

Action Plan for Aileu District

Total PNTL officers= 92

8 June 2009

What			Who		When	How	Where
Shortcoming	Observations	Suggestions	Responsible	Beneficiaries			
1. Inadequate communication equipment	Both repeaters and most portable and base radios are out of order. Officers have to use personal mobile phones	To repair the repeaters and base radios. If repair is not feasible in the near future due to lack of spare parts, consider issuing more mobile phones to the District to support communications	PNTL, Logistics Department	All PNTL officers at District	PNTL Logistics Department to revert when the radio communications equipment will be rectified	Apart from repairing the repeaters and radios. PNTL HQ to implement system for regular maintenance of the radio communications equipment	District HQ
2. Availability of adequate means of transportation	District received new vehicles recently (two vehicles and two motorbikes). Sub-Districts are scheduled to receive one new vehicle each.	PNTL HQ to ensure that proposed delivery of the vehicles to Aileu District is as planned	PNTL, Logistics Department	All PNTL officers at District	According to schedule by PNTL Logistics Department	Follow-up with supplier to ensure prompt delivery	District HQ
3. Lack of investigational tools including digital cameras, lights, forensic bags, measuring tapes	Since the last assessment, Investigation Unit has received one digital camera but the video-camera is obsolete as they run out of mini-discs. In addition, they have received body-bags and lights	There should be a standard set of investigational equipment distributed to each district HQ and each sub-district so that it is consistent across the different Districts, i.e. Table of Equipment (TOE). If the video-camera is part of the TOE, to source for alternatives	PNTL, Logistics Department to work out the TOE	PNTL investigators and the community	PNTL Logistics Department to revert with TOE. Thereafter to prioritise the procurement of the requirements	Based on the TOE, incorporate requirements into the next budget cycle	District HQ

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4. Training in Penal Code	District Commander advised that Office of the Prosecutor-General recently trained the officers from District in the new Penal Code	No records to confirm how many officers attended the one-day training. At the Districts level, it is important to initiate in-service training sessions on a regular basis (eg. monthly) to socialise/reiterate the legislations and other instructions	PNTL and UNPOL (District Commander)	All PNTL officers at District	To take effect once action-plans are approved	District to propose training curriculum and source for trainers internally. May also invite trainers from Police Training Centre or other Districts	District HQ
5. Training in disciplinary procedures	District Commander exercised discretion in cases of "minor disciplinary misconduct and meted his own penalty. PNTL officers whom the team spoke to were unfamiliar with the disciplinary regulations	PNTL HQ to keep track of instances in which District Commanders exercised their discretion. Records of such cases should be kept. Ensure adequate copies of disciplinary regulations are made available to Districts and Sub-Districts. Incorporate training on disciplinary regulations as part of in-service training curriculum	PNTL and UNPOL (District Commander) and PSDO, PNTL HQ	All PNTL officers at District	To coordinate with PSDO, PNTL HQ and revert with proposed dates of training and training curriculum	In-service training by PSDO or District Commander	District HQ

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6. Training in basic IT (Note: electricity only 1800hrs-0000hrs)	District has received new computers since the last assessment. However officers require training in basic IT such as Microsoft Word, Excel and Powerpoint	Training required in computer skills	Police Training Centre, PNTL (&UNPOL at District)	All PNTL officers at District	Police Training Centre to prioritise various training needs and revert with schedule	Police Training Centre to organise basic IT courses for all districts as a whole (train-the-trainer programme). Thereafter officers to train the others through regular in-service and on-the-job training	Police Training Centre, PNTL
7. Need to improve Personnel Evaluation System (PES)	New Personnel Evaluation forms received in May 09 according to Chief Administrator at District. However no indications to suggest that officers have been briefed on how they will be assessed. It does not appear that officers at Districts have been briefed by PNTL HQ on the details. Unclear whether there is a PES and how it works	Human Resources, PNTL HQ to brief the Chief Administrators and key management at Districts on the PES and provide guidance for the new forms. The frequency for the filling of the forms should be manageable.	HR, PNTL HQ	All PNTL officers at District	HR, PNTL HQ to revert with proposed dates of briefing (Since District Commanders attend meeting at Dili regularly, it will serve as a good platform for HR, PNTL to brief during the meeting)	District Commander to ensure that his officers are au fait with their respective job description (liaise with HR, PNTL HQ whether a copy is available). Otherwise, to sit down with officers and work out their scope of responsibilities if it is not available. Thereafter to socialise the PES and provide guidance on the use of the new forms during regular in-service training at the Districts	PNTL HQ

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8. Training in record keeping of equipment / inventory / maintenance	No maintenance schedule for vehicles other than oil change based on mileage. No records to suggest pistols and other equipment are serviced regularly. Lots of broken equipment	To train Chief Logistics and his team to (i) prepare and maintain proper inventory records, (ii) draw up service and maintenance schedule for equipment (iii) perform basic maintenance of equipment such as pistols	Police Training Centre, PNTL (& UNPOL at District)	All PNTL officers at District	PNTL Logistics Department to revert with (i) training curriculum and (ii) schedule of training	Chief of Logistics (& covering officer) to be trained, thereafter to train the rest of the logistics officers at the District	Training Academy or District HQ
9. ROPs and NOPs	Officers are unsure about whether ROPs/NOPs are in force. Not familiar with the ROPs/NOPs that pertains to their area of responsibilities	To include training of ROPs/NOPs in the training of the Section Chiefs (recommendation 11) To reiterate important ROPs/NOPs during in-service training	Bearing in mind the new Organic Law of the PNTL and other changes, it is timely for PNTL HQ to finalise the ROPs/NOPs in force. Police Training Centre, PNTL and District Commander to follow-up thereafter	All PNTL officers at District	To incorporate as part of District's in-service training after PNTL HQ reverts on list of ROPs/NOPs in force	In-service training	District HQ

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10. Enhancement of forensics capabilities at Districts	Officers were taught to lift fingerprints. They were not taught to examine, study and compare them.	Police Training Centre to work jointly with NID to design training courses to enhance the forensic skills of investigators at the District. (However, PNTL HQ needs to provide direction with respect to the development of forensics capability, i.e. whether Districts are required to perform basic forensics examination and what that constitutes)	PNTL HQ to decide on the overall policy directions with regards to forensics. PNTL HQ and Police Training Centre to work out training programme thereafter	Investigators at the District	Pending PNTL HQ's guidance on direction and scope with regards to forensics capabilities at the Districts	Engage external partners to source for trainers and funding if PNTL HQ decides that further training is required	PNTL HQ
11. Leadership Training	Leadership training needed for District Commanders, Section Chiefs (including Chief of Operations and Station Commanders)	For example, Aileu District Commander can visit Lautem District and learn from the latter's best practices. In addition, Police Training Centre jointly with Training Unit to organise courses targeting District Commanders and Section Chiefs	Police Training Centre, PNTL and Training Unit, UNPOL	All PNTL Officers	Police Training Centre and Training Unit to organise a visit to Lautem District in Jun/Jul 09 for the sharing session. Police Training Centre and Training Unit to work out the training curriculum for courses targeting the DC, etc.	Visits to Districts, training courses at Police Training Centre, etc UNPOL counterparts at District may also share experience with PNTL.	Depends on training programme

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12. Training for new Reserve Force (formerly known as Task Force)	Under the new Organic Law, Task Force is non-existent. It is unclear what will happen to the existing Task Force and the roles and responsibilities of the Reserve Force	PNTL HQ to provide guidance on (i) Former Task Force; (ii) Roles and Responsibilities of Reserve Force, and (iii) Prepare training to equip Reserve Force	PNTL HQ and Police Training Centre, PNTL	All PNTL Officers	PNTL HQ to revert when it is able to revert on the roles and responsibilities of the Reserve Force and what it recommends for the former Task Force. May be taken into consideration in the re-assessment of the District	PNTL HQ to take the lead and revert with guidance	Police Training Centre, PNTL

Approved by:

PNTL General Commander



UNPOL Police Commissioner

