Ministry of Home Affairs-Citizen Security Programme
Institutional Modernisation of Guyana Police Force
Final Report

7th April 2011
## Quality Management

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EXECUTIVE SUMMARY

The Institutional Modernisation of the Guyana Police Force project under the auspices of the Citizen Security Programme set out to achieve three primary objectives:

Development of a five year Strategic Plan for the Guyana Police Force.
Development of a results orientated planning model.
Development of an electronic document management system.

Strategic Plan

The publication of the Guyana Police Force Strategic Plan 2011 to 2015 in November 2010 was a result of consultation with a wide range of stakeholders and brought together the aspirations of many of these individuals and groups of people within a framework that would see quantifiable improvements in the approach to Policing in Guyana. The Plan has been developed to ensure that it is relevant, achievable and realistic to constraints that exist.

The Plan sets out, acknowledging that this requires legislative change, to redefine the Mission Statement, Aims and Motto of the Guyana Police Force to bring them in line with international best practice whilst respecting the individuality of Guyana. It provides details on how these aims will be achieved and how success will be measured. It is intended to be a flexible document such that it can adapt to changing circumstances arising from factors both internal and external to the GPF. An intrinsic part of the Plan is the Annual Strategic Assessment which forms the trigger for review of the content of the Plan and the need or otherwise for its amendment.

The success of the Plan is underpinned by a number of recommendations including:

Implementation Units – establishment of a series of Units to oversee the implementation of the Plan, independently measure and report on its performance and process corporate projects.

Targets – identification of initial baseline through collection of accurate data and establishment of realistic targets against which progress can be measured.

Initial funding – securing of appropriate funds for the current (2011) fiscal year to allow for initialisation of the implementation.

Recurrent funding – incorporation of the continuing financial demands of implementation within the annual budgeting cycle to ensure the continued success of the Plan from 2012.

Communication – publicising the Plan and its objectives both internally within the GPF and externally to other stakeholders and the public.

Results Orientated Planning Model

The Results Orientated Planning Model is a tool by which the modernisation process can be supported. It is directly linked to the objectives defined in the Strategic Plan, will allow for measurement of success against the Plan and will assist in improving accountability. It will also assist in setting the framework for establishing performance and professional standards.
EXECUTIVE SUMMARY

The model is orientated around an electronic data store that utilises industry standard software and hardware to collect, collate, analyse and report on a wide variety of data. It has been designed to be flexible enough to grow from providing the central repository for all the data that is currently being collected to an aspirational model of comprehensive data collection which will be achieved in a phased approach over a number of years.

It aims to bring structure and consistency around the reporting process such that the GPF management, those with oversight responsibility, the rank and file of the GPF, the public and others with vested interests can see the improvements being made as part of modernisation. A typical beneficiary of the model will be the Commissioner’s Annual Report – the collation of which should be made all the simpler with access to a single, accurate, comprehensive, electronic data repository.

In addition the model will allow for trend analysis providing an input into the Annual Strategic Assessment thereby steering the direction of the Strategic Plan over its lifetime.

Some of the core business areas identified during the consultancy which will be covered by the model include:

**Risk management** – management of the mitigation activities identified to address corporate and operational risks identified in the Strategic Plan.

**Resource management** – providing assistance with the deployment of resources such that they are consistent with the objectives of the Strategic Plan.

**Crime management** – providing the primary source (initially) of reporting progress against the crime objectives of the Strategic Plan.

**Financial planning** – providing the GPF and Divisional / Departmental budget information including analysis of spend to date and spend against profile.

**Relationships** – reporting on progress with the implementation of community policing and the interaction between the Police, the community and other stakeholders.

**Public order policing** – reporting on progress in improving public order policing.

**Traffic management** – reporting on progress in improving management of traffic.

The key components of the model which are built on the content of the Strategic Plan include:

**Annual Strategic Assessment** – reporting on progress against objectives for the previous year as well as scoping out new and emerging factors that will influence the Strategic Plan in coming years. This does not currently exist in the GPF and will need to be established.

**Control Strategy** – setting out the common, structured approach to be taken by all Divisions and Departments to tackle the issues arising from the Annual Strategic Assessment and consistent with the vision set out in the Strategic Plan.

**Annual Resource Allocation Review** – establishing the human resource requirements to deliver the desired outcomes of the both the Strategic Plan and the Control Strategy.
EXECUTIVE SUMMARY

Regular Reporting – on a monthly and quarterly basis to a consistent format across all Divisions and Departments. This will be summarised in an Annual Performance Review and Report (linked to the Commissioner’s Annual Report).

Senior Management Oversight – by a new group of senior members of the GPF.

Information Store, Analysis and Retrieval – taking advantage of information technology to provide the appropriate management tools to monitor modernisation progress.

Electronic Document Management System

The Electronic Document Management System comprises a solution aimed at furthering the computerisation of the GPF through the deployment of industry standard hardware and software configured to the specific requirements of the operational processes of certain Departments of the GPF.

The “hub” of the system is a data store providing a future-proof, resilient repository for both the data collected for the Results Orientated Planning Model and the various functions of the GPF being computerised. The hub, located in the Force Data Centre, will be connected to local hardware with supporting software modules providing the functionality required for computerisation of the operational processes being undertaken by Departments of the GPF.

A phased approach to implementation has been identified that recognises availability of funding and capacity with the GPF for the introduction of new technology and business processes. This will involve the initial deployment of the central hub and associated hardware along with the local hardware and software for the HR (General Office including the Felix Austin Police College) function. Subsequent phases over two years will include local hardware and software for Finance and Stores (Uniforms). Inter-connectivity will be provided via existing infrastructure which will be enhanced in certain areas where there is either no existing provision or where it requires upgrading.

Finally, but during the lifetime of the current Strategic Plan and as part of the Annual Strategic Assessment, it is envisaged that additional departments will be identified for computerisation including the remainder of Stores, Transport, Firearms and Branding Applications amongst others.

This report includes provision of a User Requirement and Functional Specification for the Data Store as well as User Requirements documentation for the initial software modules. It is recommended that these documents are used to select a suitable supplier(s) of both the hardware and software components of the System. These documents can be used to initially assist the suppliers in assessing the GPF’s requirements before working closely with the GPF to finalise specific user configuration that is then implemented as part of their deliverable.

Key factors to be considered during this stage of the project include a requirement to request details of the supplier(s) final design such that this can be compared with the specification and signed off accordingly before supply and installation. Furthermore testing against test scripts (pre-agreed before supply) will assist in ensuring the required functionality is met whilst the requirement to provide the requisite training, training documentation and system documentation will assist in establishing the new approach in business as usual.
Conclusion

The Guyana Police Force Strategic Plan 2011 to 2015 is now a live document and requires a substantial number of activities to be undertaken during the foundation year of 2011 to underpin its successful implementation. These activities include the implementation of the initial Results Orientated Planning Model and the first phase of the Electronic Document Management System. There is clear evidence of the desire for modernisation across the Force and substantial momentum has been built throughout the duration of this consultancy that could be harnessed to achieve very real benefits for not only the Police but the country of Guyana.
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<td>Customs and Anti Narcotics Unit</td>
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<td>COG</td>
<td>Chief Officer Group</td>
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<td>COTS</td>
<td>Commercial Off The Shelf</td>
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<td>Citizen Security Programme</td>
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<td>Electronic Document Management System</td>
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<td>Electronic Personal Information Record</td>
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<td>Electronic Service Sheet</td>
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<td>IEEE</td>
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<td>IPCC</td>
<td>Independent Police Complaints Commission</td>
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<td>MoE&amp;C</td>
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<td>Medium Term Financial Plan</td>
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<td>Non-Governmental Organisations</td>
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<td>Optical Character Recognition</td>
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1 INTRODUCTION AND BACKGROUND

This Final Report is our final deliverable under the Institutional Modernisation of the Guyana Police Force (GPF) project forming part of the Ministry of Home Affairs' Citizen Security Programme (CSP). It has been developed in accordance with our Inception Report and builds on both the Interim and Draft Final Reports accepted by the Ministry of Home Affairs (MoHA) by way of letters dated 25th November 2010 and 25th March 2011 respectively.

The Institutional Modernisation of the GPF is one of a series of projects under the auspices of the CSP – a programme jointly funded by the Government of Guyana (GoG) and the Inter-American Development Bank (IDB).

This project is intended to support the modernisation of the GPF and improve its service delivery to Guyana and its people.

The purpose of the Final Report is to present our final product as a result of the extensive consultation that has taken place during visits to Guyana in May 2010, June 2010, July 2010, October 2010, November 2010, January 2011 and March 2011. The Draft Final Report was presented to the Minister of Home Affairs, the GPF and other key stakeholders at a meeting on 24th March 2011. The report was approved at this meeting subject to a number of amendments which have been addressed in this final version. Appendix A - GPF Strategic Plan 2011-2015 has not been updated as this remains a live document and requires contribution by both the Minister and the Commissioner, particularly in the areas of the Foreword, Mission Statement, Aims and Motto, prior to being up-issued. It is proposed that other minor amendments identified at the meeting be addressed at that time.

Capita Symonds continues to be indebted to the considerable contribution made by all we meet in the course of undertaking our duties. In particular we are very grateful for the input by Doctor Roger Luncheon, Head, Presidential Secretariat, Honourable Clement Rohee, Minister of Home Affairs, Mr Henry Greene, Commissioner of Guyana Police Force and Mr Khemraj Rai, Programme Co-ordinator, CSP. We would also like to formally acknowledge the extensive support of Superintendents Paul Williams, Paul Langevine and Edgar Thomas, the GPF Counterparts, who have accompanied us throughout our visits to Guyana making introductions and arrangements to ensure we have been able to maximise the benefit of our time in-country.

The Final Report is an evolution of the Draft Final Report and is structured identically around the three core deliverables of a Strategic Plan (Plan) for the Guyana Police Force, a Results Orientated Planning Model (ROPM) and Electronic Document Management System (eDMS). The other seven original Activities under the Terms of Reference of our commission are intrinsically linked with these three core activities and due cognisance has been made of this in the development of our output and recommendations.

The GPF forms one of several departments within the MoHA and it is acknowledged that a similar modernisation programme, and associated consultancy, for the Ministry is also being undertaken by others as part of the CSP. As the oversigthing body there are inevitably
strategic decisions to be taken at Ministry level that will affect the strategic direction of the GPF and other departments.

This introduction is followed by a section on each of the three core deliverables which contains details on the interpretation of the requirements, a comparison of this against the original Terms of Reference, a commentary on international best practice, recommendations, critical success factors and proposals for implementation. Within the Plan section we have also included function descriptions and role profiles of the proposed Strategic Planning Unit and Projects Office. Similarly within the ROPM section we have included function descriptions and role profiles of the proposed Performance Management Oversight Group and the Performance Management Unit. We have also included information on potential software solutions for the ROPM. Finally within the eDMS section we include information on potential suppliers and details of their products that may be suitable for implementation of the recommended solutions.

For ease of separation from the Final Report Appendix A contains the Guyana Police Force Strategic Plan 2011-2015, Appendix B comprises the components forming the Results Orientated Planning Model and Appendix C a User Requirement and Functional Specification for the Data Store along with User Requirements for the HR Module (including Stores Uniforms) and the Finance Module. Appendix D contains scans of some of the forms collected from the GPF during our consultations. These forms are particularly pertinent to our work and electronic versions of these will be replicated within the chosen software package to allow for the population of databases whilst retaining, as far as is practicable, the look and feel the GPF are used to. Finally Appendix E contains datasheets on some of the identified software packages.
2 STRATEGIC PLAN

2.1 Introduction

The key messages agreed for development in the Inception Report were:

- Develop a five year Strategic Plan (Plan).
- The Plan to support the GPF modernisation process.
- The Plan to be relevant, achievable and take account of constraints.
- Related to the finance available to the GPF for this work.
- Document supported by realistic structures and human resources.
- Linked to the work being taken forward on ROPM and eDMS.
- Take account of related work being developed in MoHA, CSP Projects and Community Programmes.
- Development will be by a consultative process.

We have found considerable support throughout the GPF for the introduction of a five year Plan. There is acceptance it is a fundamental part of a modern police force and policing is about setting key priorities that will be given added emphasis and focus within the overall approach to policing.

Within that acceptance is an acknowledgement that daily policing activities will continue and have to be dealt with and they must also be performed in a professional and accountable manner. So there is a growing reality shown by many officers to the fact that the implementation of a Plan will involve extra work, and that there will not be specialist squads set up to deal with these focussed areas.

We have been able to run a series of workshops and focus groups at six of the seven Police Divisions. The former were for senior managers with responsibility for delivering police services locally and supporting the functions of Headquarter Units and Senior Command Team. They were aware of local achievements and were in a position to express a vision for the future of the Force. The latter was designed for those members of staff that currently collect and/or collate data that is then sent to Headquarters for appraising the Commissioner of events and for enabling HQ Units to carry out functions. These were primarily Sergeant Ranks who completed many of the administrative functions and were well placed to comment on what analysis or measurement tools were used. It proved from information collected that very few results were generated at Divisional level.

We found that the workshops and focus group activities has enabled the messages about the modernisation programme to be taken further afield and permitted an increased scope to gather invaluable information, facts and perceptions on the new approaches to policing.
While wary of drawing conclusions from the six full day sessions held, there appeared little evidence of planning that influenced policing or of prioritising of police activities. Additionally, the current policing culture appeared to place little value on citing achievements and performing effectively, although there were many, and gave support to the lack of confidence in policing by many local communities. If the police lack confidence in themselves it may be difficult for them to convey to those they serve that they are being successful. It was also evident that creating a vision of the new modern GPF required careful nursing and perhaps reflecting a reluctance to claim modern policing services in the reality of their current environment.

Many police premises lacked the essential infrastructure and facilities necessary to symbolise a modern policing situation. There were uncertainties over resources and budgets although many good examples of local partnership initiatives were presented.

Despite the reality outlined above there was considerable support for a Plan as outlined at Appendix A. Clearly many staff are ready to embrace new approaches that help develop a modern policing approach in Guyana and steps will have to be taken to consider how they have a clear role to play. Feedback has been given at the workshop and focus group sessions to generating more data and information so that greater intelligence can be generated to lead and influence policing activities. Also the imagination and ideas to help the GPF grow towards a modern police force is with all officers and is not the privilege of rank or age. Additionally it regularly emerged that there was opportunity to exchange good practices and these included providing a box in all police vehicles with basic kit to preserve the scenes of crime and the essential kit necessary for conducting an investigation.

The key deliveries that are detailed in Section 8 of the Strategic Plan at Appendix A were built from the original work of the GPF Counterparts workshop held on 15th May 2010 with all stakeholders at Police HQ and from items raised during the workshop and focus group sessions that were held. Care was taken to ensure that accurate and tested processes were applied to statements made and they had to be agreed by the GPF members before they were transferred into the Plan.

In the Inception Report we detailed that the GPF Plan would link to other work being progressed at this time in the GPF and also to elements still being developed through the CSP Programme. Appendix A contains the Strategic Plan, consistent with the model outlined and agreed in the Inception Report. This Plan has been endorsed by the MoHA and other key stakeholders. It represents a significant achievement by all parties to have moved from the initial request to update a Strategic Plan to preparing a new and appropriate Strategic Plan.
2 STRATEGIC PLAN

January
- Start of Annual Cycle
- Budget Approval given for 2011
- Sign-off of Strategic Assessment and Control Strategy
- Start of new Strategic Plan 2011 - 2015
- Annual Performance Review Meeting
- Undertake Annual Resource Allocation review
- Prepare information for Commissioner’s Annual Report

February
- Review Strategic Plan against outcome of budget approval and Strategic Assessment
- Publish Annual Performance Information
- Publish Strategic Plan (updated version after year 1)

March
- Review first draft of Annual Report

April
- Quarterly Performance Review Meeting
- Sign off Annual Report

May
- Publish Annual Report
- Publish Quarterly Performance Information

June
Figure 2.1: Strategic Plan Annual Cycle

July
- Quarterly Performance Review Meeting

August
- Start preparation of budget building and future resource allocation
- Start collating information for Annual Strategic Assessment
- Publish Quarterly Performance Information

September
- Review first draft of budget proposals for next 4 years

October
- Provide information for Annual Strategic Assessment and Control Strategy
- Quarterly Performance Review Meeting
- Approve final budget proposals for next 4 years

November
- Publish Quarterly Performance Information

December
- Review first draft of Strategic Assessment and Control Strategy
The annual cycle of strategic activity is shown in Figure 2.1. It shows the linkages between activities relating to budget, planning, resource allocation and the communication of strategic documents within and outside the GPF.

However the work will be wasted if the Plan is not implemented and this Final Report provides the proposed structures that will enable this to be progressed and add to the momentum of modernising the GPF. Considerable detail is provided in this document and will be the basis for ongoing consultation, review and decision by the GPF and other stakeholders. Supplementing these proposals for implementation will be indicators of critical success factors and a series of recommendations, including the selection and training of staff to be employed in the Strategic Planning Unit (SPU). We have also started addressing at workshops and focus groups how best to communicate the new Strategic Plan to all GPF members so that they might play their part in achieving the goals of the plan and how partners and other stakeholders might contribute.

2.2 Statement on Interpretation of Requirements

The Inception Report, accepted by the Ministry and other key stakeholders, provided details of our interpretation of the requirements for undertaking this work for the CSP. These are detailed in both the Key Messages and Deliverables section of the Strategic Plan chapter of the Inception Report. Since then the consultation process has afforded us the opportunity to develop this understanding as detailed below.

The various approaches we have employed to conduct consultation with the GPF, its partners and its clients, the communities and citizens of Guyana have allowed us to collect some clear, consistent and evidenced messages. These have included the following:

- Readiness to take on new approaches, new technologies, new training and want to develop individually and as an organisation.
- The GPF wanting to focus on change and be accepted as a modern police force.
- Lack of public confidence in the professional services provided by the GPF.
- Failure to recruit and retain the right people in the GPF.
- Lack of management, motivation and supervision by the members of the GPF.
- Acceptance that working conditions are not suited to any organisation required to provide quality services.
- Confusion over the delivery of community policing services.
- Doubts as to the key services to be provided by the GPF.
- The growing instances of having to work in partnership with other organisations, formal and voluntary, and how GPF achievements may be constrained by effectiveness of partners.
- Difficulties for the GPF to demonstrate their achievements.
Hierarchical organisation that encounters problems in swiftly, accurately and contextually passing information and intelligence through-out the organisation.

Given the size of the organisation and diversity of work undertaken, there is limited amount of information collected that can then be converted to intelligence to drive forward performance and raise standards and success rates.

Issues around city policing versus rural policing.

A key message has been the willingness of the GPF to be responsible for taking on the changes that are necessary to drive the modernisation process. Already there has been considerable work completed in adopting new approaches and there has been an eagerness and energy displayed towards participating in the consultation processes. This was strongly evidenced at the workshops conducted where numbers attending and the quality of contribution made, confirmed the expressed statements to change and modernise. What appeared to be lacking was the confidence to take sole control of some of the processes and compounded by the poor infrastructure of the organisation, in allowing so many ideas and changes to gain hold. In addition the GPF had now identified what were the key areas that it wanted to focus on and become the key elements to its planning and these have been incorporated into the plan.

There was an acceptance that planning had to be strategic in its approach and it needed to be supported by IT that provided accurate data to support planning processes and provide means of measuring the results. As such the GPF have seen the modernisation process as being one approach that has three key elements to it. Equally there has been realisation that issues related to budgeting, development of personnel and communication strategies cannot be ignored and need to be part of the broader thinking applied.

Such is the support for the Strategic Planning approach consideration has started on how this will be achieved and importantly sustained. Concepts have been developed around establishing a Strategic Planning Unit (SPU) and linked Performance Management Unit (PMU) to take full responsibility for driving forward the new approach in conjunction with the Commissioner and his Senior Team.

Additionally the selection of the right staff to fill the agreed posts for the SPU and PMU is also seen as vital and the training requirements that will be needed to enable the new Units to start performing their intended role.

Our work has also identified the need to establish a small Projects Office (PO) that will work alongside the SPU and in future it will coordinate the establishment of new capital projects and monitor progress for active projects so as to ensure that capital work supports the new Strategic Plan. The PO should be established after the SPU and PMU have been set up and are running effectively.

2.3 Setting up the Strategic Planning and Performance Monitoring Units

We have provided in this report proposal for the functions to be performed by the SPU, PMU and PO which have been the subject of discussions with the Commissioner and
Counterparts. A chart showing the indicative relationships between these units and existing roles is shown in Figure 2.2.

Figure 2.2: Indicative Unit Relationship Diagram

Although the preferred option for staffing is as shown in Figure 2.2, it is accepted that to enable the establishment of the Units within current resourcing restrictions that an initial approach will be taken.
We have looked at the minimum requirements for staff and skills that we believe need to be in place to take forward the initial implementation of the Strategic Plan and the Results Orientated Planning Model.

We believe these to be:

- Superintendent – Head of the Strategic Planning Unit and Performance Management Unit.
- Inspector – Deputy Head of the SPU.
- Sergeant – Analyst Performance Management Unit.

The initial indicative relationship diagram is shown in Figure 2.3.

Additional staff should then be recruited incrementally to the SPU and PMU until the full complement has been achieved. Any delay in moving forward with the staffing of the SPU and PMU will impact on the proposal to set up the Projects Office (PO) (in 2012) and the Divisional Inspection and Review Units (DIRU) (also in 2012). The proposal is that staff in the SPU and PMU will be able to set up, mentor and coach new staff being appointed to the CPO and DIRU and if there is insufficient capacity to do this the implementation will be adversely affected.

2.4 Comparison with Terms of Reference

The Terms of Reference for our consultancy originally called for, “Update the GPF’s Strategic Plan to be consistent with the new direction, priorities and targets reflected in the Strategic Plan of the MoHA”.

In the Inception Report we outlined the approach to be taken and a format for gathering the data and contents of the proposed Strategic Plan, recognising that it needed to be a new plan as opposed to updating a current or previous document. That requirement for a new Strategic Plan has required extensive consultation, research and testing as to the extent of implementation of elements of strategic planning and the result can be found at Appendix A.

It was also requested that factors critical to the successful implementation and sustainment of the proposed Strategic Plan be identified so that momentum for driving forward the modernisation programme be retained. Again considerable consultation has taken place and a number of recommendations made to allow achievement of that goal. In addition work has been undertaken on describing the qualities and skills required of staff who would be responsible for establishing a Strategic Planning Unit and delivering the agreed outputs and outcomes from successfully implementing the five year Strategic Plan. Job descriptions and activities for the Unit over a 12 month cycle have also been drafted and await discussion.
2.5 Comparison with International Best Practice

UK and European Police Forces started to introduce planning models in the early 1980s and have continually developed and refined their approaches over the years. Initially there were many disappointments in that the plans proposed were over ambitious or that they were not understood by those who were required to implement them. Since that time there has been
continual progress with the convergence on producing plans that set strategic targets that reflected the context of where the policing was taking place. It was also found when evaluating the phases of planning that many of the early phases suggested that all policing activities were being prioritised and that it was simply sufficient to assert that successes had been achieved.

Some of the best practices that have evolved in the past 30 years include the following:

- Defining what are the core roles of policing and how the plans will define the areas that strategically will receive the added emphasis in policing approaches.

  Too often policing involved many activities that were no longer best suited for delivery by police or were so constrained by the efficiency of other partners that any success hinged on what others did and were not controlled by police themselves.

- Recognising that many plans were far too sophisticated to ever be understood let alone achieved.

  In the Inception report it was stated that the GPF Strategic Plan should be relevant, achievable and take account of constraints. Early plans attempted to cover every concern or criticism that had been raised about policing performance. Bold statements to reduce murders by 35% were never likely to be achieved because the factors contributing to the murder rate are both complex and diverse.

- Recognition that it was critical that all members of an organisation understood the Strategic Plan and accepted their role and responsibility for ensuring it was achieved.

  Increasing the amount of information and intelligence available to the organisation will demand the full involvement of all staff. In addition it became apparent that communicating the Strategic Plans was a critical activity in itself and required considerable planning and execution. During the consultation process and referenced in both the Inception and Interim Report has been the importance of promoting the messages relevant to introducing and developing a Strategic Plan. We have already shared some best practices in terms of holding Police Station Open Days, use of the GPF quarterly newsletter (Copper) and through the mediums of radio and television.

- The need to employ tools to measure the performance, standards and actual achievements of police forces.

  It is common practice in many modern police forces to use questionnaires, surveys, observational studies, structured interviews, psychometric tests, filming situations and studying behaviour. Use of focus groups, workshops and public meetings to gain indication of success and identifying those factors that contribute to successful and sustained outcomes have also proved valuable.

- Identification of a person, usually a member of the organisation, to act as a 'Champion', who becomes associated with the process and who as a perceived winner, gives the modernisation process extra energy and positiveness that it will be successful.
It is also common for police forces to extract a group of officers from normal duties or award dedicated time to be the ‘team’ responsible for implementation and ensuring that any impediments to achieving success are dealt with.

- Using a Strategic Plan to introduce and pave the way for new thinking and for re-organisation of the Force.

It may prepare the organisation for accepting a greater role for technology, or for focusing the skills of police officers on core duties (see above) and for civilians to take on important support roles. Strategic Plans require policing activities to be prioritised, to consider how key tasks can be done more effectively and how best to use the resources available. That is why they have become so pivotal to assisting in the modernisation of police forces.

In summary, the strategic planning approach that we have proposed takes account of best practice and is suited to the requirements of the GPF and is shown at Figure 2.4.

![Figure 2.4 Strategic Planning Model](image-url)

The model we propose is based on four stages:

- Plan – the Strategic Plan itself which will be reviewed annually
- Do – the Delivery Plan
- Monitor – through the Results Orientated Planning Model and oversight by senior managers
- Review – delivered through the annual Strategic Assessment
2.6 Recommendations

1. To review the growing evidence generated from meetings, interviews and workshops that the GPF should establish a Strategic Planning Unit (SPU), Performance Management Oversight Group (PMOG) and Performance Management Unit (PMU) and Projects Office (PO).

2. To identify a suitable location for an office, to house the above, located close to the Secretariat offices of the Commissioner of Police.

3. To agree staffing levels for the SPU, PMU and PO (see separate sections for functions and proposed staffing levels).

4. To agree, with external assistance if required, a full job description and role profile for each post agreed for the new SPU, PMU and PO.

5. To draft Terms of Reference (ToR) for the new Units which will need to take account of the ROPM being designed for the GPF and similar planning units being introduced into the MoHA.

6. To approve an initial budget and then provision for recurring budget to maintain incremental IT software products, office equipment and development training for SPU, PMU and PO staff.

7. To design an Assessment Centre based process to select staff for the SPU, PMU and PO.

8. To seek assistance from Partner agencies, Government Ministries, commercial sector and educational establishment in the design and delivery of a training course for personnel selected to staff the SPU, PMU and PO.

9. To identify development training opportunities which might include study tours to other regional police forces that have or are introducing SPUs.

10. To agree with the GPF changes team the communication and education strategy for promoting the work of the SPU, PMU and PO and its relationship with Divisions and Departments of the GPF.

11. To consider the channels of communication that will be allowed between the SPU, PMU and PO and external units such as those in MoHA, Finance, Transport and Works.

12. To recognise that the SPU will be required to negotiate with bodies such as City Constabulary Units, Private Security Companies, CCTV Operators as to how their plans should complement each other and the process for dealing with disputes.

13. To put in place an oversight group to agree the format, frequency and style of reports produced by the PMU.

14. To consider the distribution list for performance reports taking account of the audience within the GPF and external audiences identified by the nature of oversight, partnership or influencing relationship that exist. For instance should copies of reports go to media, should they go to community groups and should pressure groups have sight of GPF planning and performance based reports? Note should be made of practices of international police forces who have deliberately changed the ‘police’ and ‘formal’
2 STRATEGIC PLAN

language used in conventional police reports (such as Annual Reports and Strategic Plans) to a simpler and less detailed style.

15. To consider and approve the lines of command, and communication, for the SPU to the senior sections of the GPF. Should it report directly to the Commissioner or through an appropriate Deputy Commissioner as shown in Figure 2.2?

2.7 Function Description, Personal Qualities and Skills for the Strategic Planning Unit (SPU)

2.7.1 Structure and Staffing

It is proposed that the SPU be headed by a senior manager (Superintendent rank) with two members of junior staff one acting as a Deputy and the other a researcher.

The Head of the SPU will be responsible to a nominated senior manager (i.e. a Deputy Commissioner who has Force-wide administrative responsibility).

It is further proposed that the Head of the SPU has oversight of the Performance Management Unit (see Section 3.15.2) and the Projects Office (see Section 2.8).

2.7.2 Functions

The SPU will have responsibility for day to day management of the strategic planning function on behalf of the GPF. The key functions include (post January 2011):

- Ensuring that the Strategic Plan and subsequent updates are promulgated within and without the GPF including to stakeholders.
- To liaise with the Head of Corporate Communication / Public Relations Office to ensure that the key messages from the Strategic Plan are visible in each police building and police station.
- Ensuring that the Strategic Plan is reviewed on an annual basis in accordance with the GPF strategic planning cycle.
- Undertaking analysis and submitting on an annual basis proposed revisions to the Strategic Plan to the Chief Officer Group.
- Collation of information for the Commissioner’s Annual Report.
- Ensuring that the Commissioner’s Annual Report is promulgated within and without the GPF including to stakeholders.
- Ensuring that information is supplied for the annual Strategic Assessment in accordance with the GPF strategic planning cycle.
- Collating, undertaking analysis and preparing the annual Strategic Assessment for review by the Chief Officer Group.
- Collating information from Divisions and Departments for the GPF Control Strategy and preparing it for review by the Chief Officer Group.
2.7.3 Personal Qualities and Skills

The police service in the UK has been working on a new framework for identifying the personal qualities for all police officers. They can be made available, if required, to the GPF.

2.7.4 Senior Management (Superintendent)

The personal qualities expected of the Head of the SPU will be:

- Strategic Vision.
- Leadership.
- Managing Performance.
- Decision Making.
- Working with Others.
- Professionalism.
- Public Service.
- Communication skills.
- Problem solving.
- Presentational skills.

2.7.5 Deputy (Inspector)

The personal qualities expected of the Deputy Head of the SPU will be:

- Flexibility.
- Leadership.
- Managing Performance.
- Decision Making.
- Working with Others.
- Professionalism.
- Public Service.

2.7.6 Researcher (Sergeant)

The personal qualities expected of the Researcher in the SPU will be:

- Flexibility.
- Leadership.
- Decision Making.
2.8 Function Description and Role Profile for a Projects Office

2.8.1 Structure and Staffing

It is proposed that the PO be overseen by the senior manager (Superintendent rank) in charge of the SPU.

The PO could be staffed by an Inspector and a Sergeant.

2.8.2 Functions

The Projects Office will have responsibility for the collation and recording of progress for implementation of all corporate projects being implemented and those proposed by the GPF.

The key functions include (post January 2012):

- Ensuring that all live corporate capital projects are recorded in the PO.
- Ensure that capital project leads provide regular updates on progress with their implementation.
- The collation of regular progress reports (preferably monthly) to the Head of SPU.
- Collating proposals for new capital projects and ensuring that business cases are submitted to the GPF standard.
- Collating information about the cost of future capital projects for the Head of Finance (for submission in the annual budget return).
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2.8.3 Personal Qualities and Skills – Office Manager (Inspector)

The personal qualities expected of the Office Manager in the PO, will be:

- Flexibility.
- Leadership.
- Decision Making.
- Teamwork.
- Respect.
- Professionalism.
- Public Service.

The specific skills that these officers would need to have (or could acquire quickly) are:

- Effective written communication skills.
- More than a basic knowledge of Microsoft Office in particular Word, Excel and PowerPoint.
- Ability to analyse complex information.
- Good presentation skills.

2.9 Critical Success Factors

2.9.1 The Strategic Planning Unit (SPU) (with management oversight of the Performance Management Unit (PMU) and PO (PO))

Given the importance of delivering and developing a five Year Strategic Plan to provide the momentum and direction for modernising the Guyana Police Force (GPF), it will be critical there are dedicated units providing the functions and energy to ensure and support the achievement of strategic aim and objectives.

Previous proposals have properly identified this requirement and it is important to acknowledge that the GPF indeed had a similar unit for several years seeking to perform this type of role.

The benefits of advances made in assessing the structure of modern police forces and ‘best practices’ witnessed internationally, now compel the very important consideration of establishing a unit that is charged with day to day oversight of the strategic direction of the GPF. This would also be responsible for monitoring the performance of the organisation, its members and the many partnerships that form the portfolios of work carried out by a modern police force.

The units will not only monitor performance but will also conduct the analysis necessary to determine where the planning process is influencing direction and development or where it is failing to provide guidance.
2 STRATEGIC PLAN

So while the Commissioner and his Senior Team will need ready access to the SPU, PMU and PO the units and their staff must recognise where GPF members are failing to contribute to successful outcomes and identify the processes that will allow that situation to be corrected.

As such the new units must be capable of promoting and presenting themselves as something that is accessible and supportive of Divisions and Departments.

2.9.2 Selection and Training of Staff

It would be irresponsible to suggest that the new units can simply be filled with personnel from the GPF who would then effectively produce the skills and understanding to take forward the five Year Strategic Plan. Asking any individual or groups of individuals to take on the responsibilities associated with an effective SPU, PMU and PO and ensure that the required outcomes for the citizens of Guyana are achieved is a considerable challenge.

We have therefore made proposals about the personal qualities and skills that will be required by staff working in all three units.

While not possible to describe every attribute that potential unit members should display there will be urgency for the SPU and PMU to quickly sustain the Strategic Plan and work with the newly created ROPM model. This will risk a compromise as to the amount of training that can be provided and where that might be sourced from. It is possible that several of the large commercial companies located in Guyana will have planning units and efforts must be made to arrange visits and study sessions. It is probable that the University of Guyana might be able to indicate elements of a training programme that could be adapted for GPF purposes.

2.9.3 Funding for the Units

It is possible that there is scope to meet any additional costs created through establishing all three units from within current budget allocations.

The experience elsewhere when separate budgets are not provided for, has been that the Units do not become established, spend a lot of time building themselves to a position where they can start to function or fail to perform due to lack of training and staff having no confidence or competence.

The units will require IT equipments in terms of PCs, scanners, printer and possible graphics software and almost certainly training and professional development support.

We have stressed throughout the modernisation process the importance of development. If the SPU, PMU and PO and the many other new approaches being adopted by the GPF are to succeed and enable the outcomes of professional, accountable and accepted policing practices then there has to be capacity building of the organisation and its members.

Critical will be the training and 'tools' available to the members of the SPU, PMU and PO so that they are able to build capacity and as with all other sections of the GPF can be fairly held to account as to their performance.
2.9.4 Relationships with other Agencies

We have commented how much of what the GPF currently do is linked with working with other agencies both formal and informal. The former represented by the different Government Ministries and working groups that the GPF are important contributors to which include activities exploring changes to the justice system or reviewing security and safety procedures. The latter being community based policing groups or women’s groups working with victims of domestic abuse and those working with mentally unwell persons. Of interest are events such as the Cricket World Cup 2007 where Local Organising Committees (LOCs) were installed and where the GPF would need to plan with them, and the International Cricket Council (ICC), joint outcomes and meet joint objectives.

The immediate future availability of the new Forensic Laboratory will require new relationships in how police collect, package, deliver and retrieve exhibits that have been submitted and how prosecutions cases are built. It is possible to predict with a degree of confidence that with growing internal expectations in Guyana and trends witnessed on the international stage that to achieve the joined up approach to safety and security now sought, that even further strengthening and building of new relationships will take place. An example might be the growing evidence of ‘gang’ culture whereby predominantly young males start to associate themselves with ideologies about committing themselves to certain ‘struggles’ whether that be against society, other ethnic groups or establishment groups. Finding solutions to deal with the threat of gangs will involve the entire justice sector, but is likely to be linked to provisions available in education, social support and employment opportunities. Simply police alone will not find lasting solutions.

2.9.5 Communicating the Strategic Plan

We have discussed with the Head of Public Relations approaches to the communication of the Strategic Plan both within the GPF and to the wider community.

The GPF has a structure for cascading the key themes from the Strategic Plan to its staff and this process has already started. To support this we have sought to obtain indicative costs for the production of posters for distribution to all police stations.

In terms of the wider public, we have discussed with the GPF the possibility of producing a Summary Strategic Plan (about 4 pages) which can be made available at meetings, organised events and placed in public buildings. Indicative cost information for the Summary Plan has also been sought.

2.9.6 Progression of the Strategic Plan

In response to the feedback collated by CSP to the draft version of the Strategic Plan produced by us on 8th November, we have undertaken changes to the Strategic Plan as set out below.

- Changes required to pages 6 to 26 have all been completed in the updated version of Appendix A.
- The provisions for integrity testing of ranks and whistle blowing have been incorporated.
• In respect of the Police Complaints Authority (PCA), we were able to see the Head of the OPR to discuss the PCA issues raised in the feedback. In that meeting we discussed recommendations for reform of the PCA as set out in the Discipline Forces Commission Report (DFCR). Based on the feedback provided by the Head of the OPR we are unsure as to why the recommendations for the reform of the PCA as set out in the DFCR have not been acted on. We ascertained that this was not because of any adverse feedback from the GPF. We have therefore incorporated in to the Strategic Plan an activity covering the outstanding implementation of the PCA reforms. In terms of best practice for the investigation of complaints against the police, and following the model which now is in place in the UK, the investigation of complaints is undertaken at three levels. First, the most serious of investigations are carried out by the Independent Police Complaints Commission (IPCC – previously known as the UK Police Complaints Authority). The IPCC has its own investigators drawing on the skills of serving and retired police officers. Second, complaint investigations are carried out by police officers employed by the Force within the structure of Professional Standards Departments / Directorates (PSD). Some of these complaints can be overseen and supervised by the IPCC but the resources are provided by the Force concerned (or another Force as directed by the IPCC). Third, complaints are investigated at the Divisional level but with oversight and direction from the PSD. Forensic capability has been included.

• Recommendations 15, 29, 37, 38 and 44 of the DFCR have been incorporated in to the Strategic Plan.

• At the end of the feedback the below comment was included:

“It is expected that, in the Draft and Final Reports the Implementation Plan would spell out such activity to be undertaken to achieve the stated goals.”

We have sought clarification of this comment from CSP and the Counterparts. We understand that the Implementation Plan specifically refers to the Delivery Plan (i.e. Section 8 of the Strategic Plan). We now know that, in respect of the Operational Priorities, we are to propose what the actual targets should be for each of the five years of the Strategic Plan i.e. 2011 – 2015. We have therefore set out in the next section our views on how the targets may be set. This change has been reflected in the updated Strategic Plan (Appendix A).

• In respect of the other activities set out in the Delivery Plan we have explained to CSP and Counterparts that it is not possible to complete all the activities for 2012 – 2015 as they will not be known until the detailed activities for 2011 have been completed. For example, in respect of training we have proposed that a Training Needs Analysis (TNA) be undertaken in 2011. Until the TNA has been undertaken and the outcome reviewed and a training plan approved it will not be possible to state what courses are to be run and how many members of the GPF need to participate in each course for the following four years.
This approach applies to the majority of the activities which refer to a review or an investigation during the first year of the Strategic Plan. It is best practice for the Delivery Plan (but not necessarily the whole Strategic Plan) to be reviewed and updated on an annual basis. This approach has been set out in the Strategic Planning Cycle (see Figure 2.1 above).

- In addition, we have received pictures for insertion in to the Strategic Plan. There were more pictures than we had space for so we have chosen those which we think are most appropriate. Some of the pictures we have used could also be included in the summary Strategic Plan.

2.9.7 Proposed Targets for Operational Priorities

In the above section we outlined the action we have taken in respect of feedback from the CSP and other stakeholders concerning the draft Strategic Plan. This section addresses the request that we set targets for the Operational Priorities as set out in Delivery Plan contained within Appendix A.

It was originally envisaged that 2011 would be the foundation year in which data for the operational priorities could be assessed before targets were set from January 2012 onwards. The approach we would have taken would be to review past and current data and interview staff who are going to be responsible for leading on each of the operational priorities. This is not only in line with International Best Practice but is consistent with the Consultant’s own experiences of successful delivery of Strategic Plans within other Police Forces.

In order to set targets for the operational priorities, we have worked with the Stakeholders, CSP Coordinator and Counterpart Team in seeking data from the draft Commissioner’s Annual Report 2009 and data recently collected (due at GPF HQ on 15th January 2011) for the 2010 Report to assist in establishing accurate baselines. That data was not available in time for inclusion in this report which has the effect of restricting the clarity of targets that can be set at this stage. We have also asked for copies of the ICIS reports (a selection of which have been supplied) as we understand that this would also be a source for some of the data needed to set targets for 2011 and beyond.

The only data that we have been able to review has been extracted from the Commissioner’s Annual Reports for 2007 and 2008. We do not believe that this data is timely enough to inform the setting of the operational targets for 2011 and beyond.

Because of the lack of data we are proposing that for each of the operational priorities the GPF establishes the baseline (as at 1st January 2011) and from this the approach to setting a target is as set out below.
<table>
<thead>
<tr>
<th>Operational Priority</th>
<th>Comment on Baseline</th>
<th>Proposed Target for 2011</th>
<th>Proposed Target for 2012 and beyond</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Drugs</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To increase the number of drug trafficking prosecutions</td>
<td>Based on trend analysis for 2007 to 2010</td>
<td>Baseline + 5% more prosecutions</td>
<td>+ 5% for each year based on previous year’s outcome</td>
</tr>
<tr>
<td>To increase the weight of Class A drug seizures</td>
<td>Based on trend analysis for 2007 to 2010</td>
<td>Baseline + 10% more prosecutions</td>
<td>+ 10% for each year based on previous year’s outcome</td>
</tr>
<tr>
<td>To pursue investigations in relation to the confiscation of assets</td>
<td>Establish baseline based on trend analysis 2007 to 2010 and number of officers to be deployed to asset confiscation</td>
<td>Baseline + 5% more provided resource levels remain the same</td>
<td>Baseline + 5% more provided resource levels remain the same</td>
</tr>
<tr>
<td>To initiate an educational programme targeting vulnerable groups</td>
<td>Establish programme during 2011</td>
<td>Set target for number of programmes during 2012 based on resources available</td>
<td>Increase number of programmes from 2013 onwards by 5 – 10% based on level of resources and evaluation of approach</td>
</tr>
<tr>
<td><strong>Firearms</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To increase the number of firearms offence prosecutions</td>
<td>Based on trend analysis for 2007 to 2010</td>
<td>Baseline + 5% more prosecutions</td>
<td>+ 5% for each year based on previous year’s outcome</td>
</tr>
<tr>
<td>To increase the number of weapons and ammunition seized and destroyed</td>
<td>Based on trend analysis for 2007 to 2010</td>
<td>Baseline + 5% more</td>
<td>+ 5% for each year based on previous year’s outcome</td>
</tr>
<tr>
<td><strong>Domestic Violence</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To increase trust and confidence in our ability to deal with incidents</td>
<td>Establish trust and confidence measure during 2011</td>
<td>Baseline + 10% more</td>
<td>+ 10% for each year based on previous year’s outcome</td>
</tr>
</tbody>
</table>
### Operational Priority

<table>
<thead>
<tr>
<th>To increase the reporting of incidents</th>
<th>Comment on Baseline</th>
<th>Proposed Target for 2011</th>
<th>Proposed Target for 2012 and beyond</th>
</tr>
</thead>
<tbody>
<tr>
<td>Based on trend analysis for 2007 to 2010</td>
<td>Baseline + 10% more</td>
<td>+ 10% for each year based on previous year’s outcome. NB There may come a time prior to the end of the Plan when this measure should be replaced with one looking at prosecutions.</td>
<td></td>
</tr>
</tbody>
</table>

### Traffic

<table>
<thead>
<tr>
<th>Reduce the overall number of traffic accidents</th>
<th>Based on trend analysis for 2007 to 2010</th>
<th>Baseline - 5% less</th>
<th>- 5% for each year based on previous year’s outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce the number of traffic accidents caused by speeding</td>
<td>Based on trend analysis for 2007 to 2010</td>
<td>Baseline - 5% less</td>
<td>- 5% for each year based on previous year’s outcome</td>
</tr>
<tr>
<td>Reduce the number of traffic accidents caused by drunk drivers</td>
<td>Based on trend analysis for 2007 to 2010</td>
<td>Baseline - 5% less</td>
<td>- 5% for each year based on previous year’s outcome</td>
</tr>
</tbody>
</table>

### Youth Crime

<table>
<thead>
<tr>
<th>To reduce the incidents of violence at or near schools</th>
<th>Based on trend analysis for 2007 to 2010</th>
<th>Baseline - 5% less</th>
<th>- 5% for each year based on previous year’s outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>To reduce the incidents of drugs in schools</td>
<td>Based on trend analysis for 2007 to 2010</td>
<td>Baseline - 10% less</td>
<td>- 10% for each year based on previous year’s outcome</td>
</tr>
</tbody>
</table>

### Piracy

<table>
<thead>
<tr>
<th>To reduce the number of recorded incidents of</th>
<th>Based on trend analysis for 2007 to 2010</th>
<th>Baseline - 10% less</th>
<th>- 10% for each year based on previous year’s outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>To increase the number of marine patrols targeted at piracy</td>
<td>Based on trend analysis for 2007 to 2010</td>
<td>Baseline + 5% more</td>
<td>+ 5% for each year based on previous year’s outcome</td>
</tr>
</tbody>
</table>

### People Trafficking

| To increase the number of people trafficking prosecutions | Based on trend analysis for 2007 to 2010 | Baseline + 5% more prosecutions | + 5% for each year based on previous year’s outcome |
Operational Priority | Comment on Baseline | Proposed Target for 2011 | Proposed Target for 2012 and beyond
--- | --- | --- | ---
To increase the number of intelligence reports relating to people trafficking | Based on trend analysis for 2007 to 2010 | Baseline + 10% more | + 10% for each year based on previous year’s outcome.

It should be remembered that although targets will be set for each of the operational priorities as proposed above, other data should be monitored on a routine basis and if necessary additional or replacement targets should be adopted during the annual review process.

Consideration of the outline operational targets set above, may generate a review of the proposed values stated that will be achieved and recognition of the continuing work to establish sound and valid baselines.
3 RESULTS ORIENTATED PLANNING MODEL

3.1 Introduction

The key messages agreed for development in the Inception Report were:

- To propose a suitable ROPM for the GPF which supports modernisation.
- The need for the ROPM to support the Strategic Plan.
- The ROPM to be relevant, achievable and take account of constraints.
- To identify critical success factors which will be key to the successful development, implementation and ongoing management of the ROPM.
- ROPM to be supported by suitable software tools.
- An industry standard methodology to be used to develop the model.
- The ROPM to be developed using a consultative process.

How we have addressed each of the above is set out below.

The interviews, workshops and focus groups provided us with a significant insight to what the GPF wants to achieve as part of its modernisation agenda. Based on this understanding, we believe that the ROPM being proposed will be robust enough to support modernisation over the next five years.

We have ensured that the ROPM is directly linked to the Strategic Plan in that it will track the progress of all the strategic objectives. There is also alignment between the annual Strategic Planning and Performance Management cycles that we have proposed.

The ROPM we are proposing is based on our analysis and research and relevant to the needs of the GPF. We are going to take as baseline information that is already gathered by the GPF on a regular basis (daily, weekly, fortnightly, monthly and annually) and provide building blocks so that its introduction is gradual and therefore achievable. The phased approach takes into account the need to set up a new Unit that we have proposed and for the necessary IT to be put in place. We believe that our phased approach takes into account both human resource and budgetary constraints.

We have outlined in detail in this report the Critical Success Factors for the ROPM.

We have proposed industry standard hardware and software for the early implementation of the data store to support analysis and retrieval. We have outlined how the ROPM may be distributed more widely using enterprise software and networking across the GPF but only when the GPF is ready to do so.

We have developed the ROPM based on best practice developed in the UK for police forces and Community Safety Partnerships with reference to a further technique used in the USA and by some UK forces.
We have designed the proposed ROPM over five visits based on interviews, extensive engagement with GPF staff over two visits and following discussion with the Counterparts. Overall, we have been able to set out in this report for the GPF to review:

- A proposed Model – its process and annual cycle.
- Proposals for day to day management of GPF performance.
- Proposal for a Performance Management Oversight Group.
- A template that demonstrates how the information in the data store may be analysed and retrieved.
- A phased approach to implementation over 3-5 years.
- Indicative information about the cost of implementation.

The GPF recognises that the introduction of a ROPM will provide the mechanism to monitor and achieve the creation of a modern, professional Police Force that is able to account for its performance and demonstrate what has been achieved.

As such the ROPM is key to supporting the successful implementation of the GPF’s new Strategic Plan and they are closely related.

The ROPM that we are proposing is based on work undertaken specifically with the GPF and its relevant stakeholders whilst drawing on experience from other police forces that have introduced these processes.

In our Inception Report we identified the business areas for which we envisaged Control Strategies would be required. As a result of our workshops and interviews we are proposing that the final list of business areas to be covered by the ROPM and reported upon in the monthly / quarterly performance report are (other business areas may be added later):

- Risk management – strategic corporate and operational risks have been identified in the Strategic Plan. This analysis needs to be developed further to show what mitigating factors are going to be deployed to minimise or eliminate the risk. A regular progress report should be developed by the SPU and presented to the COG (preferably quarterly).
- Resource management (available resources) – the ROPM database will hold information about resources allocated to Divisions and Departments. The proposed ROPM process will ensure that in future resources are linked to the desired outcomes shown in the Plan.
- Crime management (crime mapping) – the ROPM will initially be the primary source for reporting on progress for the crime objectives set out in the Plan. It is envisaged that in the future ICIS will provide the data and crime mapping will be provided via a GIS from the Crime Observatory.
- Event management (ongoing events) – the ROPM will eventually hold information about future events and the outcome of past events.
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- Financial planning – the ROPM will hold information about GPF and Divisional / Departmental budgets with a summary of spend to date and spend against profile.
- Policing planning – will in future be picked up by the Control Strategy (see section 3.8).
- Setting priorities – will be based on the strategic objectives set out in the Plan which will be reviewed at least annually.
- Police and community / stakeholder relationships – the ROPM will report on progress in implementing community policing.
- Public order policing – the ROPM will report on progress in improving public order policing against activities set out in the Control Strategy.
- Traffic management – the ROPM will report on progress in improving the management of traffic against activities set out in the Control Strategy.
- Standards and Ethics - the ROPM will assist in supporting integrity testing and the work of the OPR / PCA.

The above areas for inclusion in the ROPM have been provided by the GPF following extensive consultation through interviews, workshops and focus groups. The above list of functions now needs to be agreed so that the performance regime may be established by the PMU when it is established.

In working with GPF to develop the ROPM we have endeavoured to ensure that it:
- Is relevant to the needs of the GPF now, in the medium term and going forward during modernisation. It will record year on year progress against agreed measures.
- Supports the vision and aims of the GPF as set out in their new Strategic Plan and measures progress.
- Covers relevant police operation and support functions that are central to the strategic development of the Force.
- Identifies what the GPF will need in terms of human resources and technology to support the delivery of the Model and planning tool, and its ongoing support.
- Permits the foundation to develop accountability and improve trust and confidence in the GPF.

3.2 Linking the ROPM with the Strategic Plan

The Strategic Plan sets out the vision for the next five years and it provides clear guidance as to the areas of activity that need to develop and improve. It sets out the journey to be achieved by the GPF over the next five years. The ROPM is the mechanism by which progress along this journey is tracked.

The performance measures that are required to be in place to show the direction of travel will be core to the ROPM and these need to be agreed in advance of the ROPM becoming fully operational.
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We cannot stress the importance of GPF and relevant stakeholders agreeing these measures at this time.

In addition to the Strategic Plan, there are two further requirements for the ROPM to collect and store information which will be incorporated in to the performance monitoring regime. The additional requirements are:

- Commissioner’s Annual Report – there will be some overlap with data already collected for the Strategic Plan.
- Ad hoc information requests – a capacity will have to exist to collect additional information if it is not already within the data store or it is in the wrong format.

3.3 Statement of Interpretation of Requirements

The Inception Report, accepted by the Ministry and other key stakeholders, provided details of our interpretation of the requirements for undertaking this work for the CSP. These are detailed in both the Key Messages and Deliverables section of the ROPM chapter of the Inception Report. Since then the consultation process has afforded us the opportunity to develop this understanding as detailed in Section 2 of this document.

3.4 Comparison with Terms of Reference

The Terms of Reference for our consultancy originally called for, “Develop results-orientated planning model, integrated with budget operations and supported by ICT”.

Our proposal detailed within this section and supported by way of example in Appendix B meets this requirement. This represents a comprehensive reporting output structure that the GPF could work towards over a five year implementation period. A smaller more achievable subset of this report is proposed for the early phases of implementation. Also described is the necessary ICT supporting hardware and infrastructure that will be required to maximise the benefits of the model in an achievable and sustainable manner.

3.5 Comparison with International Best Practice

The foundation for the Results Orientated Planning Model that we are proposing is the UK National Intelligence Model\(^1\) which is overseen by the UK’s National Police Improvement Agency (NPIA). The Model was first developed to assist with operational planning with a particular emphasis on the value of intelligence gathering but it is now recognised as being a core complement to support force-wide strategic planning. The key components of a successful police force are:

- Strategic Plan (more recently referred to as a Policing Plan) with a 3-5 year forward look but reviewed annually
- Strategic Assessment

\(^1\) National Intelligence Model – link to information help on National Police Improvement Agency Website [http://www.npia.police.uk/en/9015.htm](http://www.npia.police.uk/en/9015.htm)
• Control Strategy
• Resource Allocation

We would recommend that in due course consideration is given to developing an approach that is more akin to CompStat\(^2\) which aligns with parts of the National Intelligence Model involving fortnightly Tasking and Coordination.

This is a much more focussed and demanding approach to performance management which is widely used in the US (attributed to the New York Police Department) and by some UK forces. This approach requires regular monitoring (weekly) with performance reports being produced at the lowest possible level (Precinct for the US and Ward for the UK) on at least a monthly basis. The oversight by management is very intrusive and local police managers need instant and reliable access to data.

In the UK, the overall approach to planning and review has been refined so that it is applicable to Community Safety Partnerships which is something that we believe is essential for the GPF, in partnership with MoHA, to develop.

By adopting international best practice the key outcomes from a ROPM will be:

• Effective Leadership – to ensure that there is the right level of representation and involvement across the GPF.
• Intelligence Led Business Processes – to ensure that decision making is based upon good and up to date information.
• Effective and Responsive Delivery Structures – to enable the GPF to respond quickly and effectively to the needs of their communities on community safety.
• Community Engagement – to ensure that local people are informed, consulted and involved.
• Visible and Constructive Accountability – to ensure the GPF is accountable to local people.
• Appropriate Knowledge and Skills – to consider the skills and knowledge that are required to meet objectives identified in Strategic Plan.

3.6 Detailed Components of the ROPM

The ROPM is based on a planning performance cycle which involves a number of significant reports which have a great deal of consistency with the one already proposed for the Strategic Plan. The cycle is set out below showing each of the activities to be undertaken and by whom for each month. Figure 3.1 shows this cycle.

January
- Start of Annual Performance Cycle
- 1st week – Divisions/Departments provide previous month performance information (Divs/Depts./PMU)
- 1st and 2nd week - prepare Annual Performance Review Report (PMU)
- By end of second week - provide information and data for Commissioner’s Annual Report (Divs/Depts./PMU)
- 4th week - Annual Performance Review Meeting
- Sign-off of Strategic Assessment, Control Strategy

February
- 1st week – Divisions/Departments provide previous month performance information (Divs/Depts./PMU)
- Collate information for publication of Annual Report (PMU)

March
- 1st week – Divisions/Departments provide previous month performance information (Divs/Depts./PMU)

April
- 1st week – Divisions/Departments provide previous month performance information (Divs/Depts./PMU)
- 1st and 2nd week - prepare Quarterly Performance Review Report (PMU)
- 3rd / 4th week - Quarterly Performance Review Meeting

May
- 1st week – Divisions/Departments provide previous month performance information (Divs/Depts./PMU)

June
- 1st week – Divisions/Departments provide previous month performance information (Divs/Depts./PMU)
July
- 1st week – Divisions/Departments provide previous month performance information (Divs/Depts./PMU)
- 1st and 2nd week - prepare Quarterly Performance Review Report (PMU)
- 3rd / 4th week - Quarterly Performance Review Meeting

August
- 1st week – Divisions/Departments provide previous month performance information (Divs/Depts./PMU)
- Start collating information for Annual Strategic Assessment (Divs/Depts.)

September
- 1st week – Divisions/Departments provide previous month performance information (Divs/Depts./PMU)

October
- 1st week – Divisions/Departments provide previous month performance information (Divs/Depts./PMU)
- Provide information for Annual Strategic Assessment and Control Strategy (Divs/Depts.)
- 1st and 2nd week - prepare Quarterly Performance Review Report (PMU)
- 3rd / 4th week - Quarterly Performance Review Meeting

November
- 1st week – Divisions/Departments provide previous month performance information (Divs/Depts./PMU)
- Collate and review information for Annual Strategic Assessment and Control Strategy (SPU)

December
- 1st week – Divisions/Departments provide previous month performance information (Divs/Depts./PMU)
- By end of December – produce Annual Resource Allocation Report (PMU/SPU/HoF)
- 2nd - 3rd week – review first draft of Strategic Assessment and Control Strategy

Figure 3.1: ROPM Annual Cycle
The key components of a successful ROPM are:

- The starting point is the Strategic Plan which is a 3-5 year look ahead with an annual review (please see Section 2 of this report) which links in with the annual budget cycle and the MTFP.
- Annual Strategic Assessment.
- Control Strategy.
- Annual Resource Allocation Review.
- Annual Performance Review (linked to Commissioner’s Annual Report) and Report.
- Senior Management Oversight.
- ROPM Information Store, Analysis and Retrieval.

The annual ROPM cycle repeats with one exception. Unless there is significant change envisaged that will require a re-write of the GPF Strategic Plan, then all that is necessary is a high level annual review of the Strategic Plan based on the budget provision from the MoF and key threats emerging from the Annual Strategic Assessment.

3.7 Annual Strategic Assessment

The Annual Strategic Assessment is a statement of what has happened during the previous year against the desired outcomes as set out in the Strategic Plan. It also scopes out new and emerging factors that the GPF will have to take account of in the next and future years which will impact on the Strategic Plan. Alongside the Strategic Assessment sits a Control Strategy.

As the GPF does not currently have a Strategic Assessment one will have to be established. Police Strategic Assessments are usually restricted documents (recommended) as they will contain confidential operational information.

Guidance on how to complete a Strategic Assessment may be obtained over the internet without charge from the UK’s National Police Improvement Agency.

The standard areas to be covered in the Strategic Assessment are shown below.

- Introduction.
- Outcome of an environmental scan (factors that may impact on the Strategic Plan and / or performance):
  - Political.
  - Environmental.
  - Social.
  - Technical.
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- Economic.
- Legal.

- Emerging Threats – by policing function / strategic priority including:
  - Summary of performance over the year and where a target had been set whether it had been achieved or not.
  - Explanation as to why performance/target is not being achieved.
  - Recommendations for countering threats and bringing about an improvement in performance (for inclusion in Control Strategy).

3.8 Control Strategy

The Control Strategy sets out in a very structured way (common to all Divisions and Departments) the activities that are going to be undertaken to tackle the issues over the next 12 months as identified in the Strategic Assessment; the activities have to be consistent with the vision set out in the Strategic Plan.

The standard headings used to record the detailed activities (as part of the UK model) are:

- Prevention – what are the preventative measures (new and repeat) that need to be undertaken in the coming year to bring about performance improvements?
- Intelligence – how are the intelligence gaps identified in the Strategic Assessment going to be filled?
- Enforcement – what enforcement activity (new and repeat) needs to be undertaken to address the problems outlined in the Strategic Assessment with a view to improving performance?
- Resourcing – what, if any, changes need to be made to the level of resources allocated within Divisions and Department to achieve the level of performance as set out in the Strategic Plan?

Figure 3.8 shows a sanitised extract from a UK police force Control Strategy indicating how the information may be laid out and the type of information that will be required.

Where significant change is envisaged then this will have to be reflected in the annual review of the Strategic Plan. Generally, these changes are minor and should not affect the overall vision and objectives for the GPF. We are proposing that the first Strategic Assessment be produced during 2011 (see annual cycle).

The Strategic Assessment is specific to the GPF and resources will need to be found to create the document and undertake any additional data analysis that will not already be provided (e.g. at some stage the Crime and Social Observatory should be providing the necessary information and analysis for all crime priorities). Copies of a UK police force Strategic Assessment and a UK Community Safety Partnership Assessment can be provided if required.
Ownership of the Strategic Assessment will be with the Commissioner and his Senior Team although best practice would dictate that one person has responsibility for ensuring its publication and quality control.

3.9 **Annual Resource Allocation Review**

Linked to the development of the Medium Term Financial Plan (MTFP) (see Section 6 of Appendix A), a formal review should be undertaken annually so as to ensure that the right number of human resources are allocated across Divisions and Departments in order to deliver the outcomes set out in the Strategic Plan and the Control Strategy.

3.10 **Monthly / Quarterly Performance Review and Report**

Based on the information we obtained from workshops, focus groups and interviews we understand that a considerable amount of data is collected and provided by Divisions and Departments to HQ on a daily, weekly, fortnightly, monthly and yearly basis.

We have produced a list of the information requirements that currently exist to support the routine information gathering by the GPF including data for the Commissioner’s Annual Report.

We propose that in future this information is initially retained in a data store at HQ so that it may be analysed for the purpose of monitoring progress against the strategic objectives set out in the Strategic Plan and the activities set out in the Control Strategy. We would expect the monthly report to be made available to Divisions and Departments as soon as it is produced (ideally by week three of the following month).

In the future, we would envisage that Divisions and Departments have the technology and staff to be able to store, analyse and produce reports.

We have prepared a sample monthly performance report which can be found at Appendix B (iii) based on the information needed to review progress with implementing the objectives set out in the Plan and for the Commissioner’s Annual Report. Information arising from the Control Strategy will have to be added to monitor progress for the additional activities from 2012 onwards.

It is proposed that initially the performance of the GPF will be formally reviewed on a quarterly basis.

Figure 3.2 shows the ROPM process illustrating the various inputs to the model under the management of the PMU and the indicative outputs that will populate the monthly performance reports.

3.11 **Annual Performance Review (linked to Commissioner’s Annual Report) and Report**

The Annual Performance Report will be summation of the twelve monthly reports and it will contain the same information as set out for the monthly and quarterly report.
3.12 Senior Management Oversight

We are proposing that a new Performance Management Oversight Group be set up to oversee the performance of the GPF (see Section 3.17).

![Diagram of ROPM Process]

3.13 ROPM Information Store, Analysis and Retrieval

The ROPM Information Store is central to the GPF being able to demonstrate that it is achieving the aims and objectives set out in the Strategic Plan and that activities in the Control Strategy have been completed. Figure 3.2 shows how information arrives at the data store so that it can be analysed (by staff in the PMU) and retrieved for the:

- Quarterly Performance Report.
- Annual Performance Report.
- Commissioner’s Annual Report.

3.13.1 Store

We envisage that in the first instance information currently on ad hoc forms will arrive at the HQ PMU for inputting to the data store. We would wish for this process to improve so that standard templates are used so that data on forms may be scanned in to the data store by...
the PMU. Eventually, the aim would be for the necessary information to be sent electronically to the PMU from Divisions / Departments and the Crime and Social Observatory.

In Appendix B we set out a phased approach to the population of the ROPM Data Store which has been discussed and agreed with Counterparts.

### 3.13.2 Analysis

We have made some assumptions about the analysis that the GPF may wish to undertake on the data in the store. Typically, senior management would want to know which areas of business and performance measures are on track to produce the required outcomes – these will be shown in green in any report (see Appendix B (iii) – Sample Report).

Management will wish to focus its attention on activities which are shown as Red i.e. not completed by the due date or the level of performance is below that predicted in the model. It is these activities that should form the focus of any performance review meeting.

Activities may be marked Amber to show that the right level of performance is not currently being achieved. These items should come under scrutiny if they fail to get back on track within one or two reporting periods.

### 3.13.3 Retrieval

We have provided a sample spreadsheet that will allow for the PMU to produce a report on progress being made with implementing the Operational Priorities set out in the Strategic Plan (see Appendix B (ii)).

We have provided a draft standard report (Appendix B (iii)) that can be created using data in the data store and based on the analytical requirements as set out above. The report will show the actual level of performance including colour coding to enable management to focus its attention on those areas of performance that need further attention e.g. change of tactics, additional resourcing, etc.

A further development will be for the MoHA’s ROPM data store to be able to receive electronically relevant data from the GPF ROPM data store.

### 3.14 Recommendations

1. That the GPF should establish a Performance Management Unit (PMU) at Force Headquarters, Eve Leary, Georgetown. That where possible that Unit should be located close to the Commissioner’s complex of offices.

2. That there be a phased implementation of the setting up of the SPU and PMU. In Section 2 above we have set out a proposal for how the PMU may be established jointly alongside the SPU until sufficient resources are available to allow the growth of the two independent units.

3. That clear Terms of Reference (ToRs) for the Performance Management Unit be agreed by the Commissioner and his Senior Team and published.
4. That the ToRs be shared and endorsed by the equivalent unit being established in the MoHA.

5. That job descriptions be prepared and viewed by the Commissioner and Senior Management Team and if possible reviewed by an independent body whether at the University of Guyana, commercially by the Head of a Business Performance Unit or MoHA. It should be noted that the Job Descriptions should contain responsibility for training others, running workshops as necessary and contributing articles to publications such as the ‘Copper’.

6. Those items 2-4 above are prepared in the context of supporting the development and testing of the GPF five year Strategic Plan.

7. The Performance Management Unit will be a sub Unit of the Strategic Planning Unit.

8. The Head of the Performance Management Unit will report to the Head of the Strategic Planning Unit.

9. The Head of the Performance Management Unit should include an officer of at least Inspector rank and have the support of a Sergeant.

10. Staff in the Performance Management Unit should where possible possess analytical skills, be computer literate, have strong presentation skills and demonstrate competent negotiating skills. It is regarded that one of these posts might be filled by a Cadet Officer as exposure to this aspect of police work will have longer term benefits.

11. All members of the new Performance Management Unit should attend an appropriate training course if possible at a venue such as the University of Guyana, or it might be possible to be attached to a unit at CARICOM carrying out similar functions. It is important to explore which Police Forces in the Region have introduced such units and seek arrangements for shared training or details of course that have been followed.

12. Continuation training and seminars should be conducted with the equivalent Unit being set up in the MoHA.

13. Those members of the GPF Performance Management Unit provide written and oral presentations as requested by the Commissioner. No more than 25% of their time in the first year is committed to this area of their work to ensure the Unit is established and results generated.

14. That the Performance Management Unit take responsibility for the production of a new style Commissioner’s Annual Report that is slanted towards showing evidence of results that have been achieved in relation to daily activities performed by all members of the GPF and orientated towards demonstrating results achieved against key deliverables stated in the Strategic Plan.

15. The Unit drafts ToRs and Job Descriptions for the Divisional Inspection and Review Units (DIRU) to be established within one year of the commencement of the work of the Performance Management Unit.

16. ToRs and Job Descriptions for DIRUs be examined by Divisional Command Teams who should consult with Staff Associations and Community Groups as to the increased
collection of information and data. Following any amendments the documents should be ratified by the Commissioner and his Senior Command Team.

17. In consultation with the Performance Management Unit and appropriate sources elsewhere, e.g. CARICOM, ACCP, International Advisors, a training programme is devised and accredited for the members of DIRUs.

18. The GPF Counterparts / Change Team in consultation with the staff of the Performance Management Unit and the Force Public Relations Officer should design a strategy for raising awareness of Results Orientated Planning Model approach to the Force, Partners and Communities.

19. Consideration will be given to including results orientated approaches in annual appraisal interviews held with staff and including as questions in promotion exams and boards.

20. Methods for presenting and promoting the approaches to creating a results oriented environment through PMUs and DIRUs may include:
   - Articles in force publications.
   - Publication of Standing orders.
   - Use of TV and / or Radio Programmes.
   - Road Show travelling in Guyana to all main police premises.
   - Divisional training days.

3.15 Critical Success Factors

We have emphasised in the Strategic Plan the importance of projecting the intentions of the GPF over the next five years in terms of the areas of policing services that will receive focus and added concentration of effort. Stressing in many instances it will be the case that certain key areas of delivery will be built on an incremental basis over the next five years.

For some aspects of policing it will initially require a strategy to be agreed perhaps in year one and then to gather necessary intelligence (in year two) that enables enforcement activities to be increased over years three to five.

We have also cited the importance of being able to measure the performance being achieved by the members of the GPF and partners they are working with. At present there is little capacity in the GPF to measure the performance of the Force other than in comparative terms with preceding time periods and limited scope to assert how successful they have been in addressing a category of crime or particular incident.

Also measurements tools currently used by the GPF are limited to manual examination of records held and can be dated and lack impact when applied to current or future situations. Central to the Strategic Plan for the GPF is the introduction and implementation of a model that allows results oriented toward testing and accounting for the planning process.
As such a number of critical success factors emerge in supporting the Modernisation of the GPF through the five year Strategic Plan and will include the following.

3.15.1 Trained Personnel

At present there is no one person or group of people who have received any form of training in acquiring the skills and aptitude for extracting data collected, analysing and converting into facts and information. While Senior Managers of Divisions and Department collect data and conduct comparative checks against records already held to enable reviews of trends of crime or disorder to be noted, or show increases or decreases in particular activities in particular areas and have some opportunity to pick up on emerging trends, there is no substantial analysis undertaken to permit sound judgements as to actions to be taken.

There is no skills basis that would allow questionnaires to be designed by GPF members that could be used to measure aspects of performance such as community satisfaction, response to a police initiative or learning what citizens of Guyana might wish their Police Force to address at local levels. Also it might be necessary to be able to prepare structured interview forms that allow reliability in collecting data such as behaviour outside a club or bar which have been the subject of complaints from local residents.

There are also an increasing number of software tools, for use with Information Technology, that provide valuable assistance in collecting and analysing data for organisations such as police forces and must be employed by the GPF. The new ICIS programme has demonstrated the value of just not collecting data but being able to convert it into usable intelligence to influence policing and other law enforcement arrangements.

3.15.2 Performance Management Unit (PMU)

We would argue that it will not be sufficient to have people trained but they must introduce and establish a Unit that takes primacy for the GPF in measuring and monitoring performance and relating it to the Strategic Plan. We see the PMU being aligned to the Strategic Planning Unit (SPU) with the Head of the SPU having overall responsibility for both Units.

Developing the capacity to measure, monitor and evaluate performance will become increasingly vital for the GPF to demonstrate that it is a professional police force providing accountable and relevant services to the people of Guyana. It is not only important symbolically that such a unit is established at Police Headquarters to tell all the members of the GPF that performance monitoring is an integral part of the new modern GPF but also it is the central repository that will drive forward the approach to measuring performance of all aspects of policing, with attention to the fulfilment of the goals set by the Strategic Plan.

It will be critical that clear Terms of Reference are set for the Unit and that detailed job descriptions are prepared for staff. The Unit should have a responsibility for certain core activities including an Annual Report, Monthly Monitoring Reports and key reports for the Commissioner and Senior Management Meetings.
It would seem relevant that professional relationship will be developed with the offices of Head of CID, Head of Traffic and Public Relations and externally with the counterpart office in the Ministry of Home Affairs (MoHA). We see this relationship being developed with both the Head of the PMU and SPU.

3.15.3 Establishment of Divisional Inspection and Review Units (DIRUs)

We recognise that setting up a central unit in itself will not automatically mean that it will receive the quantity and quality of data necessary to generate material that when produced might not be used by the staff of the GPF. It will be important that Divisions themselves establish Units to service the HQ PMU and that these units have the equipped skills to carry out Inspection and Review activities that ensure behaviour and attitude towards knowing what is happening in Divisions in terms of standards, completion of tasks and achieving performance targets set.

Attendance at Police Stations is often negotiated past wrecked and rusting vehicles that provide both a potential danger and suggest a less than professional response towards having vehicles returned to owners or crushed. How many rusting guns might be held in armouries that should be destroyed or items of prisoner’s property have been retained for excessive periods? Regular inspections of police activities and reviews of police performance will ensure that opportunity exists for structured feedback on adherence to Standing Orders, how good practices are being introduced and how well management are performing.

At present there can be a tendency for Divisions to accept standards that will undermine their aspiration to be treated and acknowledged as a modern professional police force.

3.15.4 Programme of Internal Communication

At present for the size of the GPF as an organisation there is a weakness in the volume and quality of data collected for analysis and feedback on performance. It will prove questionable if key delivery targets are set in the Strategic Plan for the next five years and there is insufficient results generated to demonstrate that they are being achieved. Sadly there is a history where initiatives have been introduced and then faltered due to lack of support from all members of the GPF to commit themselves to new approaches. The Strategic Plan is vulnerable to dispute and doubt of what the GPF are achieving if it not backed up by credible and reliable results. Those results will only arise if there is means of measuring outcomes and monitoring performance which can be done by the units proposed above but will be driven by inputs from all members of the GPF.

A level of awareness has to be created across the entire GPF of the relevance of modern policing and being results orientated and how those results are linked to planning. Each member must then understand their individual part which will involve accurate recording of incidents they are involved in, submission of incident and intelligence reports and collection of data from communities they deal with. While critical messages can be conveyed by publications such as the ‘Copper’ and Force Orders, they should be complemented at Divisional Training Days. Consideration should be given to building a road show for taking
around to police premises in Guyana to introduce the new approaches to measuring performance, monitoring activities / units, reviewing administrative processes and evaluating outcomes that enable the GPF to become results orientated and can effectively support the GPF Strategic Plan.

3.15.5 Projects Office (PO)

We have been asked by the MoHA to consider whether the GPF would benefit from establishing a Projects Office to support the implementation of GPF capital projects. We fully support this approach as supporting both the implementation of the Strategic Plan and the ROPM. We will be proposing that the PO is staffed by two people and it is established in 2012, one year after the setting up of the SPU and PMU so that these new units can become fully operational.

3.16 Implementation Plan

Implementation of the ROPM will be phased over the period of the GPF Strategic Plan. Four phases have been identified representing an achievable and sustainable approach that will yield identifiable benefits within the first year whilst offering increasingly more value as time progresses. It is intended that the initial model will be relatively simple but that it will become more sophisticated over the life of the Strategic Plan as it grows in complexity and starts to take inputs from various data sources across the GPF and other GoG departments. A summary of the proposed programme is provided in Figure 3.3.

![Figure 3.3: Phased Implementation Programme]
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The technology supporting the model has also been designed to represent an initial cost effective solution taking cognisance of the current provision of IT and network infrastructure within the GPF. As investment in these technologies increases over subsequent years the software provision and connectivity of remote locations becomes more sophisticated increasing the value achievable from the model.

To further improve cost effectiveness the ROPM shares some of the same hardware as deployed for the eDMS (see Section 4 of this document).

3.16.1 Phase 1 HQ Based Manual Data Entry

This initial phase is dependent on the successful implementation of the Storage Server under Phase 1 of the eDMS. Data generated by the model will be stored electronically on the Storage Server to provide both data resilience and accessibility over the Force IT network.

A computer, printer and scanner will be provided in the proposed Performance Management Unit (PMU) at HQ. This computer will be networked to the Storage Server using the existing GPF fixed IT infrastructure (LAN). Microsoft Excel, as part of the standard Microsoft Office 2007 software suite, will be installed on this computer.

The initial ROPM will be created as an Excel Workbook on this computer and saved to the Storage Server. A suggested structure and format for this Workbook (model) is provided in Appendix B (iii) of this document. The workbook has been formatted such that it can be directly presented as a report without further work.

Figure 3.4: ROPM Phase 1 HQ Based Manual Data Entry

Paper based information pertinent to the data fields in the model will be collected centrally at HQ from the Divisions and entered into the Excel Workbook. Reports based on this data can then be produced on demand.
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The printer will allow hard copies of reports to be produced whilst the scanner affords the potential for electronic storage of the paper based documentation received. Figure 3.4 illustrates the concept design.

3.16.2 Phase 2 HQ and Divisions Standardised Data Entry

The second phase of implementation will involve the design and roll-out of standard paper based data input forms across all Divisions. These will be tailored towards the specific requirements of data capture for the model and will be capable of being processed by optical character recognition (OCR) software.

In addition a roll-out of standalone computers, printers and scanners will take place to each of the seven divisional HQs. These computers will have Microsoft Office 2007 including Microsoft Excel installed on them. A copy of the Excel Workbook model will also be loaded onto these computers. The model may have evolved over the course of the first year and if this is the case then Configuration Management will be applied to ensure the latest release is available and being used by all Divisions simultaneously.

The Divisions will populate the standardised paper based forms and scan them into the computers. The scanned images will be passed through OCR software which will interpret the information and automatically populate the Excel model.

The model will then be saved to suitable media (CD-ROM or USB memory stick) and manually transferred to HQ. The electronic data will then be appended to data in the HQ model and reports based on this data generated on demand.

The printers will allow hard copies of electronic documentation to be produced. Figure 3.5 illustrates the concept design.

Figure 3.5: ROPM Phase 2 HQ and Divisions Standardised Data Entry
3.16.3 Phase 3 HQ and Divisions Networked

Phase 3 of the implementation will automate the transfer of electronic data over the Force IT network. The timing of Phase 3 is therefore dependent on the roll-out of this infrastructure and some Divisions may “go-live” with this functionality in advance of others.

Other than this automation the process of data entry and generating reports is as before. Figure 3.6 illustrates the concept design.

![Figure 3.6: ROPM Phase 3 HQ and Divisions Networked](image)

3.16.4 Phase 4 Third Party Systems Integration

The final phase of implementation offers the medium term vision for the ROPM. Although data will continue to be collected and entered into the model by the Divisions as described for Phase 2, above additional functionality will also be provided. By this stage it is expected that the model will have grown substantially in context and will cover a much wider variety of key performance indicators.

In addition it is anticipated that there will be a number of computer based systems processing large volumes of data that would be of interest to the senior management of the GPF and GoG. To handle these interfaces and the sheer volume of data being generated it will be necessary to invest in a more resilient solution than Microsoft Excel.

A Commercial Off The Shelf (COTS) software package suitable for managing the analysis and subsequent reporting of data from a wide variety of data sources will be procured and installed on the computer at HQ. As third party systems come on line and are connected to the Force IT infrastructure the volume of data to be reported on will increase rapidly. The reporting software will be able to interrogate the majority of these data sources and create a wide variety of reports based on multiple user-defined criteria. These reports can then be delivered to end users via a variety of different means including the internet and email. Figure 3.7 illustrates the concept design.
3 RESULTS ORIENTATED PLANNING MODEL

3.16.4.1 System Architecture

Figure 4.10 in Section 4 of this document details an indicative system architecture drawing for the recommended ROPM and eDMS solutions.

3.16.5 Budgetary Estimates

A summary of budgetary estimates for the hardware, software, staffing, and building modification implications under each year is provided in Table 3.1.

A contingency of 20% has been applied to the figures for hardware, software and buildings. Staffing figures indicated may not be applicable if existing staff are redeployed to these roles. This would reduce the indicated estimate over a five year period by US$236,300.

An estimate for consultancy support has been provided. This is an optional budgetary cost associated with bringing in internationally recognised experts in their field to assist with implementation of the Strategic Plan and the associated ROPM over the five year period and as requested by the Ministry of Finance. This cost reduces over the period as skills and knowledge are transferred from the consultants to the GPF.
3. RESULTS ORIENTATED PLANNING MODEL

<table>
<thead>
<tr>
<th>Component</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hardware inc. Standard Software</td>
<td>$4,600.00</td>
<td>$25,500.00</td>
<td>$2,900.00</td>
<td>$2,900.00</td>
<td>$2,900.00</td>
</tr>
<tr>
<td>Specialist Software</td>
<td>$-</td>
<td>$-</td>
<td>$16,800.00</td>
<td>$32,000.00</td>
<td>$-</td>
</tr>
<tr>
<td>Staffing</td>
<td>$22,700.00</td>
<td>$53,400.00</td>
<td>$53,400.00</td>
<td>$53,400.00</td>
<td>$53,400.00</td>
</tr>
<tr>
<td>Buildings</td>
<td>$2,000.00</td>
<td>$13,500.00</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Sub-totals</td>
<td>$29,300.00</td>
<td>$92,400.00</td>
<td>$73,100.00</td>
<td>$88,300.00</td>
<td>$56,300.00</td>
</tr>
<tr>
<td>Grand Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$339,400.00</td>
</tr>
<tr>
<td>Consultancy</td>
<td>$288,000.00</td>
<td>$144,000.00</td>
<td>$72,000.00</td>
<td>$36,000.00</td>
<td>$18,000.00</td>
</tr>
</tbody>
</table>

All figures in US$

Table 3.1: Budgetary Estimates for each year

3.17 Function Description and role for a Performance Management Oversight Group (PMOG)

3.17.1 Structure and Membership

It is proposed that a separate oversight group (PMOG) be created to oversee the implementation and development of the ROPM.

The PMOG will report to the CoG. Membership of the PMOG will comprise:

- Commissioner / Deputy Commissioner (chair).
- Heads of Divisions and Departments.
- The Head of the PMU.
- The Head of the SPU.
- The Head of Corporate Communications / Public Relations Office.

3.17.2 Frequency of Meetings

The PMOG will meet quarterly or more frequently as determined by the GPF.
3.17.3 Functions

The PMOG will have responsibility for the oversight of all strategic performance on behalf of the GPF.

The key functions include (post January 2011):

- Receiving and reviewing the quarterly performance report produced by the PMU.
- Receiving and reviewing the annual performance report produced by the PMU.
- Directing and monitoring any remedial action taken to ensure that performance outcomes are being achieved in accordance with the Strategic Plan.
- Ensuring that actions set out in the GPF Control Strategy are completed on time.
- Ensuring that the ROPM is implemented in accordance with the agreed phasing (1-4).
- Providing support and guidance to staff in the PMU.
- Considering how performance management in the GPF may in future years move to a CompStat based approach.
- Provide regular updates on performance to the CoG.
- Promote best practice in the promulgation of performance information within the GPF.
- Promote best practice in the promulgation of performance information to stakeholders.
- Establish a performance management section within the GPF website where unrestricted performance data may be viewed on a timely basis.

3.17.4 Personal Qualities and Skills

The personal qualities expected of the membership of the PMOG are:

- Strategic Vision.
- Leadership.
- Managing Performance.
- Decision Making.
- Working with Others.
- Professionalism.
- Public Service.

The specific skills that these officers would need to have are:

- Ability to analyse complex information.
- Judgement.
3.18 Function Description, Personal Qualities and Skills for a Performance Management Unit (PMU)

3.18.1 Structure and Staffing

It is proposed that the PMU be headed by a middle manager (Inspector rank) with one junior member of staff acting as a data analyst. We would welcome fuller discussion with the Commissioner and other stakeholders as to the composition of this unit and others proposed.

The Head of the PMU will be responsible to the Head of the SPU.

3.18.2 Functions

The Performance Management Unit will initially have responsibility for day to day management of all strategic performance information on behalf of the GPF.

The key functions include (post January 2011):

- The collation of all strategic performance information provided by Divisions and Departments.
- The preparation of a monthly performance report and its distribution to Divisions and Departments.
- The preparation of a quarterly performance report for review by the CoG.
- The preparation of an annual performance report for review by the CoG.
- The collation of all data for the Commissioner’s Annual Report.
- The standardisation of all data collection forms (Phase 2 of the ROPM implementation).
- The preparation of responses for data requests from third parties relating to force-wide data held in the PMU.
- Liaison with Divisions / Departments to ensure the effective decentralisation of data management (Phase 3 of the ROPM implementation).

3.18.3 Personal Qualities and Skills

3.18.3.1 Head of the PMU (Inspector)

The personal qualities expected of the Head of the PMU will be:

- Flexibility.
- Leadership.
- Managing Performance.
- Decision Making.
- Working with Others.
- Professionalism.
3 RESULTS ORIENTATED PLANNING MODEL

- Public Service.

3.18.3.2 Analyst (Sergeant)

The personal qualities expected of the Analyst in the PMU will be:
- Flexibility.
- Leadership.
- Decision Making.
- Teamwork.
- Respect.
- Professionalism.
- Public Service.

The specific skills that these officers would need to have (or could acquire quickly) are:
- Effective oral and written communication skills.
- More than a basic knowledge of Microsoft Office in particular Word, Excel and PowerPoint.
- Ability to analysis complex information.
- Good presentation skills.
- Ability to prepare reports to different formats to meet needs of different audiences.
- Scanning and processing of information.
- Marketing skills.

3.19 Suppliers and their Products

This section focuses on potential suppliers of the software necessary to deliver the required functionality as identified in the proposed phased solution for the ROPM. It is assumed preferred suppliers of computer hardware and standard software already exist within the GPF.

Microsoft Excel is an industry standard, cost effective spreadsheet application with the familiar Microsoft Office look and feel. The product will lend itself to the establishment of an ROPM in the form of a Workbook formatted to produce reports.


Excel will fulfil the ROPM requirements for phases 1 to 3.
SAP CRYSTAL REPORTS

SAP Crystal Reports is an industry leading COTS out of the box software product that can be used to interrogate multiple data sources to generate reports on a wide variety of user defined criteria.

Further details on this product can be found in Appendix E or on SAP’s website http://www.sap.com/solutions/sap-crystal-solutions/query-reporting-analysis/sapcrystalreports/index.epx.

Crystal Reports will fulfil the ROPM requirements from phase 4.
<table>
<thead>
<tr>
<th>Strategic Priority</th>
<th>Economic Crime and Organised Crime</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desired outcome</td>
<td>Identify and disrupt offenders profiting from crimes that impact on the residential, public and business communities. To bring to justice successfully those who carry out such crimes by providing an effective investigative response to organised crime operating across force boundaries. To establish and implement the requirements and Force responsibilities set out in the National Fraud Strategy in order to identify, disrupt and prevent economic crime across the UK.</td>
</tr>
<tr>
<td>What we will be doing</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Intelligence</strong></td>
</tr>
<tr>
<td></td>
<td>• Identification of assets obtained as a result of individuals and organised crime groups engaged in criminal activity.</td>
</tr>
<tr>
<td></td>
<td>• Increase engagement with partner agencies to maximise local, regional and national response and tasking.</td>
</tr>
<tr>
<td></td>
<td>• Maintain efficient and effective intelligence dissemination in respect of xxx based economic crime during and post Economic Crime Department undertaking responsibilities arising from the Government's fraud review.</td>
</tr>
<tr>
<td></td>
<td>• Monitor and analyse all strategies devised to support the xxx policing plan in order to ensure an effective and efficient xxx response.</td>
</tr>
<tr>
<td></td>
<td>• Continuously monitor and maximise intelligence on emerging serious crime to support effective enforcement and prevention strategies.</td>
</tr>
<tr>
<td></td>
<td><strong>Enforcement</strong></td>
</tr>
<tr>
<td></td>
<td>• Maximise use of the Proceeds of Crime Act to disrupt and dismantle organised crime groups.</td>
</tr>
<tr>
<td></td>
<td>• Maintain and enhance specialist assistance to deliver effective operational support of increasing number of sophisticated investigations undertaken by xxx and partner agencies.</td>
</tr>
<tr>
<td></td>
<td>• Support regional and national enforcement taskings arising from current and emerging partnerships and investigative responsibilities.</td>
</tr>
<tr>
<td></td>
<td><strong>Prevention</strong></td>
</tr>
<tr>
<td></td>
<td>• Implementation and positive action to support national crime prevention strategies.</td>
</tr>
<tr>
<td></td>
<td>• Increased engagement with xxx community groups and other agencies in order to identify emerging threats and crime trends in order to implement early disruption.</td>
</tr>
<tr>
<td></td>
<td>• Positive marketing of Force successes in targeting Organised Crime Groups activity to deter future offenders.</td>
</tr>
<tr>
<td></td>
<td>• Together with Safer City Partnership we will develop a strategy so as to raise public awareness of current fraud trends to minimise the number of persons becoming victim to life-changing fraudulent crime.</td>
</tr>
</tbody>
</table>

Figure 3.8: Example Extract from a Control Strategy
4 ELECTRONIC DOCUMENT MANAGEMENT SYSTEM

4.1 Introduction

The Inception Report detailed the objectives and approach to our work under this Activity of the Institutional Modernisation of the GPF namely:

- To develop a functional specification for an eDMS and to identify suitable suppliers.
- To provide a recommendation to prioritise an initial phase of development and apply a modular approach.
- To follow recognised methodologies to consult with stakeholders and gather information.
- To continue our involvement in the recently established IT Working Group.
- To propose what human resources need to be provided by the GPF to ensure that the eDMS is used, maintained and supported.
- To realise benefits for the GPF and undertake implementation in a sustainable way.

During a further visit to Guyana in October 2010 we undertook a series of meetings and structured interviews with key representatives across a range of the operational areas of the GPF. In addition we consulted widely and met with other key stakeholders including the Ministry of Home Affairs, those co-ordinating the Modernisation Programme within the Ministry, the GPF Counterparts, some of the members of the IT Working Group and the Citizen Security Programme. The data collected during this visit was collated and presented in a variety of different formats. We then returned to Guyana in January 2011 and validated this data with the individuals originally consulted in order to assure its quality.

Through this approach we believe we have identified an achievable and sustainable proposal for the implementation of an eDMS. This section provides details of that proposal, budgetary estimates, how it compares to the original Terms of Reference and international best practice and the factors that will need to be addressed to ensure success. We also provide details of a phased implementation plan.

Finally we have selected a number of suppliers who we believe market a Commercial Off The Shelf (COTS) software product that can be configured to meet the specific requirements of the GPF without the need for extensive bespoke development. Details of these suppliers and their products are provided.

In order to implement the final solution we provide, in Appendix C, a User Requirement and Functional Specification of the Storage Server along with User Requirements, one for an HR software module (which incorporates Stores (Uniforms)) and another for a Finance software module. These are designed to be standalone documents that can be extracted from the Final Report and provided to supplier(s) as part of a procurement exercise to be undertaken by others.
It should be noted that there is not currently a documented IT Strategy particularly in respect of the detail of IT standards, policies, procedures and inter-connectivity between proposed GPF software and existing / future GoG systems. Further work may need to be undertaken in this area once a direction is confirmed.

4.2 Statement on Interpretation of Requirements

The Inception Report, accepted by the Ministry and other key stakeholders, provided details of our interpretation of the requirements for undertaking this work for the CSP. These are detailed in both the Key Messages and Deliverables section of the eDMS chapter of the Inception Report. Since then the consultation process has afforded us the opportunity to develop this understanding as detailed below.

The consultation process has identified the requirements of the GPF as the provision of an eDMS for the electronic storage of information along with the computerisation of existing administrative and operational functions. Our philosophy throughout this commission has been one of ensuring our recommendations are achievable and sustainable. This necessitates the prioritisation and phasing of the recommended implementation in order to work within both the various financial and capacity constraints.

The hub of the eDMS will be a Storage Server acting as a data store. HR, Finance and Stores Uniforms (Issue / Receipt) functionality will be prioritised for the first phases of the initial three year implementation as the consultation process has identified that these will provide the most benefit in the shortest possible time. HR will be implemented in the initial phase with Finance following in stages over the next five phases before finally Stores Uniforms is rolled out as Phase 7. Subsequent phases, to include computerisation of additional Stores functionality and the other administrative and operational areas identified during our consultancy, can be scoped over the duration of the implementation of the first seven phases. This will allow for the application of lessons learnt and incorporation of other developments to be taken account of in the long-term aspiration for a fully computerised GPF.

COTS software packages that are modular in nature have been identified that will be suitable for the prioritised tasks whilst also considering the future demands likely to be made of them. A selection of suitable suppliers and details of their products can be found in Section 4.3.7 of this report. These software packages will populate and interrogate the central data store which will ensure that all electronic data is held in a single location and importantly is only held once, i.e. unnecessary duplication of information will not be allowed.

The data store will comprise a server and a series of hard disks set-up in a resilient RAID array. Future storage expansion will be accommodated by adding new hard disks. Backup will be effected via tape drive or over the link to the MoHA data centre established as part of the ICIS project. A stable, protected power supply will supply the server which will incorporate Powerchute (or similar) software to provide unattended shutdown in the event of a total power loss. Environmental management and other auxiliary equipment (e.g. racks, switches etc.) will be accommodated by the existing provision within the Force Data Centre.
Client PCs will be geographically dispersed around the GPF and connected to the Storage Server via existing fixed or future wireless LAN/WAN provision.

This proposed solution comprises a combination of hardware and software selected for their proven capability to deliver similar requirements for similar organisations with emphasis on a modular approach. Hardware recommendations are in line with existing GPF standards and comprise a Dell server running Windows Server with HP clients and a Windows 7 Operating System.

4.3 Solution

4.3.1 Overview

The core of the GPF is its people. Our proposed eDMS solution therefore initially focuses on the individual, and uses their unique Warrant / Apprentice Number, as the starting point for the computerisation of GPF records. Adopting a phased implementation approach the initial stage within Year 1 will be to generate electronic Personal Information Records (form ref: CS Ref: ID023-TF1) and Service Sheets (form ref: CS Ref: ID022-GO1) for all potential recruits and active members of the GPF. Phase 1 provides immediate benefits in the form of starting to generate electronic documents which will be stored, backed up and can be subsequently retrieved and reported on leading to a more efficient GPF.

![eDMS Three Year Vision](image-url)
Subsequent phases over a suggested three year period, funding dependent, would include extending the computerisation to cover payroll, finance and the issue / recovery of uniforms from Stores. Figure 4.1 illustrates this three year vision for the eDMS.

Following successful implementation of the below and a review of progress the other administrative and operational areas identified during the Inception Report, particularly the remainder of Stores, should be considered for computerisation consistent with the proposed five year Strategic Plan. A summary of this programme is provided in Figure 4.2.

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 1 HR (inc Felix Austin Police College)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phase 2 Payroll</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phase 3 Finance Registry</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phase 4 Accounts and Voucher Examination</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phase 5 Cheque and Voucher</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phase 6 Revenue / Cashier</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phase 7 Stores Uniforms</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subsequent Phases (tbd)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 4.2: Phased Implementation Programme

Under this proposal paper based documents associated with the computerised functions that originate from non-computerised locations will be scanned and appended electronically to the relevant record for future retrieval. As more functions are computerised the interfaces will move from paper to electronic and will therefore afford consistently improved searching capability. Due to the large volume of existing paper based documentation, its condition, lack of standardisation of paper size and significantly, budgetary constraints, it is not considered feasible, practical nor of any substantial benefit to scan any historical documentation.

The volume of files stored within the eDMS will therefore grow exponentially as eService Sheets are created and paper based records received after the creation of the relevant eService Sheet are scanned and appended to these records.
4.3.1.1 Phase 1 HR (inc. Felix Austin Police College)

This initial phase will involve the provision of a Storage Server and associated peripheral equipment to provide the resilient data store for electronic records created by the various software modules to be implemented as part of the computerisation of the GPF. The proposed location for this equipment is the Force Data Centre at GPF Headquarters, Eve Leary.

In addition a number of computers, printers and scanners will be rolled out to the General Office and Felix Austin Police College. These will be networked to the Storage Server using the GPF IT infrastructure (LAN/WAN – fixed or wireless). A COTS HR software package configured to the specific requirements of the GPF will be installed on these computers. Figure 4.3 illustrates the concept design.

Figure 4.3: eDMS Phase 1 HR (inc. Felix Austin Police College)

Felix Austin Police College

An individual’s first contact with the GPF is via the Felix Austin Police College. Following basic initial suitability checks by the Felix Austin Police College reception personnel and upon enrolment it is proposed to create an electronic Personal Information Record (ePersonal Information Record) within the HR software module. The record will replicate form ref: CS Ref: ID023-TF1 and will be achieved using a computer located at the Felix Austin Police College and networked to the Storage Server at HQ. It is understood that networking will be achieved using a wireless communications link between the Felix Austin Police College and HQ.

As a candidate progresses through training their ePersonal Information Record will be updated via the user interface. In addition paper based records (e.g. Record of Interview, Background Report etc.) will be scanned and appended electronically as an image to the record. It is proposed that eventually all these paper based records will be rationalised and computerised to allow direct entry into the Record.

As well as a scanner, a printer will be provided to allow hard copies of the electronic data to be generated. Users will be able to interrogate the data store via a unique Felix Austin Police College reference number.

Consideration is to be given to also providing similar equipment and functionality for the Special Constabulary Training School which represents a second entry point to the GPF.
4 ELECTRONIC DOCUMENT MANAGEMENT SYSTEM

4.3.1.2 General Office

Upon successful graduation the ePersonal Information Record will be used to generate an electronic Service Sheet (eService Sheet) within the HR software module at the General Office. Unsuccessful candidates’ records will be archived. The eService Sheet will replicate form ref: CS Ref: ID022-G01 and will be achieved using a computer located in the General Office and networked to the Storage Server also located at HQ in the Force Data Centre. Networking will be via the existing fixed IT infrastructure (LAN).

As an officer progresses through their career their eService Sheet will be updated via the user interface. In addition paper based records (e.g. Application for Leave, Staff Appraisals etc.) will be scanned and appended electronically as an image to the record. It is proposed that eventually all these paper based records will be rationalised and computerised to allow direct entry into the record. Ultimately it will be possible for Divisions / Police Stations to enter this data directly once wide area network connectivity is provided.

As officers leave the GPF their records will be archived.

As well as a scanner, a printer will be provided to allow hard copies of the electronic data to be generated. Users will be able to interrogate the data store via the individual’s unique Warrant / Apprentice Number.

It is proposed that the paper based Service Sheets for all serving officers of the GPF will be converted to eService Sheets as a parallel activity during Phase 1. This will result in eService Sheets existing for all serving GPF personnel. As an eService Sheet is established for an officer any new paper based supporting information received by the General Office will be scanned and appended electronically as an image to the record as described above for new recruits. It is not proposed to scan any existing paper based supporting information associated with existing personnel for the reasons which have also been described above.

The conversion of existing Service Sheet records to an electronic format is estimated to take one person year to achieve. For this reason an additional computer networked to the Storage Server will be provided in the General Office for this sole purpose.

4.3.1.3 Phase 2 Payroll

The second phase of implementation will commence the roll-out of computerisation into the Finance department. Two computers, a scanner and printer will be located in the Payroll section of Finance at HQ. These will be networked to the Storage Server using existing GPF fixed IT infrastructure (LAN). A COTS Finance (Payroll) software package configured to the specific workflow requirements of the GPF will be installed on these computers. Figure 4.4 illustrates the concept design.

4.3.1.4 Full-time Officers of the GPF

Before go-live an electronic Payroll Register will be populated with details of all serving GPF officers and their Grade which determines their base salary. This register will also include details of any enhancements or special payments (e.g. overtime) and deductions (e.g. unauthorised leave) and potentially the receiving bank account for the individual.
register will be maintained as new officers join the Force and others leave. Entry of new recruit information into the HR system by the Felix Austin Police College will trigger the addition of a new entry to the Register for that individual.

Figure 4.4: eDMS Phase 2 Finance (Payroll)

The General Office will notify changes to salaries (positive or negative) using the HR system which will automatically update the Payroll Register.

Accounts will notify Payroll of any Travel and Subsistence adjustments including car allowances where officers may not have reached their threshold mileage. Before Phase 4 this will be in paper format requiring manual entry into the Payroll system. The paperwork will be scanned and appended electronically as an image to the Payroll Register. Once Accounts is computerised this will be by an electronic notification of the requirement for an adjustment.

Every month an electronic export of the Payroll Register – the monthly Payroll Report – will be sent to the Ministry of Finance for entry into SmartStream by MISU. The Ministry generates cheques which are collected by the GPF and compared with a report from the Payroll Register to confirm all funds have been received. The cheques are then paid into the relevant banks who distribute the funds to the individuals.

The printer will allow for hard copies of information to be produced if required.

The software will be configured to replicate the data currently captured on the paper based forms listed in Table 4.1.

<table>
<thead>
<tr>
<th>Capita Symonds Ref No.</th>
<th>Form Description</th>
<th>Guyana Police Force Ref.</th>
</tr>
</thead>
<tbody>
<tr>
<td>ID026-FP1</td>
<td>Transfer Paychange Form</td>
<td>B Form (Rev)</td>
</tr>
</tbody>
</table>
4 ELECTRONIC DOCUMENT MANAGEMENT SYSTEM

Table 4.1: Payroll Forms

<table>
<thead>
<tr>
<th>Capita Symonds Ref No.</th>
<th>Form Description</th>
<th>Guyana Police Force Ref.</th>
</tr>
</thead>
<tbody>
<tr>
<td>ID026-FP2</td>
<td>New Appointment Form</td>
<td>D Form (Rev)</td>
</tr>
<tr>
<td>ID026-FP3</td>
<td>Status Paychange Form</td>
<td>F Form (Rev)</td>
</tr>
<tr>
<td>ID026-FP4</td>
<td>Release/Reactivate Status Change Form</td>
<td>G Form</td>
</tr>
<tr>
<td>ID026-FP5</td>
<td>Static Paychange Form</td>
<td>H Form (Rev)</td>
</tr>
<tr>
<td>ID026-FP6</td>
<td>Accumulators Adjustment Form</td>
<td>J Form (Rev)</td>
</tr>
<tr>
<td>ID026-FP7</td>
<td>Earning Paychange Form</td>
<td>L Form (Rev)</td>
</tr>
<tr>
<td>ID026-FP8</td>
<td>Deduction Paychange Form</td>
<td>N Form (Rev)</td>
</tr>
<tr>
<td>ID026-FP9</td>
<td>Control Data Form</td>
<td>-</td>
</tr>
<tr>
<td>ID026-FP10</td>
<td>New Recruits Joining This Month</td>
<td>PL - 1PB</td>
</tr>
<tr>
<td>ID026-FP11</td>
<td>Earnings Record Card</td>
<td>-</td>
</tr>
<tr>
<td>ID026-FP12</td>
<td>Payroll CoA Summary by Budget Program</td>
<td>655a</td>
</tr>
</tbody>
</table>

4.3.1.5 Special Constabulary

Special Constabulary officers are paid via a different manual salary process. Until further computerisation of the GPF is achieved this will remain a manual process.

4.3.1.6 Phase 3 Finance Registry

Phase 3 of the implementation continues the process of computerisation of the Finance function commenced in Phase 2. Registry will receive a computer, scanner and printer in the Finance building at HQ. In addition the Head of Finance will be provided with a computer in his office at HQ. These will be networked to the Storage Server using existing GPF fixed IT infrastructure (LAN). A COTS Finance software package configured to the specific workflow requirements of the GPF will be installed on these computers. Figure 4.5 illustrates the concept design.

The majority of financially related paper based documents (e.g. invoices, utility bills etc.) received at Finance initially pass through the Registry. On receipt of a document Registry will populate an on-screen form to record the details of the document(s) which will also be scanned and appended electronically as an image to the record. These records and images will be transmitted to the Storage Server via the LAN. Each record will have an automatically
generated, unique identifier to allow for tracking through the system and future retrieval from the data store.

Registry will have the ability to send an electronic notification to the Head of Finance advising him of receipt of the document(s). Using his PC and the software interface he will be able to recall the record including the scanned images of supporting documentation from the Storage Server over the LAN. He will have the option to approve the document(s) for processing or reject it for return to the originator. He will be able to annotate his decision accordingly. Registry will receive electronic notification of his decision and take the appropriate action.

Figure 4.5: eDMS Phase 3 Finance Registry

Before Phase 4 is implemented the process returns to a paper based one. However, an electronic record and scanned image of the incoming documentation will have been created allowing for tracking and subsequent retrieval. The printer will allow for additional hard copies of this data to be produced if required.

4.3.1.7 Phase 4 Accounts and Voucher Examination

The next phase will extend computerisation to the Accounts and Voucher Examination functions of the GPF Finance department. Three computers, a scanner and printer will be located in the appropriate sections of the Finance building at HQ. These will be networked to the Storage Server using existing GPF fixed IT infrastructure (LAN). A COTS Finance software package configured to the specific workflow requirements of the GPF will be installed on these computers. Figure 4.6 illustrates the concept design.

Accounts

Accounts will typically receive electronic notification of document(s) to process from Registry. They will be able to recall the record and appended scanned images of supporting documentation and will check these for completeness. They will be able to annotate any queries on the record and electronically return it to Registry should that be necessary. In the
case of Bail Refunds the software will allow for the recording of the details of the refund applicant and the scanner will allow the opportunity to scan and append electronically as an image to the record any supporting documentation (e.g. memo detailing where / when / how Bail was paid).

Figure 4.6: eDMS Phase 4 Accounts and Voucher Examination

Assuming the documentation is in order Accounts will process the document(s) for payment by creating an electronic Payment Voucher (ePayment Voucher) which will be linked to the original record and will then be forwarded to the next stage of the process. This will be either Voucher Examination, Revenue or Payroll depending on the category of item. For small travelling and subsistence payments (less than GY$2,000) Accounts may forward the Voucher to the Cashier for payment to an individual. On these occasions the payment is made and the Voucher returned to Accounts who forward it to Voucher Examination.

In the case of notifying Revenue and / or Cashier this will mean a return to the paper based process until Phase 6 is implemented. The printer will allow for hard copies of information to be produced if required.

The software will be configured to replicate the data currently captured on the paper based forms listed in Table 4.2.

<table>
<thead>
<tr>
<th>Capita Symonds Ref No.</th>
<th>Form Description</th>
<th>Guyana Police Force Ref.</th>
</tr>
</thead>
<tbody>
<tr>
<td>ID025-FA4</td>
<td>Payment Voucher</td>
<td>Gen 3</td>
</tr>
<tr>
<td>ID025-FA7</td>
<td>Budgetary Line Items Reference Sheet</td>
<td>-</td>
</tr>
<tr>
<td>ID025-FA2</td>
<td>Authority for Issue of Steamer Fares</td>
<td>GENERAL-No. 135</td>
</tr>
<tr>
<td>Capita Symonds Ref No.</td>
<td>Form Description</td>
<td>Guyana Police Force Ref.</td>
</tr>
<tr>
<td>------------------------</td>
<td>------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>ID025-FA3</td>
<td>Marching Order and Account</td>
<td>-</td>
</tr>
<tr>
<td>ID025-FA6</td>
<td>Payment Voucher (Transport, Travelling &amp; Subsistence Claim)</td>
<td>-</td>
</tr>
<tr>
<td>ID025-FA1</td>
<td>Payment Voucher (Travelling Claim)</td>
<td>-</td>
</tr>
</tbody>
</table>

Table 4.2: Accounts Forms

**Voucher Examination**

An electronic notification will be received by Voucher Examination who will be able to recall the record and any associated scanned images of supporting documentation from the Storage Server over the LAN. They will be able to check the details before authorising payment. It is envisaged that the record data will be transferred to IFMAS electronically (current function undertaken manually by Votes).

**4.3.1.8 Phase 5 Cheque and Voucher**

![Diagram of eDMS Phase 5 Cheque and Voucher](image)

*Figure 4.7: eDMS Phase 5 Cheque and Voucher*
Phase 5 will bring Cheque and Voucher into the computerised environment. A computer, scanner, printer and an electronic signature pad will be located in the appropriate section of the Finance building at HQ. These will be networked to the Storage Server using existing GPF fixed IT infrastructure (LAN). A COTS Finance software package configured to the specific workflow requirements of the GPF will be installed on this computer. Figure 4.7 illustrates the concept design.

Cheques received from the Ministry of Finance will be matched to their relevant ePayment Voucher recovered from the Storage Server and the cheque details added to the record in the system. Individuals collecting cheques from Finance will sign an electronic signature pad which will append an image of their signature to the record indicating receipt. The printer will allow for hard copies of information to be produced if required e.g. for audit purposes.

4.3.1.9 Phase 6 Revenue / Cashier

This phase will see the final sections of the Finance function at HQ computerised. Three computers, a scanner, a printer and an electronic signature pad will be located in the appropriate sections of the Finance building at HQ. These will be networked to the Storage Server using existing GPF fixed IT infrastructure (LAN). A COTS Finance software package configured to the specific workflow requirements of the GPF will be installed on this computer. Figure 4.8 illustrates the concept design.

Figure 4.8: eDMS Phase 6 Revenue / Cashier
On receipt of any money Revenue / Cashier will populate an on-screen form to record the details of the transaction categorising it initially by Revenue, Deposit or Expenditure Credit and then by sub-category accordingly. Any supporting documentation will also be scanned and appended electronically as an image to the record. These records and images will be transmitted to the Storage Server via the LAN. Each record will have an automatically generated, unique identifier to allow for tracking through the system and future retrieval from the data store.

Once the money has been deposited at the bank, Revenue will scan and append to the record the Deposit Receipt received at the time of the deposit.

Revenue will be able to generate reports by a number of user definable criteria including date and category. One such report will be the monthly Revenue Return (RV1 – CS Ref: ID024-FR5) to the Ministry detailing all receipts. The printer will allow for hard copies of information to be produced if required.

Revenue’s function in the payment of utility bills will be provided for by provision of the same functionality as described in Accounts above i.e. they will be able to generate ePayment Vouchers.

Revenue will also receive notification of Manual Salary (Special Constabulary) payments from Payroll. They will create the ePayment Vouchers for these in the same way as described above in Accounts.

4.3.1.10 Phase 7 Stores Uniforms (Issue / Receipt)

All GPF personnel have an individual Stores Personal Record. This will be replicated as a Stores ePersonal Record (SePR) in an electronic environment and will be created when an individual first visits Stores to receive their uniform and associated equipment. The record will replicate existing forms. A computer, printer, scanner and electronic signature pad will be located at Stores. This will be networked to the Storage Server at HQ. It is understood that networking will be achieved using a wireless communications link between the Stores building and HQ. The computer will host the COTS HR software package configured to the specific workflow requirements of the GPF installed in the General Office under Phase 1. Figure 4.9 illustrates the concept design.

Individuals presenting themselves to Stores for the issue of a uniform will have their credentials checked and entering their Warrant / Apprentice Number into the system Stores will recall from the data store the individual’s unique record created upon enrolment to the Felix Austin Police College. The Felix Austin Police College authorisation requesting the issue of items from Stores will be scanned and appended electronically as an image to the record.

Stores will then enter details of the uniform and equipment issued to the individual into the SePR. Individuals will sign an electronic signature pad which will append an image of their signature to the record indicating receipt of the items. The printer will allow for hard copies of information to be produced if required for example for stock control (Stock Card section).
During an individual’s career with the GPF they may need to exchange elements of old uniform and / or equipment. Stores will be able to recall an individual’s SePR and update the record with both items returned and new items issued. Again the electronic signature pad will provide evidence of receipt. As all uniforms must be destroyed securely upon return or an individual leaving, the software will also be able to generate reports on items issued to an individual as well as generate Certificates of Destruction.

Figure 4.9: eDMS Phase 7 Stores Uniforms (Issue / Receipt)

The software will be configured to replicate the data currently captured on the paper based forms listed in Table 4.3.

<table>
<thead>
<tr>
<th>Capita Symonds Ref No.</th>
<th>Form Description</th>
<th>Guyana Police Force Ref.</th>
</tr>
</thead>
<tbody>
<tr>
<td>ID030-ST1</td>
<td>Stores Personnel Record – Policeman (Uniform Issue Voucher)</td>
<td>Form 3</td>
</tr>
<tr>
<td>ID030-ST2</td>
<td>Stores Personnel Record – Policewoman (Equipment and Uniform Issue Policewoman)</td>
<td>-</td>
</tr>
<tr>
<td>ID030-ST3</td>
<td>Stores Personnel Record – Officers (Equipment and Uniform Issue Voucher)</td>
<td>Form 3</td>
</tr>
</tbody>
</table>
### 4.3.1.11 System Architecture

Figure 4.10 details an indicative system architecture drawing for the recommended eDMS solution which also encompasses the ROPM.

![Indicative System Architecture Drawing]

**Figure 4.10: Indicative System Architecture Drawing**

### 4.3.2 Budgetary Estimates

A summary of budgetary estimates for the hardware, software, staffing, and building modification implications under each year for the recommended solution is provided in Table 4.4.

A contingency of 20% has been applied to the figures for hardware, software and buildings. Note: the figures provided for buildings are a conservative estimate awaiting validation by the GPF Construction Unit.
An estimate for consultancy support has been provided. This is an optional budgetary cost associated with undertaking user requirements gathering for the computerisation of the remaining 14 departments of the GPF identified during our initial work.

<table>
<thead>
<tr>
<th>Component</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hardware inc. Standard Software</td>
<td>$43,600.00</td>
<td>$25,000.00</td>
<td>$22,000.00</td>
<td>$6,000.00</td>
<td>$6,000.00</td>
</tr>
<tr>
<td>Specialist Software</td>
<td>$67,200.00</td>
<td>$96,000.00</td>
<td>$19,200.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Staffing</td>
<td>$9,600.00</td>
<td>$9,600.00</td>
<td>$9,600.00</td>
<td>$9,600.00</td>
<td>$9,600.00</td>
</tr>
<tr>
<td>Buildings</td>
<td>$2,000.00</td>
<td>$175,000.00</td>
<td>$175,000.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sub-totals</td>
<td>$122,400.00</td>
<td>$305,600.00</td>
<td>$225,800.00</td>
<td>$15,600.00</td>
<td>$15,600.00</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$180,000.00</td>
<td>$112,000.00</td>
<td>$112,000.00</td>
<td>$112,000.00</td>
<td>$112,000.00</td>
</tr>
</tbody>
</table>

All figures in US$

Table 4.4: Budgetary Estimates for each year

4.3.3 Comparison with Terms of Reference

The Terms of Reference for our consultancy originally called for, “Develop an electronic document management system to provide long-term, secure and reliable storage for documents, thus promoting well informed decision-making at all levels in the organisation and greater efficiency”.

Over the period of the consultancy we have worked with a wide cross-section of individuals associated with the modernisation project and believe we have collaboratively identified a proposal for a solution that is pragmatic and achievable within the various constraints. It will provide for the long-term, secure and reliable storage of documents and will additionally provide the platform from which continued computerisation of the GPF can be built.

The full benefits of the eDMS will be realised as data is added to the storage server and paper based forms are gradually replaced across the various GPF departments by electronic versions. This will allow the intelligent searching and retrieval of information as well as allowing reporting on a wide variety of criteria thereby promoting well informed decision-making at all levels in the organisation and greater efficiency.

In this respect, and under the assumption that suitable funding will be identified, then the requirements of the Terms of Reference will have been met and potentially exceeded.
4.3.4 **Comparison with International Best Practice**

Throughout the gathering of user requirements and information, the development of the functional specification for hardware and, when considering the potential suppliers for software, we have been cognisant of the requirement to refer and uphold international best practice.

4.3.4.1 **User Requirement Gathering**

We have undertaken our user requirement gathering exercises using known techniques and documented these in an industry recognised format that can be understood and are familiar to software houses throughout the world.

The techniques used for the information gathering and documenting of user requirements is in accordance with the internationally recognised SSADM (Structured Systems Analysis and Design Method) techniques. SSADM is one of the most appropriate techniques used when understanding and documenting the transitions from a paper based system to a computerised environment.

4.3.4.2 **Data Assurance**

The concept design described in this document has been developed using common hardware and software platforms. The requirements documents detail minimum installation standards and industry standard protocols and interfaces all in accordance with international best practice. Adherence to these requirements will deliver a solution that assures the integrity and resilience of the data stored in the system.

4.3.4.3 **IT Hardware**

The IT hardware specified makes use of internationally recognised companies with extensive support arrangements in-country. These companies are also of good financial standing. Industry recognised standards developed by, amongst others, the Institute of Electrical and Electronic Engineers (IEEE) are identified in our documentation. The IEEE is the world’s largest organisation for the advancement of technology and is at the forefront of the development of industry recognised standards for technology.

4.3.4.4 **IT Standard Software**

IT Standard Software proposed makes use of internationally recognised operating systems (Microsoft Windows) and productivity suites (Microsoft Office) with worldwide support and familiar user interface. This software is already in use within the GPF.

4.3.4.5 **IT Specialist Software**

IT Specialist Software identified in this document is Commercially Off The Shelf requiring a minimum of bespoke development. This assists in ensuring that should the supplier no longer support their product for whatever reason it should be possible for an appropriately qualified individual to understand the structure of the program and provide continued day to day support as well as potential re-configuration if required. For this purpose it has been suggested that a requirement on the supplier should include comprehensive documentation.
All suppliers are well established in their industry and operate internationally using proven software.

4.3.5 Critical Success Factors

4.3.5.1 Physical Environment – Force Data Centre and local workstations

The location and installation of any computer hardware and peripheral device needs to be within a climate controlled environment. The manufacturer’s maximum recommended operating temperature and humidity parameters need to be adhered to in order to ensure reliability of equipment and longevity of operational life.

Clean and stable power supplies need to be in place to ensure that electrical "spikes", and "brown outs" do not cause system crashes or significant damage to components or data. Sufficient back up of power and safe shutdown software will be required to ensure against loss of service, damage to hardware and potential loss or corruption of data.

Operator consoles need to be ergonomically designed to ensure that operator fatigue is kept to a minimum as well as other health factors associated with the use of IT equipment.

4.3.5.2 Staff Computer Awareness Training

Training will be an essential requirement for staff identified to use these systems. This is not only in relation to the software packages to be used, but also an understanding of prevailing operational policies and procedures, awareness of data protection requirements, legislation and data security principles. We are aware of the recent focus and success on development of IT skills undertaken as part of the CSP programme by others.

4.3.5.3 IT Back Office Support

Computerisation of departments will introduce additional demands on IT back office support. It will be essential that dedicated staff are made available to assist with the day to day operational issues arising from the introduction of additional IT across the GPF estate. This support will need to cover the whole system from Storage Server configuration, back-up and recovery through to first line telephone support for general user queries. The current IT support will need to be strengthened and provision made for additional dedicated resource.

4.3.5.4 Funding

Appropriate levels of funding for both the initial implementation Phase 1 and subsequent Phases 2 to 7 needs to be made available to ensure that a future proof and scalable solution is implemented from the outset.

Funding needs to cover the provision of additional support staff, building improvements, training and IT infrastructure as well as the hardware and software associated with the modernisation project.

The General Office, Finance and Stores environments will require significant building upgrades to ensure that the environment within which equipment is installed meets the temperature and humidity tolerances as recommended by the manufacturer.
4 ELECTRONIC DOCUMENT MANAGEMENT SYSTEM

4.3.5.5 IT Network infrastructure

With the increase of computers to be rolled out across the GPF HQ there will be a need to upgrade/install new network infrastructure (LAN/WAN – fixed and wireless) to cope with the additional demands placed on it. Investment will be required to ensure that appropriate system architecture, back up and ancillary support equipment can cope with these new demands now and in the future. A modular approach to storage servers, UPS and infrastructure should be adopted to ensure that the system is future proofed as much as possible.

4.3.5.6 Acceptance of Alternative Methods of Working

The migration from a paper based system to an electronic environment will change the way information is held within the GPF. Acceptance of this change in approach will need to gained from those responsible for and tasked with carrying out functions such as auditing within and on the GPF.

4.3.5.7 MoHA Strategic Direction

The GPF is one of several departments within the MoHA and it is acknowledged that a similar modernisation programme for the Ministry is also being undertaken by others under the CSP. For example we are aware of the aspiration to introduce an eDMS in the Ministry that has similar objectives to that of the GPF’s. We have therefore developed our eDMS solution using internationally recognised common standards and protocols for both hardware and standard software to allow for ease of connectivity to the MoHA systems once these have been developed further.

4.3.5.8 Development of IT Policies and Procedures

A common set of IT policies, procedures and guidelines will need to be developed across the various Ministry departments in order to provide consistency and to ensure compliance with prevailing standards, legislation and common methods of working. Security policies will need to be drafted and agreed and a monitoring role established to provide external agencies assurance of compliance. Policies and procedural training will be needed to ensure that all system users support and operational understand the requirements placed on them.

4.3.6 Implementation Plan

The implementation of the eDMS will require identification of suppliers of both the hardware and software.

Hardware and Standard Software Procurement

All the hardware identified in our solution is standard industry recognised equipment and should be able to be readily procured via the GPF’s established supply arrangements.

Phase 1 involves the installation of the Storage Server, associated client hardware and standard software (e.g. Microsoft Windows, Microsoft Office, anti-virus etc.) and peripherals for the HR module. Appendix C of this document contains a user requirement and functional specification for the requisite hardware and standard software which can be used to obtain a
quote from the appropriate supplier. It has been assumed that the Force IT department will effect the procurement, installation, configuration, commissioning and testing of the equipment onto the Force network infrastructure.

Specialist Software Procurement

Phase 1 also involves the rollout of the HR module (Specialist Software). There are a number of different software solutions produced by different suppliers that could meet the specific requirements of the GPF and provide the platform from which subsequent phases and the overall computerisation of the Force can be built over a number of years.

It is understood that the CSP will manage a public procurement process for the supply of this software. Our deliverables as part of this consultancy, which can be found in Appendix C of this report will allow a supplier to judge your requirement and propose a final software solution. We suggest you include in your contract documentation a requirement for the supplier to work with the GPF to finalise the specific user configuration and implement this as part of the deliverable. This will require that they work with you prior to the software being implemented.

We also suggest you ask them to confirm specifically what they will be delivering through requesting them to provide details, as a first stage of their contract, of their final design against the User Requirements and Functional Specification developed by us. When the GPF are satisfied this is correct this should be signed off prior to their supply and installation.

In the contract we suggest you ask them to configure and commission the software against a test script which you have agreed with them prior to installation. The test scripts should form part of the suppliers’ deliverable in the first stage.

We also suggest you ask the supplier to provide training, training documentation and system documentation as part of their deliverable.

Finally it will be an expectation on the supplier that they provide a tiered level of support over a pre-defined time period in order to troubleshoot any issues that may arise. Some of this support may be delivered in-country.

Subsequent Phases

Subsequent phases will involve similar processes to those described above with procurement of hardware and both standard and Specialist Software, installation, configuration, commissioning, testing, training, provision of documentation and tiered support.

4.3.7 Potential Suppliers and Overview of their Products

This section focuses on potential suppliers of the Specialist Software necessary to deliver the required functionality as identified during the user requirements gathering exercise. It is assumed that preferred suppliers of computer hardware and standard software already exist within the GPF. One exception may be the electronic signature pads which are relatively standard pieces of equipment but the hardware will need to be compatible with the chosen software supplier as there will be a level of integration required. Manufacturers include:
・ Topaz Systems (www.topazsystems.com)
・ ePadLink (www.epadlink.com)

The following suppliers are indicative of the general market for software that is likely to meet some or all of the requirements of the GPF. The public procurement exercise will no doubt identify others, the individual merits of which will need to be assessed against the User Requirements. Some of the following products may meet all of the GPF’s requirements within one product whilst others are specialists supplying into government organisations including Police Forces. Should the latter approach be taken then details of a workflow software product which can be configured to provide a common user interface to multiple back office databases is also included.

Freebalance (http://www.freebalance.com/) – a Canadian company – is a global provider of software solutions for public financial management. Established in 1984 with offices across the world they also have experience of supplying products into Georgetown, Guyana.

They market a Civil Service Management package, as part of their Accountability Suite, suitable for Phases 1, 2 and 7. Being both a COTS solution and modular in nature the software can deliver:

・ Human Resources modules to support civil service reform and management including movement, capacity building, salary planning, performance appraisal and recruitment
・ Payroll and Pensions modules to support government rules for payroll and pensions
・ Benefits and Self-Service modules to support civil service benefits, travel and subsistence and self-service portals

Further details on this product can be found in Appendix E or on Freebalance’s website at http://www.freebalance.com/products/civil_service_management.asp

Freebalance offer the advantage of also providing a Public Expenditure Management package as part of the Accountability Suite. Suitable for Phases 3 to 6 this includes expenditures and Purchasing modules to support expenditure controls for standard expenditures including payment management.

Further details on this product can be found in Appendix E or on Freebalance’s website at http://www.freebalance.com/products/public_expenditure_management.asp

Sage (http://www.snowdropkcs.co.uk/home.aspx) – was established in 1981 to equip small businesses with the tools they need to manage their business processes in an increasingly competitive market.
Sage’s range of human resources (HR) software solutions comprises integrated or standalone modular software that helps manage an entire employee lifecycle. From candidate to leaver – assisting with all aspects of HR management.

Their solutions include:

- Personnel records management
- Training administration
- Performance management

Their HR system comes with a workflow tool, which ensures that repetitive actions can be automated, reports can be generated automatically and sent out on a regular basis.

Further details on this product can be found in Appendix E or on Sage’s website at [http://www.snowdropkcs.co.uk/hr_software/hr_software.aspx](http://www.snowdropkcs.co.uk/hr_software/hr_software.aspx)

Chi ([http://www.chi.co.uk/home/](http://www.chi.co.uk/home/)) – was established in 1989 and markets a suite of professional police software applications under the brand name CHIPS.

Specific applications include Firearms, Training, Dogs, Assets, Search and Exhibits.

Further details on these products can be found in Appendix E or on Chi’s website.


They market an enterprise content management suite, ImageNow, that includes electronic document management, document imaging, workflow, e-forms and records and information management functionality.

Perceptive Software also market a product, ImageNow eForms, that allows for the rapid collection of customised data collection. This has the potential to provide electronic replication of existing GPF forms thereby minimising the impact on existing business process and providing the added benefit of familiarity for the user during the migration to the electronic environment.

Further details on these products can be found in Appendix E or on Perceptive Software’s website.