

# How to guide:

Leadership and Management  
in Police Stations

## **What is the J4A ‘How to’ series?**

The guide is part of a series of products developed by J4A to communicate lessons learned from projects and pilots, to provide stakeholders with guidance on how to adapt and replicate the initiative in their own context.

## **Who is this ‘How to’ guide for?**

Influencers and decision makers in the justice sector (police, prisons, judiciary and civil society).

## **Reference tools**

Accompanying reference tools are available at [www.j4a-nigeria.org](http://www.j4a-nigeria.org) or by request from [info@j4a-nigeria.org](mailto:info@j4a-nigeria.org)

## The problem

- There is a lack of corporate and joined up approach to management in NPF Divisions resulting in the Divisional Police Officer (DPO) making decisions that could be delegated to other managers and information not being shared across Departments.
- Some necessary activities and decisions will not be completed because of the lack of a robust management system being in place.

### Background

At times, DPOs may have difficulty delegating decisions to other managers, since the DPO is ultimately responsible and expected to advise and report what is happening in their Division to more senior officers. This requires a hands-on approach, which is increasingly difficult to maintain in a Community Policing environment.

### What you can do

Introduce as good practice this Internationally recognized way to improve police command and management so that DPOs can better focus on their main policing challenges.

The DPO and senior officers in Divisions form a Divisional Management Team (DMT) to better coordinate the command and decision-making process for all officers.

### What you can achieve

Strengthen the ways resources can be allocated to particular police tasks based on crime trends and community safety issues. Ensure that a member of the DMT is responsible for supervising and managing the various 'Actions' approved at DMT meetings. That officer will report back to the DPO and DMT on progress and obtain advice on the way forward. This ensures that all members have knowledge of the activities in their Division and not just the work of their respective Departments.

# Strengthen Leadership and Management: Steps for Implementation

## Leadership Principles

The Leadership Principles, which includes explanations of each principle, are available under Resource Tools. The Principles should underpin the entire policing ethos and approach to serving the community through a partnership approach to crime fighting, dealing with public disorder and wider community issues. The Principles form a code of ethics acting as both a philosophy and framework to structure and guide the directions of the DMT and the activities of all the police departments within a Division from Divisional Crime, JWC, Patrol and Guard, Traffic, Surveillance, Front Office and all Departments. The principles will prove useful for explanation to other partner agencies and for the training of NPF officers.

## The Divisional Management Team (DMT)

The DMT as a minimum will include:

- The DPO
- The Divisional Crime Officer (DCO)
- The Crime Recording Officer (CRO)
- The Admin Officer
- The Station Officer
- Head of Juvenile Welfare Centre (JWC)
- Head(s) of Patrol and Guard (P&G)
- Head of Human Rights Office
- Community Policing Manager

It is a matter for the DMT to decide who else should form part of the team. It is suggested that all officers of ASP rank and above should be included. In addition there can be good reasons to include officers of lower rank. For example if a Divisional Intelligence Unit has been created in the Division then the Divisional Intelligence Officer (DIO) will be an important asset who can brief the meeting on crime trends and black spots.

## DMT Meetings

The Purposes of the Divisional Management Team meeting must be clearly understood by all the Divisional Management Team (DMT). These do NOT change from meeting to meeting so the DPO should spend time in the initial meetings setting these out.

Key Guidance:

- Sharing information across all the DMT.
- Advising attendees of Force directives.
- Identification of policing and community issues especially any trends.
- Devising actions and strategies to deal with issues.
- Directing Action managers to prepare plans and take agreed actions.
- To have a record of all the above so that at the next meeting the DPO can seek updates from the DMT especially from the Action managers as set out in the minutes.
- DMT members to advise their staff on the directives, contents and actions from the minutes.

## Success occurs when: Problems are talked through rather than just being talked about!

DMT meetings are not about conversations and discussions but about focusing attention on issues and problems and generating options, which lead to sustainable solutions.

DMT meetings held regularly ensure relevant information or directives are communicated to officers and divisional performance examined. It allows the DPO to target particular crimes in identified areas at specific times and allocate police resources to combat these crimes.

The meeting allows the experience and knowledge of all members to be pooled so that generating a way forward to deal with issues will take account of a wide range of approaches and suggestions

Unless meetings are managed in an organised and structured way, it is unlikely that they will achieve their purpose which, will have a detrimental effect on the overall leadership, management and supervision of the division and may also lead to those attending becoming frustrated and the meeting losing direction and purpose.

The DPO must ensure that sufficient time is allocated for such meetings and that the purpose, agenda and time for each meeting are known in advance. The Agenda for the meeting should be prepared at least 7 days in advance of the date of the meeting, and should

follow a standard format. *An example agenda is available for reference.*

Agendas will have been produced and circulated. Participants will arrive knowing what is to be discussed and with sufficient background information to make relevant contributions. If appropriate, they will have consulted with people they represent and discussed any pertinent issues.

It is good practice for the Chair to ask at the start of the meeting if anyone has any items for “any other business” (AOB) and to note them down.

Everyone at the meeting will have an opportunity to participate. Where the Chair agrees further actions, these must be noted together with who is responsible and when they must report back by. This should also be clearly recorded in the minutes.

All contributions at the meeting must be made through the Chair. This will ensure respect is maintained and there is no over talking or time wasting

Attendees must come prepared to take notes so that they can adequately brief their subordinates of relevant information subsequent to the meeting.

At the conclusion of the meeting, the date/time/venue of the next meeting must be agreed and noted by all attendees

After the meeting the nominated note taker must ensure that the minutes of the meeting are prepared as soon as possible, preferably within 2 days, and then and passed to the Chair for amendment and approval.

## Roles and Responsibilities

### DPO/Chairperson

- The chair controls the meeting.
- All remarks are addressed through the chair.
- Members do not interrupt each other.
- When discussion is underway, it is the chairperson’s responsibility to ensure that it continues to flow smoothly by involving all members present and by not permitting one or two people to dominate the meeting.
- A summary by the chairperson during meetings can refocus discussion that has wandered off the point, highlight important points, assist the secretary if necessary and clarify any misunderstanding.
- The DPO will ensure that policing and community issues remain the core focus of the meeting.

### Minute Taker (Admin Officer)

- Ensure the date of meeting is in the diary and all attendees are aware of future dates.
- Circulate copies of previous minutes.
- Advise if the DPO has directed discussion of any

particular issues so the DMT can prepare.

- Record the key points discussed at the meeting.
- Record any Actions directed by the DPO and note who the Action Manager is and the timescale to report on action taken.

### Divisional Management Team Members

- Undertake any necessary preparation prior to the meeting.
- Arrive on time.
- Keep an open mind.
- Listen to the opinions of others.
- Participate.
- Avoid dominating the proceedings.
- Avoid side conversations as these distract others.
- Ask questions to clarify understanding.
- Note down any action the DPO or Chair has directed for them.
- After the meeting, undertake any action and brief others as appropriate.

## Lessons Learned

### Lesson 1:

The Leadership Principles – poster size, should be on permanent display in a public area of the police station, usually at the Front Office and officers should draw the attention to visitors to the Principles. A further copy of the Principles should be prominently on display in the DPO's office.

### Lesson 2:

The Leadership Principles should be discussed regularly at DPO Lectures. Partner groups should be made aware of the Leadership Principles and if possible provided with copies.

### Lesson 3:

The Commissioner of Police in each State should be provided a poster size copy of the Principles for display in their offices.

### Lesson 4:

Ensure the Admin Officer keeps the dates of future meetings in a diary. It is suggested the meetings are held monthly.

### Lesson 5:

Whenever the DPO directs an action at the meeting then the name of the person responsible and the timescale to report back must be recorded in the minutes.

### Lesson 6:

Each meeting must include a review of the actions from the previous meeting and if not satisfactorily resolved carried forward to the next set of minutes.

### Lesson 7:

All participants should prepare for the DMT meetings by checking what Actions they are due to report on, to be fully briefed on their area of command and to be prepared to make suggestions on the way forward on policing problems identified either by themselves or by the DMT.

### Lesson 8:

Critical elements of Minutes of all DMT meetings and should be placed on an internal Notice Board for the information of staff. Matters of a confidential nature both operational and personal should be removed.

### Lesson 9:

A master copy of the Minutes should be retained in a file in the Admin Office. The meeting is counterproductive if it revolves around discussion of trivial issues or correcting the grammar of the previous minutes and will not achieve its purpose.



## Cost Implications

There are no costs to implement these new practices but there will be a time commitment for all members of the DMT.

## Improvements

Officers have reported that they have a deeper and up to date understanding of the policing and community issues in their Divisions. It has also led to a problem sharing approach to community safety.

## Evaluation

A number of tools have been introduced to assist the NPF to evaluate success, including household surveys to ascertain public satisfaction and exit surveys for those citizens who have cause to come to the police station.

However local police management is not necessarily obvious to the community except over time so surveys are of limited use.

Seeking the opinions of the DMT will be useful to establish how well the new procedures are working.

## Contact

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+234 (0) 709 812 1548-9  
info@j4a-nigeria.org  
www.j4a-nigeria.org

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