



UNITED NATIONS  
*Office on Drugs and Crime*



**POLICING**

# Public Safety and Police Service Delivery

Criminal justice  
assessment  
toolkit

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UNITED NATIONS OFFICE ON DRUGS AND CRIME  
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**Criminal Justice Assessment Toolkit**



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# 1. INTRODUCTION

Policing is the most obvious and apparent aspect of the criminal justice system and a well-regarded police service is a prerequisite for the positive perception of justice.

The way in which policing is delivered will depend on a host of variables including the prevailing political and cultural doctrines as well as the social infrastructure and local tradition. Approaches to policing vary between those based on a high level of control, sometimes characterised by confrontation, through to those emphasising the merits of “policing by consent”. The former is usually highly centralised, predominantly reactive, and militaristic in its style. The latter may still be centralised, but will interpret policing as being responsive to local communities in the identification and resolution of policing issues.

In many countries, police agencies will be established under a government ministry and, as a result, it is possible that the highest officers and managers will be political appointees and/or hold ministerial rank. It is also quite possible that they will have had no previous experience of policing.

There will be, in any case, one chief officer presiding over a hierarchy consisting of strong lines of authority with clearly defined roles and responsibility at each level. This will often take the form of a central headquarters with a web of subordinate, locally based branch offices, sometimes called “districts” or “divisions”, emanating from it. The point of delivery for almost all police services, will be the local police station and the organisational culture, attitudes and behaviour of local officers will have a disproportionate effect on the success, or otherwise, of the whole criminal justice system.

In most places, there will not be a single entity with responsibility for enforcing every aspect of the law. There may be several national agencies, organisations or institutions with regional or local agencies offering either complementary or similar coverage. And, even where one national police force exists, there are likely to be additional law enforcement organisations either with specific functions, such as customs, gendarmerie, or border police, or with highly specialised skills, for instance, for dealing with anti-money laundering, national security or forensic science services. In some countries customs officers or border guard may have no powers under the criminal law at all and must hand suspects over to the police as soon as they are apprehended. There may also be a mixture of public and private policing services, where private companies franchise certain functions from the state or from private group interests.

Where a country has a federal structure, one will find a further layer of (federal) law enforcement superimposed on the local (state) policing arrangements and authorised to address crime issues of national concern or those with inter-state implications. However, the terms of reference and mandate for the different jurisdictions and areas of competence involved may not always be as clear as they might be and there is potential for a clash between local and federal approaches.

Policing mechanisms based upon national custom or culture or on alternative social hierarchies may also be present and may be more prevalent where there is a lack of faith in the fairness and efficiency of the official system.

It is possible that, in some places, the military will be involved in at least some aspects of law enforcement, particularly in post-conflict situations where the type and style of policing is governed by what is possible within that particular context. By their very nature, post-conflict societies are seeking to re-establish order and the rule of law and are in varying states of transition. At an early stage, policing activity is likely to depend on military intervention and be more confrontational. In such situations, resorting to the application of force is likely to be an early option and involvement of all sections of the community in policing strategy will be more difficult to achieve.

On the other hand, community policing has emerged in recent years as an effective and productive strategy for policing at the local level. It engages and employs the community and community structures in a partnership approach to identifying, responding to and solving those problems of crime and disorder that affect the local neighbourhood. It requires an adaptation of policing

structures to be more consultative and inclusive than might otherwise be the case. As a strategy, community policing is not a universal panacea, but it does help to eliminate misunderstandings, suspicion and conflict between police officers and the communities in which they operate. It emphasises cooperation over confrontation.

The **United Nation's Guiding Principles for Crime Prevention and Criminal Justice in the Context of Development and a New International Economic Order** urge that "...community participation in all phases of crime prevention and criminal justice should be promoted and strengthened". Similarly, the **United Nations Code of Conduct for Law Enforcement Officials** states "...every law enforcement agency should be representative of, and responsive and accountable to, the community as a whole".

These statements emphasise the extent to which a community influence on policing activity is considered desirable. In those places where the community has been fully engaged in and consulted on the delivery of policing services, a great many additional benefits have accrued: public confidence in the authorities and the rule of law has increased, whilst greater trust in law enforcement has led to more public cooperation and participation. Similarly, local policing has become more effective through an improved understanding and knowledge of the community, its crime problems and the people who cause them.

In addition to developing an understanding of the strengths and weaknesses of a state's approach to the provision of police services and policing, the assessor should be able to identify opportunities for reform and development. Technical assistance in the area of policing and police service delivery in the context of a broader strategic framework may include work that will enhance the following:

- Drafting or amendment, implementation and monitoring of legislation;
- In a post-conflict State, vetting of police officials who may have been implicated in a prior oppressive regime;
- In a post-conflict State, fundamentally restructuring the entire police force;
- Monitoring, supervision and oversight mechanisms for police conduct and performance;
- Development of manuals of guidance and operating procedures, particularly in terms of community policing strategies;
- Development of management processes in terms of measuring and managing performance;
- Enhancement of training in core police skills, as well as in respect and diversity issues;
- Guidance on fair and objective selection and recruitment;
- Construction of adequate accommodation and premises, especially where facilities are insufficient to safeguard the welfare and dignity of detained persons;
- Enhancement of the telecommunications infrastructure, including despatch protocols and semi-automated processes.



## 2. OVERVIEW

### 2.1 STATISTICAL DATA

Please refer to **Cross-Cutting Issues: Criminal Justice Information** for guidance on gathering the key criminal justice statistical data that will help provide an overview of public safety and police services delivery as well as the overall capacity of the criminal justice system of the country being assessed.

The availability of statistics related to policing will vary greatly. Statistics will also be variable in their reliability and integrity. Where possible, statistics provided by a government agency should be validated against statistics from other sources (such as non-governmental organisations or international bodies).

- A. Are crime statistics gathered? If yes, do they distinguish between property crime, crimes of violence and drugs crime? What are the detection, disposal or clear-up rates for these offences? What are the underlying trends? Are there statistics on assaults against police? What do they say?
- B. Are statistics compiled on complaints made against police? If yes, do they distinguish the type of complaint? What percentage is substantiated and what penalties are imposed? Are allegations of police corruption recorded? What is the nature of these allegations and how many are substantiated?
- C. Are statistics compiled on the gender, ethnicity and religion of officers in law enforcement? What do they show? What is the gender ratio at different seniority levels or ranks in the service? What is the ethnicity profile at different seniority levels or ranks in the service? If there are both sworn and un-sworn staff, in what proportions are they present and at which levels? What is the level of staff turnover?
- D. Are performance standards set for the police? Are there statistics on police performance against these standards? If yes, what do they say?
- E. Are there statistics gathered on public confidence and trust in the police? Are public approval ratings published? If yes, what do they suggest?

## 3. LEGAL AND REGULATORY FRAMEWORK

### 3.1 LEGAL FRAMEWORK

Police functions, powers and procedures are usually defined and limited by statute. Relevant legislation may include a Police Act, a Code of Criminal Procedure and/or a Criminal Code. A Police Act encompasses organizational elements as well as the relevant powers of a police force, particularly in the public order realm. The police powers relating to criminal investigation are likely to be found in the domestic criminal procedure code. Models for these codes have now been produced (launched jointly on 26 April 2006 by the UNODC, the Irish Centre for Human Rights (ICHR) the Office of the UN High Commissioner for Human Rights (OHCHR) and the US Institute of Peace (USIP)). Although they are still in draft form and subject to change, they still provide a sound basis for further research and assessment, as well as providing a valuable resource for those engaged in law reform in the sphere of policing law. In addition, the Republic of Slovenia's Police Act (2005) provides an example of recently adopted police legislation that encourages local involvement in policing in a civil law jurisdiction: ([www.policija.si/en/legislation/pdf/PoliceAct2006.pdf](http://www.policija.si/en/legislation/pdf/PoliceAct2006.pdf), see Article 21).

The assessor may also find, particularly in post-conflict States, that the legislative platform governing police activity is not clearly defined or has fallen into disuse or has been suspended and replaced by "emergency" legislation. Even so, documentation should still exist that gives legitimacy to policing activity. This may simply be in the form of departmental guidelines or something more formal.

## 3.2 POLICE MANDATE

The Council of Europe has created a European Code of Police Ethics. This Code identifies the following as the “main purposes of the police in a democratic society governed by the rule of law”:

- To maintain public tranquillity and law and order in society
- To protect and respect the individual’s fundamental rights and freedoms
- To prevent and combat crime
- To detect crime
- To provide assistant and service functions to the public

**(Article 1, European Code of Police Ethics, Council of Europe Appendix to Recommendation Rec (2001) 10)**

Under Article 3 of the **Model Police Act (MPA), (DRAFT, 26 January 2006)**, a law enforcement authority has a duty to:

- (i) protect life, property and other internationally recognized human rights;
- (ii) prevent, detect, and investigate criminal offences, misdemeanours and other contraventions under the applicable law;
- (iii) carry out court orders;
- (iv) direct and supervise traffic on public roads;
- (v) seize items as required in accordance with the Applicable Law;
- (vi) monitor large public gatherings;
- (vii) assist in civil emergencies;
- (viii) protect designated individuals, premises, facilities, and areas;
- (ix) cooperate with and provide assistance to other legal authorities;
- (x) maintain integrity and confidentiality of required information and personal data collected in the performance of its duties
- (xi) carry out any other duties prescribed by the Applicable Law

Such of these stipulated duties may or may not exist or be endorsed by the government depending on the political and social context of the country being assessed

- A. Is there legislation defining the core responsibilities of policing? How are they defined? Does the legislation assign and distinguish between the roles of different agencies in delivering policing? Is the concept of human rights found in national legislation? What does it say? Are police required to protect and respect those rights?
- B. In post-conflict situations, what special rules are in place to govern the use and jurisdiction of peacekeeping troops? Are there emergency ordinances in place that suspend the civilian rule of law? What responsibility do peacekeeping troops have for policing? What guidance exists on the interaction between peacekeepers and national authorities?

Indiscriminate and careless use of powers delegated to police officers is a major factor in alienating the public. In most cases, the law will establish some kind of abstract threshold that needs to be attained before police action can be legitimately undertaken. For instance, an officer may need “reasonable grounds” or “probable cause” to suspect a crime before he or she may act. Consequently, an officer must be prepared to justify his or her actions against that standard at any subsequent enquiry.

- C. Are there laws, rules or regulations governing the powers and conduct of law enforcement officers? What do they say? When were they last updated? Does the law define the grounds and threshold for the application of coercive powers, i.e. is there a concept of “reasonable grounds”, “reasonable belief” or “probable cause”? Is the application of police powers limited to the use of minimum reasonable force, or similar, i.e. officers should only apply that minimum level of force that is necessary to achieve their lawful purpose?
- D. Does the law establish mechanisms for the monitoring and oversight of police conduct and performance? What are they? Have they been implemented? Is there a specific

reference to corruption in terms of policing? Does it provide a statutory right to make complaints against the police and provide a mechanism for making them? Is there independent oversight of the complaints system? Further consideration of this issue can be found in **POLICING: THE INTEGRITY AND ACCOUNTABILITY OF THE POLICE**.

- E. Does the legislation recognise that there may be differences in the role of the police in urban and rural areas? For example, does it accommodate local tradition or customs that may influence the delivery of policing? How?
- F. Do interest groups exist that lobby for changes to legislation related to policing? Does the legislative process provide such groups with an opportunity to make representations and to comment on proposed new laws or policies in this area? Are there any proposals for new legislation in relation to the delivery of policing, either nationally or locally?

## 4. NATIONAL POLICING FRAMEWORK

Police organisations are disciplined services and have strict hierarchies of authority, accountability and responsibility. Individual performance will be measured against standard operating procedures (“standing orders”), policy documents and/or manuals of guidance that detail the way in which officers must exercise their powers and conduct themselves.

Expectations of police performance are often translated into a series of practical objectives and/or priorities. Police leaders are usually held accountable for their delivery of policing by a central national authority (frequently the Ministry of the Interior), by a local authority (such as a local council, a police oversight body, the Mayor or other person responsible for the area), or by a mixture of the two. In post-conflict societies, these arrangements can be linked to the military and become the responsibility of a local military commander.

In the last thirty years, some countries have moved towards allowing local police commanders, albeit within strict guidelines, to take on greater responsibility in the deployment of police resources. This is based on the premise that policing by consent requires a certain flexibility of response and that the local police commander is best informed about the requirements of his or her area. Where this is the case, the local commander becomes accountable, not only to the central (headquarters) police hierarchy, but also to the local community.

### 4.1 NATIONAL STRATEGY

These questions seek to identify the overall scope and direction of policing. The answers will help to identify not only which aspects of policing are thought important in the country being assessed, but also the type of police service the authorities are trying to develop.

- A. Is there a written national policing plan (or policing strategy)? What does it say about how policing is to be delivered, nationally and locally? How often is it updated? Does it identify core functions and assign responsibility for delivering them? What guidance is given about delivering policing in local communities (i.e. station level service delivery)?
- B. Are there government priorities in terms of policing? What are they? Have targets or performance measures been set in relation to these priorities? What are they? How are the agencies performing in relation to these targets?

Where policing performance is managed against set objectives, the assessor will have a ready source of material by which to measure police service delivery. However, the assessor should be aware that not all countries will have adopted such a methodology and, where they have, the results may be incomplete or unreliable.

- C. Are there national objectives for the police? Who sets them and how? How often are they revised? What, if any, arrangements exist for wider consultation? What do they

suggest about policing priorities and style? Do these objectives allow, encourage or preclude community policing and local community involvement in policing?

- D. Is there a community policing strategy? What does it say? Are local priorities and performance measures set? Do these differ from any national priorities?
- E. What information does the local police commander have about the demands on policing within his or her area (e.g. databases, paper records or other information sources indicating the number of calls for assistance from the public, crime levels etc)?
- F. Are there formally defined mechanisms in place by which the public, or their representatives, are consulted on local policing issues? How often does this happen and under what circumstances? Who is involved? What are the outcomes of such consultations?

A consideration of the type and quantity of complaints made to the police can be helpful in understanding the unsavoury side of police performance, but any information provided needs to be carefully filtered. The fact that some kind of complaints system (sometimes called “professional standards” or “internal affairs”) exists is already a strong indication that the police agency recognises it is accountable to the public. However, the impact of such a system will depend on whether it is fairly and objectively managed. Even if it is, a poor record of serious complaints does not necessarily indicate poor policing. It may indicate that the community expects high standards and is ready, willing and able to demand them. Equally, the absence of substantiated complaints could mean that the general public are afraid to assert their rights or are disenfranchised. Further information is available in **POLICING: THE INTEGRITY AND ACCOUNTABILITY OF THE POLICE**.

- G. Is there a complaints system enabling members of the public to complain about the delivery of police services or the behaviour of officers? How does it operate? Is it independent? Is it locally based? Is it user-friendly? How is it advertised? Are the results of investigations into complaints published?
- H. Has research on policing activity been undertaken? What issues have been identified in respect of police accountability and oversight, station level service delivery and community policing?

## 4.2 NATIONAL INFRASTRUCTURE

Local police service delivery is heavily dependent on the rest of the national infrastructure. Leadership that recognises the importance of local policing will be more disposed to focus the necessary funding and resources at this level. Most local police work is neither spectacular nor headline grabbing, but it is the foundation of justice and the rule of law.

The following sections seek to provide the national context in which local policing occurs.

- A. How is policing structured nationally? What are the different agencies involved? What does each agency do? Are they part of a government ministry? Which ministries are involved? What does the organisational chart of policing look like? Who has responsibility for local “response” policing?
- B. How are policing agencies funded? Do commanders have responsibility for managing their own budgets? Are budgets and expenditure subject to any national or local audit process? Are budgets linked to performance?

Local police stations cannot be expected to offer the complete range of police services. Circumstances and events requiring police action are far too unpredictable and varied. Where the need arises, staff with specialist skills, additional resources and equipment should be available for deployment as a central resource on request.

- C. Where the need arises, can the local police call for support from central reserves including in respect of:
- Large public events?
  - Mass disorder and protest?
  - Major critical incidents or disasters (such as train or plane crashes, bombings or natural disasters)?
  - Major crime (such as homicide or drug trafficking)?
  - Hostage taking and kidnapping?
  - Counter-terrorism?
  - Financial investigation and anti-money laundering?
  - Special armed intervention and entry?
  - Crimes with international implications?
  - Use of both technical and human surveillance?
  - Special forensic science examination?
- D. Who has the authority to request such resources? On what grounds? Are these resources considered sufficient? How often are they requested, but the request is denied? Why?

### 4.3 STAFFING ISSUES

A police service may consist of a mixture of “sworn” and “un-sworn” staff. “Sworn” staff are those staff who have taken an oath of office or made some other declaration to uphold the law. They will be the “police officers” who are permitted to exercise the power of arrest, search, etc. “Un-sworn” staff, on the other hand, do not have law enforcement powers and will normally perform administrative or support functions. Some countries may exhibit a high percentage of non-sworn or civilian support (for instance, in analysis, scientific or secretarial functions) whilst others may employ sworn officers in these roles. There may even be a hybrid auxiliary policing capacity in which uniformed volunteers or militia support general policing activity. Such factors need to be considered when comparing police density ratios, staff profiles and budgets.

Where some kind of auxiliary police forces exist, assessors should be alert to extent to which such forces are supporting, supplanting or subverting the legitimate police function. They may be providing a valid service in allowing police resources to be focused on more important issues, but they may also be the enforcement arm of an alternative powerbase to which the police are subordinated.

- A. Does the police service have a full complement of staff? If not, what reason is given for this? Do staff complete a probationary period before being confirmed as officers? What proportion of police officers are in supervisory or management ranks? What is the ratio of officers with less than 2 years service to those with more than 2 years service? How long, on average, do officers stay in the police service?
- B. What is the salary structure for police officers and other staff? What is the average salary, including overtime for each level? How does this compare with the national average wage? Do police officers and other staff receive their pay? Do they receive it on time?
- C. What roles do non-sworn staff perform? Does the police organisation have a policy on equality and non-discrimination?
- D. Is there a significant difference between salaries paid to non-sworn staff and sworn officers? Are different people paid different salaries for doing the same job? How are salary increases awarded? Does the system appear to be based on merit?
- E. What is the expected working hours commitment for police officers and on-sworn staff?
- F. Are there any unofficial or private groups or organisations involved in delivering a policing role? What do they do? How are they perceived by official policing agencies? To whom are they accountable? To whom do they owe their allegiance? Is there any

suggestion that members of the public prefer to ask such groups for help rather than the official police?

### 4.3.1 Recruitment

Job descriptions for police staff will not always reflect the same expectations in terms of quality of recruit. Indeed, particularly those who have a high level of education will not always see a police career as desirable or attractive. On the other hand, all sections of the community should be able to meet the formal entry standards.

Police agencies may have a dual or multiple-level entry system (reflecting a military-style “officers and men” structure) or may have a single point of entry (in which all recruits start in the lowest rank). Both systems have advantages and disadvantages.

There have been cases where, in order to be appointed or promoted within the police service, a candidate has had to pay bribes or to pledge a percentage of his or her subsequent salary. There are other cases where appointment or promotion is based on patronage or nepotism. A failure to appoint someone on the basis of merit undermines the efficiency and quality of the police as well as creating legitimate grounds for grievance.

- A. What are the recruitment procedures for joining the police? What is the level of qualification needed to apply to the police? Are applications open to all sections of the community? Are vacancies widely and publicly advertised? How many new recruits are accepted annually? How are people selected? Is recruitment based on objective assessment and interview? Does the selection procedure appear fair and objective?
- B. What procedures are in place to encourage and support applicants from underrepresented groups? Are ex-members of the armed forces automatically offered employment as police officers? How representative of the community are the police? Do they speak the same language(s)? Do they live in the locality? Do their children go to local schools? What is the female/male ratio of police officers? Are there physical constraints (height/weight/sight) to recruitment? Are such requirements attainable by all minority and ethnic groups?
- C. Is there single level entry at the lowest rank, or can officers join at higher ranks and seniority? What qualifications or experience allow someone to join at a higher level?

### 4.3.2 Training

As in all organisations, service delivery is only as good as the quality and training of the personnel that deliver it. Policing agencies are no exception to this rule. However, training is also an expensive undertaking.

Police recruits, particularly those joining at higher levels, may start their service with a prolonged period of training in some kind of police college or academy lasting several years, or may receive only basic induction and instruction lasting weeks before embarking on street patrols.

- A. What foundation training is given to police recruits? Does the training focus on practical policing skills and ethical behaviour (including Human Rights and corruption)? Are they trained in inter-personal skills? Are they trained in cultural awareness and diversity? When was the training programme last updated? Is there training on community policing? What does it include?
- B. Are individual officers able to describe any training they have received on integrity, accountability, and ethics? Do they know whom to consult if they have questions? Do they know how their internal affairs/complaints process works, if they have one?
- C. How do peacekeepers address these issues in their training?

- D. How often do officers receive refresher training? How are training needs assessed? How is it delivered? Via classroom, self study, computer-based? Is there a minimum training requirement? Is training provided:
- on control and restraint techniques?
  - use of weapons?
  - new laws, regulations and procedures?
- E. What other training opportunities are available (e.g. secondments or attachments to central units or to other agencies)?

### 4.3.3 Career development

- A. How is promotion awarded? Is there an independent and objective assessment? How does the promotion system operate? Does it appear free from bias and favouritism? Is it based on merit? Are minority groups represented at higher levels of management?
- B. Who is responsible for personal development? What developmental opportunities are offered? Are there extra-curricular courses offered? Is there support in terms of financial assistance or free time allowance for officers taking relevant courses? Are staff allowed to take a sabbatical or leave of absence in order to acquire relevant experience or qualifications?
- C. What is the process for selection to work in a specialist unit, such as crime investigation, anti-organised crime or surveillance unit?

Some police managers believe that officers who spend too long in a particular post or role cease to apply themselves fully to the task or become vulnerable to corruption. To counter this tendency, some policing agencies apply a policy of rotation or “tenure” whereby officers are routinely reassigned after a given period. This policy has implications for continuity, organisational memory and trust (particularly in the community policing context where officers invest great effort in building personal relationships), but advocates of “tenure” believe the detrimental effects are outweighed by the benefits.

- D. Are officers routinely rotated among duty stations or functions? On what basis?

## 5. LOCAL POLICING DELIVERY

Any evaluation would be greatly enhanced by visiting at least two police stations each serving contrasting catchment areas, for instance urban and rural districts, or areas with different socio-economic characteristics.

Any station or local outlet for police service delivery should have the following capacities and facilities:

- Front office (or “Front Desk”) which is open for public assistance and enquiries;
- Despatch system for allocating officers to calls and coordinating other incidents;
- Patrol and response units to respond calls for assistance;
- A capacity to deal with minor incidents of public disorder;
- Crime investigation;
- A custody or detention area;
- Secure storage facilities for property and evidence;
- A unit dealing with community matters;
- A unit processing information and intelligence;
- Local training facilities;
- Ability to call for assistance from central units providing specialist or backstopping support when faced with unusual and extraordinary circumstances.

Most districts will be divided into manageable patrol areas, often called “beats”. Each police station will be responsible for a number of beats and police patrols will be allocated to attend to them accordingly. The size and population of a beat will depend on the geography of the area, but, then again, so will the number and availability of police

### 5.1 LOCAL MANAGEMENT STRUCTURES

- A. What services does the local police station delivery? How does it manage these functions? Who is in charge of the police station, that is, who is the local police commander? How many people are under his or her command? How long has he or she been in post? What does this person think is the role of the police? What role does this person play in the allocation of resources to policing functions? What does he or she think would make his or her station more effective?
- B. Who controls the budget for the police station? Who supplies the funding? Is there a local finance officer or financial controller? Who audits the accounts? How often? Who signs off the audit?
- C. Is there sufficient administrative support (either in the form of sworn or un-sworn staff)? What is the proportion of administrative staff to those assigned to operational duties? Are the offices lockable? Is the office furniture adequate? Are there facilities for locking away sensitive documents?
- D. Is there any form of written annual policing plan for the police station outlining objectives and priorities for policing? Who prepared it? Who was consulted in its preparation? What does it say? Are there performance standards or targets (for example, response times)? How does it compare to last year’s plan? Were last year’s objectives fulfilled? Does it refer to community policing? What resources and measures does the plan contain to enable the delivery of these objectives and priorities?
- E. Is there a system of locally set objectives or priorities for the police? How are they identified? Who is involved in setting them? How often are they revised? What are the reporting mechanisms? Is there any reference to community involvement? Is community policing a priority? Is the community involved in developing or influencing policing objectives and activities. What examples exist?



- F. Is there a system for consulting local communities about policing arrangements? Who is consulted? What has such consultation achieved?
- G. At the local level, what and how are policing services delivered? Who delivers them? Are there significant sections of the community that appear to be alienated or in conflict with the police? If so, are the police making efforts to remedy this situation? Are there exceptional levels of public disorder and violent crime? Are there areas that the police authorities cannot or will not patrol? If yes, why?
- H. Are there guidelines, manuals, or standard operating procedures that define the key elements of station level service delivery and the manner and style in which they are to be delivered?
- I. How is the local police commander accountable to the local community? Are there regular and structured meetings with the community or with community representatives? Who are the community representatives? How do these meetings operate? Are there minutes or notes of the meetings? What issues are raised? What is the police response to issues raised?
- J. Is there any form of volunteer police or police cadet system, or other “self help” mechanism, such as Neighbourhood Watch, encouraging local community involvement in policing? How do they operate?

## 5.2 ACCOMMODATION

- A. What are the demographic features of the district covered by the police station (e.g. size, population, urban/rural etc)? What is the size of population of the district? Where is the station located in reference to the community? Can it be easily reached? Is the senior officer located there?
- B. How is access to private areas of the building controlled? Are the doors kept locked? Is access controlled by some kind of code or password? Are there secure storage facilities for exhibits and evidence? Is there a detention or custody area? If not, where are prisoners taken? Is the custody area secure?
- C. Does the building have secure parking? Is it protected by CCTV surveillance? If so, who monitors the cameras? Does it have electric lighting? Are there telephones? Fax machines? Two-way radio facilities? Are there computers? Are there typewriters? Are any computers connected to central headquarters? Is there access to the Internet? Is there a steady and reliable source of electricity? Is there a back-up generator? Does the generator work? Is there sufficient fuel for it?
- D. Is there a room in which patrol officers can be briefed? Is there a separate room in which confidential discussions can take place? Is there a room in which investigators can work? Do these rooms have adequate office furniture, including lockable cupboards and cabinets?
- E. Are there locker rooms in which officers change into and out of uniform at the end of their shifts? Are there toilet and shower facilities? Are there separate facilities for females?

### 5.3 FRONT DESK

Unless under arrest, a member of the public's first visit to a police station will be to the Front Office or Front Desk. People who attend the police station may be doing so for a variety of reasons, and the impression they receive will remain with them. A Front Office or Desk should be as user friendly as possible and, whilst not necessarily inviting, should not suggest a hostile reception.

- A. Is there an office open to the public? Who is in charge of the office? Who staffs it? What are the opening hours? When closed, are there ways for members of the public to contact the police? What services does the office provide?
- B. Can members of the public report a crime at the front desk? Can they make a complaint? Can they hand in or make enquiries about lost property?
- C. Are there facilities allowing confidential matters to be discussed without being overheard? Is there a waiting area provided? How long do visitors have to wait on average before being seen?
- D. Are there posters and/or leaflets on display that offer public information, such as how to make a complaint, how to get legal advice, telephone numbers for self-help or other advisory groups, etc.? How are members of the public who visit the police station treated? Are there customer satisfaction surveys available for completion?

### 5.4 DESPATCH

There needs to be some way of converting calls for assistance into police action. The despatch process controls overall response and dictates the pace. In some places, this will be semi-automated using computers and will be commonly known by the acronym CAD (Computer Aided Despatch). A CAD or Despatch officer will often apply a kind of triage by assessing or grading calls in order of priority. Police patrols need to be in close and constant contact with whoever manages this function.

- A. Is there an emergency telephone number that connects a member of the public directly to a police operator? What happens then? How many calls are received per year? What percentage of emergency calls are not in fact emergencies? Does the telephone system automatically trace the source and address of an emergency call for assistance? How are ordinary non-urgent calls received?
- B. Is there an office, room or centre specifically designated to receive calls for assistance and despatch officers in response? Is this centre staffed 24 hours per day, 7 days per week? How reliable is the telecommunications system?
- C. Who manages the receipt and allocation of calls for assistance? Is there a graded response assessment done, in which calls are assessed according to their urgency and the necessary speed of response? How are patrol officers advised of a call? What is the average response time in dealing with emergency calls?
- D. Is there a "Computer Aided Despatch" system in which calls and subsequent action are logged on a computerised record? If not, how is action in response to a call logged and updated?

## 5.5 PATROL AND RESPONSE

It is strongly recommended that any assessment mission include at least two occasions on which the assessor accompanies police officers on patrol. Doing so is invaluable in gaining insight into the reality of relationships between the police and the public. During such patrols, he or she should try to observe whether there are any differences in the way in which the officer(s) deal with members of the public or in how they express themselves particularly when referring to members of social, ethnic or religious communities different from their own.

In post-conflict societies, the police may be confined to the police station and may only venture from it (perhaps with military support) when necessary to respond to a call for assistance or to investigate an incident or allegation. Even in regular societies police can develop a “siege mentality” – where the police regard the community they serve as a hostile enemy - and there will be societies in which sections of the community feel the police are hostile to them. In such circumstances, developing a community policing strategy faces many challenges.

- A. Is the geographical area under the control of the police station divided into patrol areas or “beats”? How are they patrolled, e.g. foot/vehicle, by single/multiple officers? How often?
- B. Does the local station offer response to calls for assistance 24 hours pre day, 7 days per week? If not, how are calls outside normal hours dealt with? How many officers are available to support each tour of duty? What shift pattern do they follow, if any? Does this shift pattern provide sufficient support during times of peak demand? Does each shift start with a meeting or parade of officers from that shift? If not, how does a shift start? Is it ever attended by senior officers? What happens at the parade? Are officers briefed on new orders, or on recent local developments in crime?
- C. Do police officers have the use of motor vehicles or other transport? Is there sufficient fuel available? Are they equipped with radios or other communications? Is basic public order equipment available, such as riot shields, batons, and helmets?
- D. Are officers equipped with telecommunications, such as two-way radios? Do they carry side arms? Are further firearms available if necessary?
- E. Are there any “no-go” areas, i.e. areas that the police will not or cannot patrol? Why? For example, is it too dangerous or have the police ceded the area for corrupt reasons?

## 5.6 INVESTIGATION

In some legal systems, particularly those with a civil law influence or tradition, the criminal investigation is led by a prosecutor or an investigating judge, who is empowered under law to direct the investigation of the police or, in some cases, a special judicial police force. The police must carry out any investigations ordered by the prosecutor or the investigating judge and report back to him or her. In other systems, particularly those with a common law influence or tradition the police play a more active and autonomous role in the investigation of criminal offences. Essentially, the police are responsible for the entirety of the criminal investigation. At the end of the investigation, the police gather the evidence and submit it to the competent prosecutorial body in the State, which then takes over the prosecution of the case. These approaches vary in their application, but the basic tenets remain the same: identifying the perpetrator and ensuring he or she is brought to justice.

For more in depth evaluation questions, please refer to **POLICING: CRIME INVESTIGATION**.

- A. How many investigators are allocated to this station? Are they sufficient to deal with the workload? Is there cover from investigating officers 24 hours per day, 7 days a week? If not, how do investigators respond outside normal working hours? Do investigators report to the local police commander? If not, what are the lines of responsibility?

- B. Who leads an investigation? A senior officer, prosecutor or judge? Is that person collocated or located nearby? On average, how many investigations does an officer work on at one time? What is the performance record of this office in terms of solving crime?
- C. Who allocates new work? On what basis? Do investigators ever have coordination meetings to discuss on-going cases? Who supervises case files?
- D. How do investigators log, label, and package evidence and exhibits? Do they have access to sealable bags? Do they have access to latex gloves? How do they prevent tampering and contamination of the evidence?
- E. Do investigators have access to unmarked vehicles? Is there sufficient fuel available? Are they equipped with radios or other communications?
- F. Are there any victim support services available or additional support for vulnerable victims, such as victims of sexual assault, elderly victims, and children? Do investigators update victims on progress in their case on a regular basis?
- G. What facilities exist for the forensic examination of a crime scene? Is there someone employed at the police station to deal with this? Does that person have transport? Does he or she have equipment for taking the necessary samples (in particular fingerprints and DNA)?

## 5.7 CUSTODY

Treatment of prisoners is a key concern in terms of ethical policing. Unfair or prejudicial treatment not only impacts upon human rights, but also results in unsafe convictions where suspects are pressurised into confessing whether or not they are actually guilty. This issue is considered in more detail in the **POLICING: THE INTEGRITY AND ACCOUNTABILITY OF THE POLICE.**

- A. Is there a custody or cellblock? Is it secure? Who manages it? Is the cell area monitored by videotape?
- B. Are prisoners advised of any rights on their arrival? Are there any notices displayed advising of these rights? If the prisoner speaks a different language or cannot read, or has other difficulties, what assistance is offered to him or her? Is prisoners' personal property listed and are they given a receipt for anything seized? On what grounds may such property be seized?
- C. Is a written log kept of all incidents related to a prisoner's detention? Are the prisoner's details and physical condition noted on arrival? In particular, is there a written record of all persons who visit the prisoner and of his or her movements? Is free and independent legal advice available for a prisoner?
- D. How are a prisoner's medical needs dealt with? Is there a doctor on call who attends the station? Is there special assistance available in respect of someone with mental illness?
- E. What kind of doors do the cells have? Are they solid with small wicket gates/ hatches/ peepholes? Or are they open bar-fronted cages? What toilet facilities exist? What washing and shower facilities exist? Are male and female prisoners kept separately? Do the cells have bunks or seating? Is this adequate for the number of prisoners per cell? Is there adequate lighting in the cell during the day and is this switched off during the night? Do the cells have adequate ventilation and heating? How are prisoners fed and how often?

- F. Are there separate interview rooms? How are they equipped? How are they arranged? Where is the suspect placed in relation to the interviewers? What lighting is there? Is there recording equipment? Can the interviews be observed from outside (e.g. through a peephole or two-way mirror)? Is there a panic button to summon emergency help? How many police officers are in the room during the interview of a suspect?

## 5.8 PROPERTY

Police, as part of their duties, often end up in possession of property belonging to others, such as evidence in a case or property found on the street and handed in. The custody of this property needs to be properly and responsibly managed to prevent tampering and theft. It is a responsibility in which many police services fail.

- A. Is there a secure place used for storing property, exhibits and evidence held in police custody? Is there an individual (or individuals) identified who has personal responsibility for items in the property room? Are valuable or sensitive items stored separately and under additional security? Is access to the store restricted? Do visitors to the property room have to sign in and out? Are items allocated a unique reference number? Are there regular inventories and stocktaking inspections of the store?

## 5.9 COMMUNITY POLICING

Where community policing arrangements are well developed, each patrol area or beat will be allocated to a particular officer. That officer, sometimes called a “community beat officer”, will be expected to make him or herself known to the local residents and to become a focal point for police/community relations. As well as dealing with local incidents, the community officer may be expected to identify solutions to community problems (sometimes referred to as “problem oriented policing”) and to support crime prevention activities.

- A. Are local officers familiar with the concept of “community policing”? What do they think it means? Do they think it is a worthwhile activity? What do they see as its main strengths and weaknesses?
- B. Is there an officer (or officers) assigned as a personal point of contact for a particular geographical patrol area (i.e. beat)? Where one exists, what does the job description for that officer say? Does that officer hold local community meetings at which local issues are discussed and information about police action is given? If yes, are such meetings open to all members and sections of the local resident population? Does the community officer have a local police office to which members of the local resident population have ready access? If so, to what extent do members of the public take advantage of this?
- C. Are officers specifically deployed to liaise with local schools? Are there officers trained and available to advise the local community on crime prevention issues? Are there officers trained and available to advise the local community, local municipal authorities and local developers on crime prevention by architectural design (CPAD)? This is an approach to building and designing an environment that seeks to make it “crime proof”, that is a place in which it is physically difficult to commit crime. Is there an officer designated to liaise with the local municipal authorities on partnership issues and initiatives?
- D. Is there a team of officers dedicated to tackling local crime and disorder issues rather than general response policing? Do such officers undertake proactive activity against new and emerging threats against local crime and disorder?

People living and working in a community are more likely to notice someone or something amiss. The “Neighbourhood Watch” seeks to make best use of this phenomenon by encouraging networks that watch for suspicious activity in their community and then report it to special police contacts. Where confidentiality permits, the police are also able to use these networks to disseminate information that is of public concern. A version of this is the “ring around” system, which is an automated messaging system that transmits information on emerging crimes threats and criminals to a panel of key community contacts. For instance, if a particular group of criminals is working in an area, a ring around message can be broadcast warning the community what to look for and to be careful. At no time are those involved in Neighbourhood Watch expected or authorised to take direct action against the criminals. Their role is simply to observe and report.

- E. Do community oriented self-help schemes exist, such as “Neighbourhood Watch”, “ring around”, and closed circuit television systems (CCTV)? What are they? What is their remit? What is the police role in them?
- F. How do the police relate to other locally based agencies such as hospitals, social and welfare services, municipal housing authorities, local councils and the media?
- G. How does the public get information about local policing? How do the public make contact with the police? What instructions or standing orders are there on releasing information about policing to individuals or to the media? Are media relations centralised? Is the local police commander permitted to brief the media?
- H. How are the police portrayed in the local media? How do the police relate to the local media? Is there a public information office? Do the police keep the public informed about public safety issues?

## 5.10 INFORMATION AND INTELLIGENCE

Further information on police information and intelligence is available in **POLICING: POLICE INFORMATION AND INTELLIGENCE SYSTEMS**.

- A. Is there a team of police staff dedicated to collecting, collating and analysing information and intelligence concerning local criminal activity? Do they include trained analysts? From where do they get their information and intelligence? Are all officers encouraged to submit information of potential interest? Is information collated on a card or paper file system or on computer?
- B. Is analysis undertaken to identify developments in crime and disorder (e.g. increases/decreases, “hotspots” of criminality or public disorder) to enable deployment decisions to be made?
- C. Do they produce regular briefings concerning the frequency, and incidence of local crime and identifying any trends? To whom are these briefings distributed? How?

## 6. PARTNERSHIPS AND COORDINATION

The ethos of community policing is about developing effective partnerships between the public and the police in order to secure a safer society. This section looks first at partnerships and collaboration on an institutional level with other public bodies or corporations before considering the involvement, input and participation of the international donor community.

### 6.1 PARTNERSHIPS

- A. What partnerships currently exist with other public service departments? Are there partnerships with other formal groupings in the public, private or non-government sector? How do these partnerships work in practice? Are there written protocols? Who does the local police commander consider to be the partners in delivering the core functions of policing? What is he or she doing to promote and develop these partnerships? Do the cooperation partners offer help in terms of supplementary funding, services, equipment or other support? Are partnerships successful? What are their strengths and weaknesses?
- B. Are there concerns that the police are getting too close to certain prominent figures, community or religious leaders? Is there any suggestion that such partnerships create an unequal service delivery, i.e. are there fears of favouritism?

### 6.2 DONOR COORDINATION

- A. Are there (or have there been) internationally funded initiatives aimed at developing aspects of station level service delivery, community policing and institution building? What are the objectives of these projects? Are they being achieved? Is there evidence of duplication? Is there any coordination of the implementation of these initiatives? Are mechanisms in place that will ensure sustainability of any sponsored activity? Which countries or organisations are involved ? Are any stakeholders and/or donors obvious by their absence?

## ANNEX A. KEY DOCUMENTS

### UNITED NATIONS

- Compendium of United Nations Standards and Norms in Crime Prevention and Criminal Justice, 2006 (which contains source documents on crime prevention and criminal justice, and human rights texts);
- Guiding Principles for Crime Prevention and Criminal Justice in the Context of Development and a New International Economic Order, 7<sup>th</sup> UN Congress on the Prevention of Crime and the Treatment of Offenders
- Code of Conduct for Law Enforcement Officials, General Assembly, 1979
- Guidelines for the Effective Implementation of the Code of Conduct for Law Enforcement Officials, Economic and Social Council, 1989
- UN Country Reports

### DRAFT

- Model Police Act
- Model Code of Criminal Procedure
- Model Criminal Code

**PLEASE NOTE:** *The Model Police Act (MPA), the Model Code of Criminal Procedure (MCCP), and the Model Criminal Code (MCC) are being cited as models of codes that fully integrate international standards and norms. At the time of publication, the MPA, the MCCP, and the MCC were still in DRAFT form and were being finalised. Assessors wishing to cite the MPA, the MCCP, and the MCC with accuracy should check the following websites to determine whether the finalised Codes have been issued and to obtain the finalised text, as referenced Articles or their numbers may have been added, deleted, moved, or changed:*

<http://www.usip.org/ruleoflaw/index.html>

or [http://www.nuigalway.ie/human\\_rights/Projects/model\\_codes.html](http://www.nuigalway.ie/human_rights/Projects/model_codes.html).

*The electronic version of the Criminal Justice Assessment Toolkit will be updated upon the issuance of the finalized codes.*

### REGIONAL

- European Code of Police Ethics (Council of Europe)  
[www.coe.int/t/e/legal\\_affairs/legal\\_co-operation/police\\_and\\_internal\\_security/documents/Rec\(2001\)10\\_ENG4831-7](http://www.coe.int/t/e/legal_affairs/legal_co-operation/police_and_internal_security/documents/Rec(2001)10_ENG4831-7)
- A website with links to Police Laws and Codes in a number of countries:  
[www.coe.int/t/e/legal\\_affairs/legal\\_co-operation/police\\_and\\_internal\\_security/documents/documents.asp](http://www.coe.int/t/e/legal_affairs/legal_co-operation/police_and_internal_security/documents/documents.asp)

### POST CONFLICT

- [http://www.un.org/depts/dpko/training/tes\\_publications/list\\_publi.htm](http://www.un.org/depts/dpko/training/tes_publications/list_publi.htm). (See also the other publications listed under “civilian police”)
- <http://www.uncjin.org/Documents/BlueBook/BlueBook/index.html>
- <http://www.un.org/depts/dpko> Best Practices Unit, DPKO, New York
- [www.stimson.org/fopo/pdf/UNPOL\\_Readings\\_Aug\\_10\\_workshop.pdf](http://www.stimson.org/fopo/pdf/UNPOL_Readings_Aug_10_workshop.pdf) (Background Reading on Post-Conflict Policing)

### OTHER USEFUL SOURCES

- “Handbook of Policing” edited by Tim Newburn, (2003), Willan Publishing, especially chapters 2 and 13
- Police Act (1998) of the Republic of Slovenia  
([www.policija.si/en/legislation/pdf/PoliceAct2006.pdf](http://www.policija.si/en/legislation/pdf/PoliceAct2006.pdf))
- Comparative legislation website: ([www.wings.buffalo.edu/law/bclc/resource](http://www.wings.buffalo.edu/law/bclc/resource))
- UCL Jill Dando Institute of Crime Science ([www.jdi.ucl.ac.uk](http://www.jdi.ucl.ac.uk))



## **NATIONAL**

- Constitution, including bills of rights
- Police Law or Act; (including implementing regulations, clarifying regulations)
- Police Standard Operating Procedures, Departmental Orders or Force Standing Orders, Police and procedure manuals or other policy documents. (Some of these may be confidential but the assessor should attempt to get copies.)
- Policy and regulations promulgated by the policing agency, internal training manuals.
- Code of Criminal Procedure
- Criminal Code
- National Police Strategy
- Annual Police Reports
- Police Inspectorate or Oversight Body Reports
- Non-governmental Organisation Reports
- Donor Country Reports

## ANNEX B. ASSESSOR'S GUIDE / CHECKLIST

The following are designed to assist the assessor in keeping track of what topics have been covered, with what sources, and with whom.

	TOPIC	SOURCES	CONTACTS	COMPLETED
2.1	STATISTICAL DATA	<ul style="list-style-type: none"> <li>Ministry of Interior Reports</li> <li>Ministry of Justice Reports</li> <li>Ministerial Website</li> <li>National and local crime statistics</li> <li>NGO Reports</li> <li>UN Regional &amp; Country Analyses</li> </ul>	<ul style="list-style-type: none"> <li>Members of any national statistical or audit office</li> </ul>	
3.1	LEGAL FRAMEWORK	<ul style="list-style-type: none"> <li>Constitution (Bill of Rights);</li> <li>Police &amp; law enforcement statutes;</li> <li>Model Police Act;</li> <li>Model Code of Criminal Procedure;</li> <li>Model Criminal Code;</li> <li>(N.B. The Model Act and Codes are still in draft form and are subject to change)</li> <li>Codes of Conduct;</li> <li>Ministerial instructions;</li> <li>Other Police legislation for comparison (e.g. Republic of Slovenia's Police Act (<a href="http://www.policija.si/en/legislation/pdf/PoliceAct2006.pdf">www.policija.si/en/legislation/pdf/PoliceAct2006.pdf</a>);</li> <li>Internet sites (e.g. <a href="http://wings.buffalo.edu/law/bclc/resource">http://wings.buffalo.edu/law/bclc/resource</a>) .</li> </ul>	<ul style="list-style-type: none"> <li>Government Minister responsible for Justice and/or Internal Affairs;</li> <li>Senior civil servant from a judicial/legislative drafting government department;</li> <li>Independent academic lawyer;</li> <li>Independent Human Rights/Civil Liberty/Anti Corruption groups;</li> <li>Police supervisory body;</li> <li>Police Chief;</li> <li>Senior police officers;</li> <li>State prosecutors</li> </ul>	
3.2	POLICE MANDATE	<p>See above</p> <p>Plus</p> <ul style="list-style-type: none"> <li>Police training manuals</li> <li>Site Visits</li> </ul>	<ul style="list-style-type: none"> <li>Government Minister responsible for Justice and/or Internal Affairs;</li> <li>Police supervisory body;</li> <li>Police Chief;</li> <li>Members of police oversight bodies;</li> <li>Senior police officers;</li> <li>Patrol officers;</li> <li>Member of local criminal Bar association;</li> <li>State prosecutor;</li> <li>Local community leaders</li> <li>Independent Human Rights/Civil Liberty/Anti Corruption groups</li> </ul>	

	TOPIC	SOURCES	CONTACTS	COMPLETED
4.1	NATIONAL STRATEGY	<ul style="list-style-type: none"> <li>• National policing strategy</li> <li>• National policing plans</li> <li>• Local policing plans</li> <li>• Academic and research papers</li> <li>• Ministerial websites</li> <li>• Police Agency websites</li> </ul>	<ul style="list-style-type: none"> <li>▪ Government Minister responsible for Justice and/or Internal Affairs;</li> <li>▪ Independent Human Rights/Civil Liberty/Anti Corruption groups;</li> <li>▪ Police supervisory body;</li> <li>▪ Chief of Police;</li> <li>▪ Chief of Police's Cabinet;</li> <li>▪ Members of police oversight bodies – national and local;</li> <li>▪ Senior police officers;</li> </ul>	
4.2	NATIONAL INFRASTRUCTURE	<ul style="list-style-type: none"> <li>▪ Documents from the responsible national Ministry (Justice or Interior);</li> <li>▪ Internet for websites of the relevant Ministry, and of the Police;</li> <li>▪ Annual Police reports;</li> <li>▪ Local authority reports;</li> <li>▪ Inspection reports by external organisation(s);</li> <li>▪ Visit to central HQ</li> <li>▪ Reports from any monitoring, oversight or supervisory body;</li> <li>▪ Reports of complaints;</li> <li>▪ Reports by any complaints investigation body.</li> <li>▪ Service level agreements and protocols on when and why central reserves and resources may be requested.</li> </ul>	<ul style="list-style-type: none"> <li>• Government Minister responsible for the policing</li> <li>• Senior civil servants;</li> <li>• State prosecutors</li> <li>• Police Inspectorate;</li> <li>• Chief of police at centre (headquarters);</li> <li>• NGO researchers;</li> <li>• Chief of police &amp; senior managers;</li> <li>• Representative from any data protection or privacy commission;</li> <li>• Officer in charge of complaints;</li> <li>• Representative from Independent human rights/civil liberty/anti corruption groups;</li> <li>• Journalists</li> <li>• Local supervisors and managers;</li> </ul>	
4.3	STAFFING ISSUES	<ul style="list-style-type: none"> <li>• Staff regulations</li> <li>• Staff manuals or instructions</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Human Resources</li> <li>• Representative of staff association or trade union</li> </ul>	
4.3.1	RECRUITMENT	<ul style="list-style-type: none"> <li>• Police agency websites</li> <li>• Job advertisements</li> <li>• Job descriptions</li> <li>• Completed application forms</li> <li>• Selection criteria</li> <li>• Recruitment tests</li> <li>• Any police staff association or trade union</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Human Resources</li> <li>• Members of any selection panel</li> <li>• Sworn and un-sworn staff</li> </ul>	
4.3.2	TRAINING	<ul style="list-style-type: none"> <li>• Training manuals and programs</li> <li>• Visit to police training school or academy</li> <li>• Visit to training officer</li> <li>• Officer Training Programmes &amp; manuals;</li> <li>• Local training needs analysis (if present)</li> </ul>	<ul style="list-style-type: none"> <li>• Head of foundation training</li> <li>• Trainers at police academy</li> <li>• Recruits in training</li> <li>• Local training manager;</li> <li>• Police staff</li> </ul>	

	TOPIC	SOURCES	CONTACTS	COMPLETED
4.3.3	CAREER DEVELOPMENT	<ul style="list-style-type: none"> <li>• Human Resource policies</li> <li>• Staff development plans</li> <li>• Staff skills profiles</li> <li>• Internal vacancy announcements</li> <li>• Application forms</li> <li>• Guidance on completing application forms</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Human Resources</li> <li>• Head of Training</li> <li>• Trainers</li> <li>• Sworn and un-sworn staff</li> </ul>	
5.1	LOCAL MANAGEMENT STRUCTURES	<ul style="list-style-type: none"> <li>• Inspection reports;</li> <li>• Reports from any Police Complaints authority;</li> <li>• Annual Police Reports;</li> <li>• Local policing plan (for the police station or district);</li> <li>• Notes (or minutes) of public consultation meetings;</li> <li>• Notes (or minutes) of police management meetings;</li> <li>• Manuals of Guidance at the police station;</li> <li>• Public brochures and literature;</li> <li>• The 'press book' or information shared with the media;</li> <li>• Site Visits.</li> </ul>	<ul style="list-style-type: none"> <li>• Local police commander;</li> <li>• Supervisory officers at police stations;</li> <li>• State Prosecutors;</li> <li>• Members of local criminal Bar association;</li> <li>• Representatives of the local Council or municipal authorities;</li> <li>• Local community representatives;</li> <li>• Representatives of consultative groups;</li> <li>• Representatives of victims groups</li> <li>• Representatives of the media</li> </ul>	
5.2	ACCOMMODATION	<ul style="list-style-type: none"> <li>• Visits to police stations</li> </ul>	<ul style="list-style-type: none"> <li>• Local police commander</li> <li>• Representative of staff association or trade union</li> <li>• Staff members</li> </ul>	
5.3	FRONT DESK	<ul style="list-style-type: none"> <li>• Visit to Front office or Desk</li> <li>• Any logs or daily record</li> </ul>	<ul style="list-style-type: none"> <li>• Person in charge of Front Desk</li> <li>• Front Desk staff</li> <li>• Members of the public using the Front Desk</li> </ul>	
5.4	DESPATCH	<ul style="list-style-type: none"> <li>• Visit to a Despatch unit or office</li> <li>• Log or incidents reports</li> <li>• Computer log (if exists)</li> <li>• Local statistics on response performance (e.g. speed of attendance)</li> <li>• Customer satisfaction survey results</li> </ul>	<ul style="list-style-type: none"> <li>• Person in charge of despatch</li> <li>• Local patrol officers</li> </ul>	
5.5	PATROL AND RESPONSE	<ul style="list-style-type: none"> <li>• Accompany police patrols</li> <li>• Attend shift briefing</li> <li>• Crime reports</li> <li>• Any shift reports or logs</li> <li>• Inspection of vehicles available</li> <li>• Local media reports</li> </ul>	<ul style="list-style-type: none"> <li>• Head of local operations</li> <li>• Patrol supervisors</li> <li>• Patrol officers,</li> <li>• Members of the public</li> </ul>	
5.6	INVESTIGATION	<ul style="list-style-type: none"> <li>• Visit to Investigation department</li> <li>• Case files</li> <li>• Local crime statistics</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Crime Investigation</li> <li>• Local state prosecutor or investigating judge;</li> <li>• Local defence lawyer;</li> <li>• Crime investigators;</li> <li>• Forensic crime scene examiner</li> </ul>	

	TOPIC	SOURCES	CONTACTS	COMPLETED
5.7	CUSTODY	<ul style="list-style-type: none"> <li>• Visit to custody area</li> <li>• Custody records</li> </ul>	<ul style="list-style-type: none"> <li>• Person in charge of cells;</li> <li>• Gaoler;</li> <li>• Prisoners;</li> <li>• Representative of local inspection committee (if any).</li> </ul>	
5.8	PROPERTY	<ul style="list-style-type: none"> <li>• Visit to property store</li> <li>• Inspection of property logs</li> <li>• Policy for guidelines on storing property</li> </ul>	<ul style="list-style-type: none"> <li>• Person in charge of the secure property room</li> <li>• Police staff who use the secure property room</li> </ul>	
5.9	COMMUNITY POLICING	<ul style="list-style-type: none"> <li>• Manuals of guidance, policy documents and standard operating procedures on station level service delivery and community policing;</li> <li>• Community policing plan</li> <li>• Inspection reports</li> </ul>	<ul style="list-style-type: none"> <li>• Head of community liaison</li> <li>• Community Beat Officers</li> <li>• Schools Liaison Officers</li> <li>• Crime Prevention Officers</li> <li>• Head teachers of schools</li> <li>• Local religious leaders</li> <li>• Local community leaders</li> <li>• Representatives of local community groups</li> <li>• Representatives of local media</li> <li>• Representatives of the local Council or municipal authorities (the Mayor, for example);</li> <li>• Local community representatives; (e.g. Chamber of Commerce)</li> </ul>	
5.10	INFORMATION & INTELLIGENCE	<ul style="list-style-type: none"> <li>• Visit to Information or Intelligence Unit</li> <li>• Databases or paper reference files available to local officers, (e.g. criminal records, reported crime system, local information and intelligence system);</li> <li>• Examples of any briefings or reports issued;</li> <li>• Any intelligence assessments;</li> <li>• Inspection reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Unit</li> <li>• Analyst</li> <li>• Patrol officer</li> <li>• Investigators</li> <li>• Representative of any local oversight or monitoring group</li> </ul>	
6.1	PARTNERSHIPS	<ul style="list-style-type: none"> <li>• Written protocols or directions concerning interagency working;</li> <li>• Local policing plan;</li> <li>• Notes (or minutes) of meetings between the police and local consultative committees, or other members of the public;</li> <li>• International and Regional organisations;</li> <li>• Notes (or minutes) of meetings with other 'public' agencies such as health, welfare and fire service;</li> <li>• Consultative or informal meetings with the local community;</li> <li>• Public brochures and literature;</li> </ul>	<ul style="list-style-type: none"> <li>• Local police commander;</li> <li>• Supervisory officers at police stations;</li> <li>• Patrol officers, including 'community' officers (where they exist);</li> <li>• Representatives of consultative groups;</li> <li>• Representatives of the local Council or municipal authorities (the Mayor, for example);</li> <li>• Local community representatives; (e.g. Chamber of Commerce)</li> <li>• Members of the public;</li> <li>• Local representatives of international &amp; bilateral cooperation (in particular foreign law enforcement liaison officers).</li> </ul>	

	TOPIC	SOURCES	CONTACTS	COMPLETED
6.2	DONOR COORDINATION	<ul style="list-style-type: none"> <li>• Internet Websites</li> <li>• Programme and project documents;</li> <li>• Project terms of reference;</li> <li>• Public brochures and literature;</li> <li>• Memoranda of Understanding with international community, organisations or donor countries (e.g. UN, EU, ASEAN, Interpol etc)</li> </ul>	<ul style="list-style-type: none"> <li>• Representatives of relevant international or regional organisations working in the country;</li> <li>• Embassies/Ministries for donor activity.</li> <li>• Programme and project managers for international initiatives</li> </ul>	





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