we will do:

- Honor our rich legacy and ensure that all officers are reminded of the significant contributions made by policing pioneers over the course of our 172 year history.
- Provide training seminars to sensitize employees to the concepts of care, respect, and trust.
- Encourage employees to cultivate other dimensions of their lives so as not to confine their activities strictly to police work (work-life-balance).
- Encourage travel and exposure so that officers benefit from experiential learning.
- Encourage officers to participate in reputable service clubs and programs geared toward providing service to members of the community.
- Improve the operations of the Employee Assistance Program Office (EAPO) to amalgamate services required by our employees during times of illness, death, and conflicts.
- Give priority to our people during challenging times in their lives and ensure that they receive the best assistance and support from all levels of the organization.

- Recognize all of our people during retirement and allow them to leave with the greatest measure of dignity and pride.

Well Led

Our people deserve and require effective leadership; leadership that inspires and nurtures. Therefore, supervisors and managers will be encouraged to model effective leadership. They will be required to lead by example and should endeavor to inspire others around them. Police leaders must make their best contributions each day. We believe that effective leadership delivers good results through highly motivated and fully engaged employees. Effective leadership, in the policing arena, contributes to safer and secure communities.

What we will do:

- Provide leadership seminars for all employees.
- Provide leadership training for supervisors and managers.
- Provide job opportunities for employees to demonstrate their leadership skills.
- Encourage supervisors and senior managers to model effective leadership behaviors.
- Reward good and effective leadership and seek to discourage ineffective leadership.

Crime statistics, which are compiled by the police, are submitted to the Ministry of National Security on a monthly, Quarterly, and annual basis. At the end of each calendar year, these statistics are laid on the floor of the Honorable House of Assembly and are then published for the benefit of the wider community. On a daily basis, the communities of The Bahamas rely on television, radio, and print media to communicate crime information. Despite media reports, there is a prevailing view that the police should be more responsive in providing timely and factual reports of crime.

What we will do:

- Continue to support the Public Affairs and Communications Department (PACD), at Police Headquarters, to improve the advertising, marketing, and communication capabilities of the Royal Bahamas Police Force.
- Pilot test leaflet drops in communities to inform citizens of the successes of partnership working and the positive things being done to reduce crime and increase public safety.

- Develop a media strategy to ensure balanced reporting of crime and crime reduction information.
- Publish and distribute crime reduction brochures to inform citizens of the ways that they can help in the fight against crime so as to keep their communities safe.
- Develop and launch a Crime Reduction Website.

We are of the firm belief that if we demonstrate Care, Respect, and Trust for our people they will be inspired to follow our vision for a safer Bahamas and will make their best contributions at all times because they themselves will embrace Care, Respect, and Trust for the communities they are sworn to serve.

Well-mannered and respectable

We expect and demand that our people demonstrate good manners and respect for their colleagues and for members of the public. This, we feel, is very important if we are to have any chance of rebuilding the confidence and trust of the people we are sworn to serve.

What we will do:

- Provide training seminars for all employees to sensitize them to the importance of being well mannered and respectable at all times.
- Encourage Managers and Supervisors to monitor employees to ensure that these important attributes are cultivated on a daily basis.
- Encourage supervisors and senior managers to model effective leadership behaviors.

Well behaved on and off duty

The Police Force Act 2009 reminds all police officers that they are “never off duty” when called so to act. This indicates the importance of police officers conducting themselves in ways that are exemplary and which bring credit to themselves and to members of the public whether on or off duty. We believe that the behavior of a police officer must always be of the highest professional and ethical standard so as to engender public confidence and trust.

What we will do:

- Provide training seminars for all employees to sensitize them to the importance of consistent good behavior on or off duty.
- Encourage Managers and Supervisors to monitor employees to ensure that these important attributes are cultivated on a daily basis.
- Encourage members of the public to report police behavior which is inconsistent with good professional conduct and the highest ethical standards.
- Discipline officers who are in breach of our code of conduct and force policies relative to professional conduct and ethics.