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Police Officers' Perspectives Regarding the Militarization of the Jamaica Constabulary Force

Anthony Hugh McLaughlin
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Walden University

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Walden University
2022

Abstract

Police Officers' Perspectives Regarding the Militarization of the Jamaica Constabulary

Force

by

Anthony H. McLaughlin

MBA, University of the West Indies, 2002

BSc, University of the West Indies, 1998

Dissertation Submitted in Partial Fulfilment

of the Requirements for the Degree of

Doctor of Philosophy

Policy and Administration

Walden University

May 2022

Abstract

Crime is the main public safety issue and a significant threat to human and economic development in Jamaica. To curtail the worsening crime problem, the prime minister of Jamaica has declared a state of public emergency in certain parishes. Policy makers currently lack understanding of how the militarization of the Jamaica Constabulary Force has affected communities and citizens in Jamaica where states of public emergency have been declared. The purpose of this general qualitative study was to understand police officers' perspectives on the militarization of the Jamaica Constabulary Force. The theoretical framework was the operational-styles theory, which offered a means to identify and explain police officers' discretion and decision-making. A phenomenological design was used. Purposive sampling was the method chosen to select the participants. Data collection included in-depth interviews, with thematic analysis conducted manually using Microsoft Word. Participants had differing beliefs regarding whether the Jamaica Constabulary Force has been militarized, but all participants agreed that the imposition of states of public emergencies significantly contributed to the reduction of major crimes and the fear of crime in communities. Researchers should conduct further studies to explore the perspectives of members of the police high command and citizens affected by the state of public emergency. This research may effect positive social change by reinforcing existing strategic priorities of the Jamaica Constabulary Force, which are heeding the rule of law, being a force for good, and respecting all individuals. By demonstrating greater respect for everyone's human rights and dignity, as well as the rule of law, officers may help to realize a less violent society.

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Dedication

This research work is dedicated to the members of the Jamaica Constabulary Force, who face the daunting task of ensuring a safe and peaceful environment for the people of Jamaica so the country can realize its Vision 2030, which is to make Jamaica a place of choice to live, work, raise families, and do business.

Acknowledgments

I must first thank God for enabling me to complete this research. Next, I must express gratitude to my family members for their understanding and support throughout my dissertation journey. Third, I wish to express my gratitude to all faculty members and other personnel at Walden University who have provided guidance throughout my dissertation journey, without whom my success would not have been possible. I especially want to thank my dissertation committee members for their decision to serve as reviewers for my dissertation work and for their unreserved support, guidance, and encouragement, especially when things were difficult. I also wish to thank my fellow students, who, through our bimonthly virtual sessions, provided advice and guidance. Finally, I thank the members of the Jamaica Constabulary Force who offered support, words of encouragement, and advice during my dissertation journey. God bless you all.

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Chapter 1: Introduction to the Study

Police organizations are increasingly militarized in the contemporary moment. The militarization of police organizations refers to law enforcement's adoption of military models in terms of equipment, tactics, and operations (Kraska, 2007). Governments can militarize police organizations by increasing military powers and equipment and through the overwhelming use of coercive force to solve problems (Hill & Berger, 2009; Kraska, 2007). The militarization of police organizations has occurred amid a shift from dialogue, relationship-building, and policing by consent to more hostile and uncaring attitudes toward the communities they serve, which negatively impacts democracy, social cohesion, and the rule of law (Rivera, 2015; Scheper-Hughes, 2014).

These issues are at play in Jamaica, where a rise in crime has led to the increasing militarization of the island nation's police force. Since 1999, crime has been the main public safety issue for Jamaicans and a significant threat to human and economic development in Jamaica (Harriott & Jones, 2016). Despite attempts to curtail the high crime rate in Jamaica using traditional policing, improvements in major crimes rates have been marginal. Figure 1 depicts the country's crime statistics for murders, shootings, and robberies between 1999 and 2019.

Jamaica continues to experience a high incidence of crime that is notably higher than both Caribbean and global averages, especially in terms of murders, shootings, and robberies (Harriott & Jones, 2016). To curtail the worsening crime problem, the prime minister of Jamaica declared a state of public emergency (SOPE) in the police division of St. James on January 18, 2018 (Emergency Powers Act, 2018). On April 30, 2019, the prime minister declared another SOPE in the tri-parishes of St. James, Hanover, and

Westmoreland, and subsequently in four other police divisions across Jamaica (Emergency Powers Act, 2018. Declaring a public emergency gives the government exceptional powers to protect communities in cases of emergency.

Figure 1

Category 1 Crimes in Jamaica for 1999–2019



Note. Obtained from the Jamaica Constabulary Force Statistics department.

Section 26 of the Jamaican Constitution explains three instances when leaders should declare a SOPE:

- when there is a threat on the sovereignty of Jamaica by a foreign state.

- when there is an occurrence of any natural disaster, such as an earthquake, hurricane, flood, fire, outbreak of pestilence, outbreak of infectious disease, or other calamity; or
- when the public safety of the people of Jamaica is threatened or disturbed through insurrection or the deprivation of community of supplies or services essential to life.

Although the government's responsibility is to create a safe and peaceful environment for its people, neither the constitution nor security policies in Jamaica made provisions for using SOPEs as a long-term crime-fighting tool (National Security Policy for Jamaica, 2014). The declaration of a SOPE as a strategy to fight crime has resulted in a militarized Jamaica Constabulary Force (JCF). The problem addressed in this study was the lack of understanding among government policy makers regarding how the militarization of the JCF is affecting communities and citizens in Jamaican parishes where the prime minister declared a SOPE.

According to my research, this study is the first of its kind concerning Jamaica. The research involved exploring the perspectives of Jamaican police officers, particularly rank-and-file or junior officers, regarding the militarization of the JCF. The findings offer valuable insight regarding strategies that police officers can employ in the fight against crime and violence, as well as the fear that derives from crime. The research revealed that the commissioner of police exploited SOPEs as a crime-fighting tool. The study may serve as a conduit to communicate police officers' perceptions to police high command and ultimately the government of Jamaica. The intent of this general qualitative study was to understand police officers' perspectives regarding the militarization of the JCF

and whether this approach has led to fewer violent crimes in Jamaica. Retaining the traditional method of policing in the JCF, which includes community policing, and fostering an environment of mutual trust between citizens and police may lead to a less violent society.

In this chapter, I provide an overview of the study I conducted. The theoretical framework for the study was operational-styles theory, which offered a means to identify and explain police officers' discretion and decision making. The study involved using the general qualitative design and the phenomenological technique to examine police officers' perspectives regarding the militarization of the JCF. I used the theoretical framework to understand police officers' perspectives regarding the militarization of the JCF and to conduct an in-depth review of the literature in Chapter 2. The remaining sections in this chapter include the background and nature of the study, the problem and purpose of the study, and the significance of the study.

Background

In response to the increase of violent crimes such as murders, armed robberies, and acts of terrorism, leaders of national security in many developed and developing countries have equipped and retrained their police organizations to be similar to the military, thereby normalizing the militarization of law enforcement bodies (Bolduc, 2016; Kappeler & Kraska, 2013; Kienscherf, 2014; Merkey, 2015). Although militarized police forces have existed in the Caribbean since the colonial era (19th century), the formal militarization of these organizations began in the late 1970s and continued into the early 1980s (Phillip, 1985). A steady increase in violent crimes and criminal gang activities led

to many violent and deadly police–criminal confrontations, which ultimately led to the formal militarization of the JCF in the late 2018.

Kraska (2007) clarified two terms used in relation to militarization: *militarism* and *militarization*. Kraska explained that militarism is an ideology where the use of force and threat of violence are the most appropriate and efficacious means to solve problems rather than traditional dialogue, which negatively impacts relationships with citizens. Militarization is the implementation of the militaristic ideology.

Since 1980s, the commissioners of police have been equipping the JCF with M16 and other service rifles, tear gas, and armored personnel carriers (Police Executive Research Forum, 2021). In January 2018, the prime minister of Jamaica, used SOPEs in some police divisions as a crime-fighting strategy in response to high rates of violent crime instigated by the leaders of organized crime and fueled by increased gang activities, increased access to guns, and other factors (“PM Holness Announces State of Public Emergency” 2019). The SOPE is a temporary tool that suspends many citizens’ constitutional rights (“Editorial: States of Emergency,” 2020).

Despite a fluctuation in the successes of the JCF relative to both increases and decreases in terms of arrests of criminals and persons of interest and a reduction in major crimes, one of the most overlooked outcomes of the implementation of the SOPE has been the increased militarization of policing, which has significantly and disproportionately affected Jamaicans (“Editorial: States of Emergency,” 2020). Although police militarization has been in existence in Jamaica since 1985, there is little or no research on its impact on the community, its effectiveness, or its impact on crime

trends, according to my review of the literature. Empirical research on effective crime-fighting strategies involving militarization in Jamaica was lacking.

Problem Statement

The problem studied was the lack of understanding among policy makers in Jamaica regarding how militarization of the JCF has affected communities and citizens in Jamaica living in a SOPE. Since the first declaration of a SOPE by the prime minister of Jamaica in the St. James police division in January 2018 as a crime-fighting tool, the prime minister with the support of parliament have subsequently declared six more SOPEs across the country. Lewin (2020) reported the militarization of the JCF may become normalized.

Despite the many years of militarization in the JCF, researchers know little about police officers' perspectives on and experiences of militarization as a crime-fighting strategy or its impact on the community (Gill, 2014; Klinger & Rojek, 2008; Murch, 2015; Rivera, 2015). They also lack knowledge on the rising complexities of violent crimes that make them sometimes difficult to solve, coupled with an increase in police injuries and deaths from police–criminal confrontations (Prince et al., 2011). Qualitative research on the militarization of police forces from officers' perspectives was lacking. Obtaining police officers' perspectives regarding militarization provides valuable insight regarding other strategies that the commissioner of police can employ in the fight against crime and violence. Results of the study show how militarization plays a role in effective policing without destroying the traditional ways of policing.

Purpose of the Study

The purpose of this qualitative study was to understand police officers' perspectives on the National Security Policy of Jamaica and the community impacts resulting from militarization of the JCF, including different strategies to reduce the crime rate and the fear of crime. One of the strategies that the prime minister of Jamaica used was the declaration of a SOPE, which gave additional powers to the police, in contravention to the National Security Policy of Jamaica, which includes policing by consent as one of its pillars (National Security Policy, 2014). The militarization of the police force has crucial implications for society and the Jamaican criminal justice system (Myhill & Bradford, 2013). Although militarizing police officers has some negative effects on their interactions with suspects, citizens, and each other, the militarization of police departments can also have numerous positive effects on the organizational, operational, and cultural characteristics of the police constabulary (Wyrick 2013). Researchers have studied the perspectives of citizens in the community regarding the militarization of police forces, but not the perspectives of officers or police organizations (Bradford, 2012; Myhill & Bradford, 2013). This lack of attention is in spite of the overmilitarization of police forces having led to severe consequences for police and citizens (Herzog, 2001). An extensive review of the literature did not reveal published research on police officers' perspectives on the militarization of the JCF.

The findings of this study include previously untried strategies or methods of policing created by taking police officers' perspectives and experiences into account. Results from this study also highlight the role of militarization within the JCF as a way for police officers to assert their authority in their daily duties. The findings of this study

may also lead to positive social changes in the behaviors of both citizens and members of the JFC, in that they may demonstrate greater respect for everyone's human rights and dignity as well as the rule of law, which may result in a less violent society.

Research Questions

I developed the following research questions (RQs) to address the identified gap in the literature and the research problem:

RQ1: What are the perceptions of police officers on the militarization of the JCF, including different strategies to reduce the increasing crime rate and the increasing fear of crime?

RQ2: How has the militarization of the police force affected the community crime rate in the divisions where the prime minister of Jamaica has declared a SOPE?

RQ3: How does the militarization of the JCF contribute, if at all, to the National Security Policy of Jamaica?

Theoretical Framework

The theoretical framework chosen for this study was the operational-styles theory, which is a means to identify and explain police officers' discretion and decision-making (Wortley, 2003). The theory, developed by Wortley in 2003, highlights how police officers' decision-making varies based on several factors, such as adherence to legal procedures, enforcement of laws, and maintenance of peace. Another important factor pointed out by Wortley (2003) is the diversity of beliefs in policing and decision-making by officers, even among those within the same departments and units. All officers have the latitude and ability to make their own decision while on duty (Robinson, 2018).

Wortley posited that police officers must consider several factors during the process of

decision-making. The theory further purports that officer think about the policing ideology, which guides the officers in how they perceive themselves in their organization and within society. Wortley explained that cultures and subcultures, which he called the diversity of beliefs in policing and decision-making processes among officers, even among themselves when handling matters within the same departments and units, explain why officers react differently to similar situations while policing.

Although the use of the operational-styles theory in various fields of research is limited, Wortley (2003) identified where researchers had used it to identify and explain how officers view themselves as they engage in their various daily duties. Researchers have used this theory in exploratory studies to provide valuable insights into the ways participants view themselves in their positions within the community from a law enforcement officer's perspective (Robinson, 2018). When conducting general qualitative research, researchers can use a specific theory to understand and guide what they see in the data collected (Maxwell, 2013). Theories help to show the relationships between collected data and what is taking place with the phenomenon under study.

Nature of the Study

The study included a qualitative design with a phenomenological technique to examine police officers' perspectives on the militarization of the JCF. To accomplish the purpose of this study and to better analyze the lived experiences of Jamaican police officers, I used a general interview technique as outlined by Miles et al. (2014) and Patton (2002). I believe that the phenomenological techniques used in the interviews provided authentic responses from the participants' lived experiences, with little or no influence from theoretical presumptions or me as the researcher. The method and

questions allowed participant experiences to determine the direction of the effort and eventual outcome of research (see Patton, 2002).

Within the general qualitative study, I identified a problem, observed participants, and interviewed participants, which promoted the sharing of information stemming from participants' rich experience of the phenomenon, document analysis, data analysis, and reporting. According to Creswell (2009), general qualitative research often produces data that are difficult, or sometimes impossible, to convert to numeric values. General qualitative research is unique and allows researchers to look at the specific features of each organization under investigation from different perspectives (Creswell, 2009). Researchers of general qualitative studies also take into account the preservation of the natural setting and do not try to modify the setting (Creswell, 2009). In general, researchers of qualitative studies attend not only to the events being studied but also to other aspects of the phenomena under study, such as their political, historical, and sociocultural contexts. Researchers also try to interpret and relay the participants' lived experiences as described by the participants (Yin, 2011).

Definitions

This general qualitative study includes terms used by police officers and others within the law enforcement field during interviews and data collection. Several of these words or terms can be misunderstood or be misleading if not explained. The definitions provided may also assist with clarifying the structure of the research.

District constables: Persons appointed by the commissioner of police as auxiliary to the JCF (McCormack, 2003).

Jamaica Constabulary Force (JCF): An entity, established in 1867 as a paramilitary organization, that serves as the Jamaica police force; throughout its history, personnel within the institution have sought to address various crimes (Bourne, 2016).

Militarism: An ideology that supports the use of force and the threat of violence, rather than traditional dialogue, as the most appropriate and efficacious means to solve problems (Kraska 2007).

Militarization: Law enforcement adoption of the strategies, equipment, and culture of the military (Baumgart, 2016).

Military model: A concept from the military that refers to its weaponry, cultural, and organizational indicators when implemented in everyday policing (Zohny, 2015).

Police officers: A person hired by the state to protect people and property, maintain order, and enforce laws. The duties of a police officer include patrolling areas, responding to emergency calls, enforcing laws, making arrests, issuing citations, testifying in court, making traffic stops, responding to domestic disturbances, and writing reports (Criminal Justice USA, 2015).

State of public emergency (SOPE): An act to make exceptional provision for the protection of the community in cases of emergency (Emergency Power Regulations, 2018).

Special weapons and tactics (SWAT): Tactical units of personnel trained to perform exceptionally dangerous, high-risk, and counterterrorism operations outside the operations covered by routine training of police officers (Corpas, 2018).

Traditional policing: Policing strategies that include responding to calls for service and handling crimes in a reactive manner. The basis of performance is the number

of arrests officers make and how quickly they respond to and handle an investigation (Armstrong, 2017).

Assumptions

Assumptions are aspects of a study that researchers take for granted and statements regarding certain elements of a study that researchers understand to be true. Researchers should still explicitly state the assumptions they hold, according to Glesne (2011). Assumptions can be in one of three forms: theoretical, methodological, or epistemological. I assumed that phenomenology was the most effective method of examining officers' lived experiences. Another assumption was that I did not influence participants' lived experiences during the data collection process. I also assumed that participants understood the questions and responded to them truthfully during the data collection process.

I had differing assumptions about the impacts of JCF militarization. Although I assumed that militarization of the JCF has negatively affected the communities and citizens in the locations where the prime minister declared a SOPE, I assumed that the militarization of the JCF has been necessary as a crime-fighting tool to assist in reducing the increasing crime rates in Jamaica and that militarization of the JCF has had a positive impact on the crime rate. Jamaica has experienced an exponential increase in the level of, the sophistication of, and the use of firearms, particularly high-powered weapons, to commit crimes (Harriott & Jones, 2016). Therefore, the police must be able to either match or outdo the criminals in tactics and weaponry. I further assumed that police officers always make decisions in the best interest of the community and citizens they serve.

The assumptions outlined were important given that most police officers throughout the JCF do not see themselves as valuable links in the security of the nation (Ministry of National Security, n.d.). In many instances, the divisional management team developed the divisional yearly policing plans with little or no input from the rank-and-file officers. Although the militarization of the JCF is a topical issue within the organization, many members may not have understood the exact meaning of militarization or may have been averse to it. If many police officers believe that leaders make decisions at the top and hand them down, they may have a higher level of concern about carrying out their duties than about discussing crime-fighting strategies. Although all the participants had worked, and some were still working, in the SOPE, they may have been task-oriented and may have had little interest in the impact or the outcome of a proposed strategy. Hence, some of the participants might have been reluctant or not truthful when speaking to the issue.

Scope and Delimitations

The scope of this study was to explore the lived experiences, perceptions, and opinions of police officers who have worked, or were still working, in at least one of the SOPEs in Jamaica and were members of the JCF. The militarization of the JCF occurred in response to the rate of violent crimes, especially murders, which has been increasing for more than 3 decades (Lewin, 2020). In addition, many gun battles have lasted for hours during police–criminal confrontations, which have resulted in the deaths of police officers and the destruction of police buildings and motor vehicles. Although the militarization of the police may be necessary to curtail the high rate of violent crimes in many societies, it is a method used instead of traditional policing tactics, and police

militarization has become normalized (Goodman-Delahunty et al., 2014; Gruber et al., 2014; Kienscherf, 2014; Merkey, 2015). Further, there was a gap in the literature regarding police officers' perspectives and their experiences of militarization as a necessary crime-fighting strategy (Gill, 2014; Klinger & Rojek, 2008; Murch, 2015; Rivera, 2015) that can effectively curtail the increase in violent crimes and the many police injuries and deaths that result from police–criminal confrontations that occur when officers on or off duty (Prince et al., 2011). Qualitative research on militarization from police officers' perspectives and experiences was lacking.

The boundaries of this study were sworn police officers who had at least 3 years of service and who had either worked or were still working in one of the SOPEs in Jamaica. The sample size was 17 police officers or as many as were needed to reach data saturation. The sample of police officers came from across the JCF and included a representative from as many ranks as possible. The inclusion of representatives from each rank led to a wider response to the RQs. The study excluded sworn police officers who had less than 2 years of service, who were in their probationary period, and who would not have had enough police knowledge and experience to speak effectively to the militarization of the JCF. Another group of police officers exempted from participating in the study were police officers attached to nongeographic divisions. Nongeographic divisions are those police formations involved in intelligence gathering or those that conduct investigations. Even when the prime minister declared a SOPE in a division, not all members of that division worked in the SOPE. Thus, police officers assigned duties in the same divisions where SOPEs were in force and who had not worked at least 3 consecutive months were not eligible to participate.

The findings in a general qualitative study should be transferable to other studies. The concept of transferability helps to ensure the findings of one study are applicable to other situations or similar studies (Gill, 2014). For this study to be transferrable, a sufficient description of the phenomenon studied is necessary to allow other researchers to understand it fully. Transferability also allows researchers to compare a phenomenon to other situations where it may emerge (Robinson, 2018).

There were some delimitations to my study. One delimitation of the study was the exclusion of sworn policers who had less than 3 years of service, because these officers are still on their probationary period and would not have enough police knowledge and experience to speak effectively to the militarization of the JCF. Another delimitation was that police from other formations as well as some police officers who worked within the same divisions where the SOPEs were in force but had not worked there for 3 consecutive months were not included in the study. Another excluded group was district constables. These police officers are auxiliary to the JCF, although they perform almost all the duties assigned to regular police officers. While every member of the JCF's perception is valuable, I went with the members who had experiences working with different crime fighting tools and were able to effectively compare their efficiencies in crime reduction. The operational-styles theory was the theoretical framework used to guide this study. Researchers have used the theory to identify and explained police officers' discretion and decision-making (Wortley, 2003).

Limitations

The limitations of a study are the weaknesses or gaps identified when carrying out the study as it relates to the methodology or design. The limitations of a study can

influence the interpretation of its results (McCarroll, 2016; Simon & Goes, 2013). The limitations also determine what and how researchers draw conclusions from a study (Simon & Goes, 2013). According to Simon and Goes (2013), all studies have limitations, and specifying limitations provides opportunities for other researchers to further investigate the study phenomenon.

One limitation in this study was the methodology used during the research. The general qualitative design with a phenomenological technique requires the collection of enough data to ensure saturation (Wyrick, 2013), which meant that the study did not yield the same results as a quantitative study with more participants would (O'Reilly, 2012). Including only a few participants in a general qualitative study may yield different results than a study with a larger sample size.

Another limitation of this study was the need to access data that spanned the past 3 decades to illustrate the gradual increase in violent crimes, especially murders. A further limitation was the separation of roles, as I am a senior officer in the JCF and I interviewed my subordinates about operational strategies. Another limitation was bias, which can occur when a researcher predetermines outcomes and can therefore affect study results. Using epoché, which is the suspension of a researcher's personal judgment or bias when collecting and analyzing the data, reduces predispositions or prejudices and could allow a researcher to see the data from different perspectives (Gill, 2014; Merriam, 2009). I collected the data for this study during face-to-face and telephone interviews, and I used Microsoft Word's Insert Comment feature in conjunction with thematic analysis to analyze the data. I also coded the data myself. Although it was desirable to have had the data intercoded, this was not possible due to the COVID-19 pandemic.

Intercoding takes place when a researcher obtains qualitative data with one or more individuals (Van den Hoonaard, 2008).

As the researcher, I ensured that I identified and bracketed my personal biases, values, and experiences that might have affected the analysis and results of the study. My experience in operational policing did not, I believe, create issues of bias that I had to manage. Before conducting the interviews, I performed a self-reflection to remain unbiased, and I set aside prejudgment, as suggested by Giorgi (1997). I ensured that I mitigated my experiences, as well as my preconceptions, as much as possible, to preclude influence on the study or interpretation of the phenomenon, as described by Nelson (2017). My experience as a police officer in the field of operations assisted me in analyzing data objectively.

Having identified the limitations, I took the steps necessary to address them. For example, my proposed sample was comprised of at least 15 police officers, as I intended to collect data until I reached saturation. Simon and Goes (2012) wrote that data saturation is an ideal concept to determine the final sample size for a general qualitative study. Saturation is the point where no new information emerges during data collection and no new meanings emerge from data analysis (Simon & Goes, 2012). I collected and analyzed data concurrently to reach a point of data saturation.

As it relates to the need to access all data that span the past 3 decades to illustrate the gradual increase in violent crimes, especially murders, I requested data from the statistics department of the JCF in January 2020 for the period 1999 – 2020 and received the data requested. Regarding the limitation concerning the separation of roles, I

mitigated my experiences and my preconceptions as much as possible to avoid any precluding influence on the study or on the interpretation of the phenomenon.

Significance

The significance of this study includes providing insight into police officers' perspectives on the use of militarization in the JCF. The militarization of the JCF and police organizations in general can have a significant impact on society, especially when shared across media and social media and when viewed by the international community. I intend to provide empirical information from the study to the government regarding the perceptions of the police on the militarization of the JCF and how it may have affected the country's crime rate and citizens' fear of crime. I will also provide the perspectives of police officers on the ground that the police force's high command can use to assess the need to either implement more SOPEs in other crime-plagued divisions or return to traditional ways of policing, which are problem-oriented policing, intelligence-led policing, hot-spot policing, and evidence-based policing. The study involved exploring the continued militarization of the JCF by investigating the lived experiences of police officers, which brings into perspective the relationship with citizens and officers' ability to be involved in the identification of crime and disorder. According to some researchers, militarized police organizations lose the cooperation of citizens and lose credibility (Myers & Montgomery, 2016). The findings of the study also reveal how and why militarization may be a necessity for the JCF and whether government leaders should maintain traditional policing practices.

It is important to gain a better understanding of police officers' perceptions, understanding, and feelings toward their use of military-style tactics and equipment in

daily policing duties. The findings of the study may lead to positive social changes, in that both citizens and members of the JCF may demonstrate greater respect for everyone's human rights and dignity, as well as the rule of law, which may result in a less violent society.

Summary

The militarization of police forces over time has become a vexing issue for many countries to include Jamaica, as this method of policing includes the removal of the traditional style of policing that many communities have grown to know and trust (Robinson, 2018). Chapter 1 included a summary of research that indicated that traditional policing includes problem-oriented policing, intelligence-led policing, hot-spot policing, and evidence-based policing. According to researchers, the model is more citizen-driven, entails greater community involvement in the identification of crime and disorder, and encourages stronger police–community relationships that may prevent and control crime (Chambers 2014).

Chapter 1 included a discussion of law enforcement organizations which have been militarized, and although researchers have shown citizens' perceptions on the militarization of their police organizations in a variety of jurisdictions (see Robinson,2018), no similar studies existed for Jamaica, that accounted for neither the citizens nor the police officers' perceptions, understanding, and feelings toward the use of military-style tactics and equipment in daily policing, as a means to curtail crime (Bradford, 2012; Myhill & Bradford, 2013), and there was a gap in the literature on the perception of police officers on the militarization of the JCF. Therefore, the intent of this research was to examine the perceptions of police officers within the JCF on the

militarization of the organization. The significance of this research study lies in the production of evidence-based research on the perception of police officers on the militarization of the JCF.

Chapter 2 contains a detailed review of the literature on the militarization of police forces or law enforcement agencies, as well as a history of the JCF and various crime-fighting strategies employed by commissioners of police over time. Chapter 3 contains a description of the methodology and design selected for the study, the RQs, the research population and sample, and the data collection and analysis processes. Chapter 4 includes the data gathered and the results of the data analysis. Chapter 5 contains a summary of the results from the study, a discussion and conclusion of the results, an interpretation of the findings based on the theoretical framework, and recommendations for further research.

Chapter 2: Literature Review

Introduction

The purpose of this qualitative study was to understand police officers' perspectives on the National Security Policy of Jamaica and the community impacts resulting from the militarization of the JCF, including different strategies to abate the increasing crime rate and the fear of crime. Although militarizing the JCF may be necessary to curtail the high rate of violent crimes, especially murder, in Jamaica, the overreliance on the SOPE as the primary crime-fighting tool has led to the normalization of police militarization (Goodman-Delahunty et al., 2014; Gruber et al., 2014; Kienscherf, 2014; Merkey, 2015). Despite the necessity for and justification of police militarization, researchers have shown that the use of militarization in daily policing has negatively affected the traditional way of policing, with its many pillars, such as community-based policing and police-private partnerships (Bickel, 2013; Biggs & Naimi, 2012; Brown, 2011).

The militarization of a police force has crucial implications for society and the criminal justice system (Myhill & Bradford, 2013). Militarizing police officers is likely to have some effect on their interactions with suspects, citizens, and each other (Wyrick 2013). Militarizing police departments can also have numerous positive effects on their organizational, operational, and cultural characteristics. Most of the literature includes the perspectives of citizens in the community and not the perspectives of officers or police organizations (Bradford, 2012; Myhill & Bradford, 2013). This is in spite of the overmilitarization of police forces often leading to severe consequences for both police and citizens (Herzog, 2001). An extensive review of the literature did not reveal any

research on police officers' perspectives on the militarization of the JCF. This chapter includes information from studies that provide some level of understanding on the militarization of law enforcement in other countries. This chapter also includes information on the different crime-fighting strategies pursued by the JCF in different periods of the organization's history.

Literature Search Strategy

The literature review served as the foundation for the topic studied and includes currently available research. I performed the literature review using various research databases, including EBSCOhost, ProQuest Central, Sage Criminology Index, and Summon, all of which are available through Walden University's library, as well as Google Scholar. The literature review also includes peer-reviewed documents from the Caribbean that add that perspective to the discussions. Keywords used during searches were *militarization, law enforcement, police departments, traditional policing, policing, officer experiences, officer perspectives, and officer perceptions*. The literature review also consists of several searches on specific time frames as new research and scholarly articles became available. All the studies used during the literature review and the entire research process were current and relevant to the militarization of police departments or law enforcement. I examined approximately 30 primary sources and 20 secondary sources.

Theoretical Framework

The theoretical framework selected for this study was the operational-styles theory, which is a means to identify and explain police officers' discretion and decision-making (Wortley, 2003). Wortley (2003) developed the operational-styles theory to

identify and explain law enforcement discretion and decision-making. The operational-styles theory represents an attempt to explain the wide differences among law enforcement officers in their decision-making process.

According to the theory, several factors influence decision-making, including adherence to legal procedures, enforcement of laws, and maintaining the peace (Wortley, 2003). Research findings have shown that police decision-making is goal directed. For example, officers predicate the decision to arrest on four reasons: preventing future victimization, demonstrating the seriousness of actions to the arrested party, achieving an investigative role, or providing medical or social services (Edwards, 2010). Edwards (2010) highlighted research findings by other researchers, including Herbert (1998) and Stalans and Finn (1995), and noted that police decision-making was not uniform but based on law, bureaucratic control, adventure, safety, competence, and morality. The strongest factor influencing an officer's decision-making process is the officer's adherence to a policing ideology (Wortley, 2003).

According to Wortley (2003), police officers' response to a call for service depends on what type of policing is necessary in a particular situation. How officers perceive their purpose and standing in society as law enforcement officers is the strongest influencing factor in their decision-making process. In contrast, Brimo (2012) emphasized that some officers may subscribe to a policing ideal of maintaining peace and order, whereas others may believe in the enforcement of laws. These diverging beliefs in policing ideals could explain why law enforcement officers enact widely divergent decisions when responding to similar incidents in similar situations. The diversity of beliefs in policing and decision-making processes among officers, even those within the

same departments and units, explains why officers react differently to similar situations while policing (Wortley, 2003).

The operational-styles theory is newer than other traditional theoretical explanations for crime, such as classical theories or sociological theories. However, researchers have used it in several other studies, predominantly in research on police officers' decision-making processes and ideas. Edwards (2010) conducted research using the operational-styles theory as a framework to look at how military police went about their duties relative to incidents of domestic violence and how they carried out arrests. Brimo (2012) explained that military police have mandatory arrest procedures when investigating incidents of domestic violence. Brimo found through his research that the decision to arrest or not to arrest a person may relate to an overall policing ideology. Edwards found that military police were more likely to arrest if there were signs of physical injury or other on-scene circumstances.

Mendias and Kehoe (2006) employed operational-styles theory to examine the decision-making variables of law enforcement officers when investigating the commission of crimes and how the alleged offenders were disciplined. Mendias and Kehoe divided the law enforcement ideals into four categories of law and used them to study officers' decision-making skills to ascertain why an arrest was made or not made for a minor violation of the law and the reasons they took such actions. The study showed that there were no consistent factors in decision-making, and even if officers experienced similar situations, the outcomes were different. Robinson (2018) noted that the use of police discretion plays a critical role in dealing with citizens and community-policing

functions. Therefore, the problem of how military police make decisions regarding their duties seems to continue to exist, regardless of the findings of research-based studies.

The relevance of a theoretical base on law enforcement decision-making for this study came from the strategy and thinking behind the use of military-style tactics in law enforcement elements (Robinson, 2018). Whenever police officers decide to use military tactics, especially when encountering a high-threat situation, they ground their decision in organizational policies and do not leave it to the discretion or decision of individual police officers or groups. Brimo (2012) reiterated the importance of the operational-styles theory concerning daily policing functions by highlighting a study by Gover et al. (2011). Gover et al. identified the research conducted by Wortley (2003) and the operational-styles theory, which underscores how law enforcement officers hold considerable power with regard to decision-making and exercising their discretion.

Decisions to arrest an individual, issue a warning, or employ other strategies in an incident are left to police officers who may or may not have to justify their actions, as they often have to make critical decisions, sometimes with very little time and, in many instances, in life-or-death situations (Gover et al., 2011). Using the operational-styles theory, Brimo (2012) explained the decision to use or not use certain tactics to determine if a connection to a policing ideal is a primary motivating factor regarding decision-making and discretion is left entirely up to the police officer. According to the operational-styles theory, law enforcement decision-making, which ranges from individual officer decisions to larger team tactics, can be attributed to a law enforcement ideal (Wortley, 2003).

The operational-styles theory also highlights the concept of police legitimacy within an area of operation by unilaterally deciding what strategies are necessary for policing an area, given the situation (Wortley, 2003). Police legitimacy signifies that police should be able to express and exercise their authority within the community and at the same time observe the rule of law and human rights concerns in managing conflicts and solving problems (Tyler, 2014). Despite the views that Wortley (2003) and Tyler (2014) expressed, police officers can only develop and maintain the concepts of police legitimacy, procedural justice, and community policing by gaining public trust. They can also garner support based on the willingness of citizens to contribute to how police perform their duties, which includes policing by consent and ensuring that the actions taken by police are fair based on present circumstances.

Mendias and Kehoe (2006) pointed to the fragility of the concept of police legitimacy if the police do anything to betray the public trust or if the public disagree with the approach taken by the police, as is evident in the response to the militarization of community policing. According to Tyler (2014), members of the community will support the police when they think the actions of the police are reasonable and appropriate. However, Robinson (2018) noted that some researchers believe the militarization of police departments, as well as aggressive policing, undermine the public's willingness to cooperate, engage, and support policing (U.S. Department of Justice, 2014). Robinson showed that the lived experiences of police officers within a Western state contradicted previous researchers' arguments regarding militarization and community policing. Militarization of police forces should be an opportunity for the police officers to

minimize crimes and disorder in the communities and build closer relationships with the citizens.

Literature Review Related to Key Variables and/or Concepts

Many research studies relate to the militarization of police forces. The literature in this section appears under the following focus areas: history of policing, brief history of the JCF, traditional policing, transition to community policing, intelligence-led policing, evidence-based policing, hot-spot policing, combined policing strategies, and militarization as a policing strategy. Modern policing began in England in 1829 under Robert Peel, who created and developed the London Metropolitan Police District (Stewart-Fisher, 2007). Peel trained law enforcement officers to operate under a paramilitary-style structure, where they walked beats and enforced laws (Stewart-Fisher, 2007; Wadman & Allison, 2004). Policing in the United States and other countries, including Jamaica, developed in a fashion similar to that in England. Police officers controlled certain segments of the population, such as slaves, and they provided other services such as maintaining health and sanitation, regulating commerce, and controlling vices (Roberts, 2018; Stewart-Fisher, 2007). The roots of policing in the Caribbean were in slave patrols, as officers were tasked to catch and return slaves when they fled, which caused hatred and mistrust of the police (McNeeley & Grothoff, 2016). There are some concerns that the ongoing hostility toward law enforcement dates to slavery (Alexander & Gyamerah, 1997; Johnson & Secret, 1990; Roberts, 2018). Jamaica, which was a colony of Britain, had a style of policing that the British government instituted in its other colonialized countries.

Brief History of the Jamaica Constabulary Force

To have a full appreciation of contemporary policing in the Jamaican context and to predict what it may be like in the future, it is important to explore the history of the JCF. The earliest record of the JCF was in a letter from Charles II of England in 1671. This letter, among other things, advised the provost marshal to convene an assembly for the governance of the island of Jamaica. This occurred after the English captured and colonized the island in 1655. The letter also specified that it was the duty of slaves, indentured laborers, and plantation owners to volunteer for service in the Office of Constable. The office of constable was the lowest rank within the British law enforcement system (McCormack, 2003).

In 1716, the law enforcement system developed more structure when an act was passed that paid officers a wage that came from the taxes collected from property owners (Cross 2017). The officers reported to and were accountable to the justices. Their duties involved serving judicial summons, making arrests, and being in charge of persons who had committed offenses, suspects, and slaves without tickets. By 1777 another act was passed that repealed the 1716 act and provided for the appointment of petty constables, who had similar powers but were vested with additional powers of arrest to charge constables who had committed an offense or any acts of indiscipline (McCormack, 2003).

Hutton (1995) pointed out that by 1832, many slaves had become rebellious and posed greater challenges to the few men who formed the law enforcement body, which prompted the governor of Jamaica to put a more organized and permanent law enforcement body in place. During this period, there was unrest and threats of insurrections from runaway slaves who occupied the interiors of the plantations where

they were committing crimes and encouraging other slaves to rebel against their plantation masters. As a result of these types of unrest, another act was passed to establish a permanent police force. This new act empowered the police to use whatever measures necessary to preserve the public peace. The men chosen were clothed, armed, and equipped similarly to the British Army. However, there was no evidence of the men being given any form of paramilitary or police training. Although there was no chief constable appointed, members of the police force had to report to the justice of the peace for each town. They initially covered the cities of Port Royal, Kingston, and Saint Andrew, as well as the parish of Saint Catherine.

McCormack (2003) explained that in 1835, William Ramsay became the first inspector general of the police force. Since the police force was structured, there were incremental improvements in training and the security of tenure with pay in response to the continued and increasing uprisings from free slaves. On October 11, 1865, the Morant Bay rebellion started with a protest march to the courthouse by hundreds of people, led by preacher Paul Bogle. Some of the people carried sticks and stones and were confronted by the volunteer militia, where several persons were killed. This uprising demonstrated the vulnerability of peace and law in Jamaica and led to the establishment of an improved police force, named the JCF. The force began operations with 984 members under the direction of an inspector general appointed by the British colonial office. The concept of policing used at that time was known as Robert Peel's model and later became the traditional policing model (McCormack, 2003, Cross ,2017).

Traditional Policing

Researchers have conducted many research studies on traditional policing, which represents basic policing practices. Traditional policing formed the foundation of practices from which a law enforcement organization executed its responsibilities under local, state, and federal law. In traditional policing, the job of the police is to combat crime, maintain order, and protect and serve the citizens (Skogan, 2004). Traditional policing strategies concentrate on responding to calls for service and handling crimes in a reactive manner. Shane (2010) and Armstrong (2017) pointed out that traditional policing involves regular patrolling, including foot patrols, by police and reacting to crime after it occurs. According to Skogan (2004), traditional policing creates an antagonistic relationship between police and communities, especially in predominantly minority and diverse communities. The basis of this relationship is the frequency with which the police stop, question, and search minority and diverse members of communities, which results in mistrust and dislike for the police among the citizens (Hardin, 2015). Another feature of traditional policing is that performance is based on the number of arrests officers make and how quickly officers respond to and handle an investigation (Armstrong, 2017). Traditional policing developed out of concern that police had no guidelines to follow and were corrupt and not accountable to police administrators (Armstrong, 2017).

Traditional proactive ways of policing are to reduce victimization, apprehend criminals, reduce the fear of crime, resolve conflict, and enforce regulatory laws. This tradition also includes promoting educational and youth activities, helping to address neighborhood decay, and maintaining streets and parks (Breen, 1997). The more contemporary way of looking at traditional policing is as a crime-reduction strategy

However, the strategy is reactive and relies on the police to solve crime without outside influence (Armstrong, 2017; Shane, 2010). This type of policing strategy is consistent with centralized decision-making, which affords little input from rank-and-file officers and places priority on output over outcome in a highly rank structured organization (Shane, 2010).

Traditional policing methods do not include much interaction with the public but do focus on reducing crimes (Polite, 2010). They are highly reactive and have little impact on reducing serious and violent crimes (Telep & Weisburd, 2012). Over time, and as crimes have become more sophisticated, traditional policing by itself has not been effective, but it might offer more opportunities to reduce crimes when combined with other policing strategies (Armstrong, 2017; Santos, 2014).

Although the JCF has had the traditional policing model as its primary crime-fighting strategy since its inception, various commissioners of police had introduced other crime-fighting strategies such as community- and problem-oriented policing, intelligence-led policing, hot-spot policing, and evidence-based policing, which have never gained traction because of the piecemeal approach to the implementation of those strategies. The JCF has never fully moved away from its core strategy, the traditional policing model, which has not brought much success in reducing serious and violent crimes or in reducing the fear of crime (Chambers, 2014) as a result, it became necessary to implement other crime intervention strategies such as community-based policing. Figures 2–4 show a summary of the major crimes in Jamaica since 1999, broken down by the 19 police divisions, during all the different policing strategies and leading up to the use of a SOPE as a policing strategy.

Transition to Community Policing

With the seeming failure of the traditional model of policing, the commissioner of police introduced community policing in the late 1990s as a strategy to manage the concerns regarding increases in crime. Ferrell (1994) contended that the traditional approaches to policing were no longer able to meet the growing demands of increased crime. Ferrell noted that leaders of police organizations must be open to new models designed to create partnerships with the community and develop a good working relationship with citizens so they can together develop and implement a range of new approaches to meet the needs of the community.

Figure 2

Murder Statistics in the 19 Police Divisions in Jamaica Between 1999 and 2020

Division	Murder																					
	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	*2020
Kingston Central	53	63	74	82	44	45	70	58	67	71	54	30	18	30	42	38	49	53	27	16	39	25
Kingston Eastern	92	61	84	62	45	69	126	78	81	61	67	52	45	45	39	49	34	31	56	67	78	29
Kingston Western	95	61	149	66	46	106	135	80	133	57	54	51	47	55	82	64	49	74	94	70	65	50
St. Andrew Central	79	90	98	79	85	125	134	93	142	137	96	82	65	67	65	39	45	53	76	82	104	52
St. Andrew North	70	63	60	72	49	64	94	61	92	93	121	72	53	62	39	36	36	24	58	62	69	37
St. Andrew South	152	155	170	150	164	242	270	195	212	222	240	154	100	101	104	63	76	92	160	148	167	77
St. Catherine North	77	89	86	106	125	231	226	146	165	184	179	209	174	117	123	119	123	146	137	98	92	54
St. Catherine South	56	60	61	96	79	145	139	120	124	112	163	149	126	100	102	85	86	94	109	96	116	52
St. James	28	59	73	83	106	132	139	178	188	214	240	190	158	153	166	159	212	269	341	103	152	56
Trelawny	13	9	7	16	15	16	28	18	21	29	36	26	19	15	26	22	24	30	22	29	30	12
Westmoreland	16	18	39	35	27	43	46	55	41	51	61	83	62	68	89	51	111	115	148	141	89	40
Hanover	9	9	14	9	16	14	24	19	25	33	27	26	15	37	34	39	59	53	61	59	31	12
St. Mary	7	15	24	29	15	15	28	18	31	33	14	36	23	19	35	25	30	31	24	36	21	15
St. Ann	21	31	23	26	30	34	30	41	39	32	36	40	41	48	35	38	41	53	60	48	52	38
Portland	9	8	17	11	3	10	9	9	16	11	20	9	10	10	9	7	9	15	9	15	10	4
Manchester	14	20	27	25	19	32	22	27	31	52	39	49	32	41	35	41	54	41	46	31	44	20
Clarendon	29	39	52	59	65	93	99	93	119	163	162	136	77	84	112	97	123	135	171	133	117	54
St. Elizabeth	8	16	15	19	16	29	36	21	25	22	31	21	31	27	32	21	24	24	26	22	27	15
St. Thomas	21	21	19	20	27	26	19	30	32	42	43	31	37	23	32	12	23	21	22	31	29	11
Grand Total	849	887	1092	1045	976	1471	1674	1340	1584	1619	1683	1446	1133	1102	1201	1005	1208	1354	1647	1287	1332	653

Note. Adopted from the Jamaica Constabulary Force Statistics department.

Figure 3

Shooting Statistics in the 19 Police Divisions in Jamaica Between 1999 and 2020

Shooting																						
Division	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	*2020
Kingston Central	72	110	95	96	64	85	75	51	74	74	49	35	20	51	48	53	36	48	30	24	38	24
Kingston Eastern	73	54	77	76	73	102	124	86	72	66	91	79	71	46	51	50	41	27	64	59	88	23
Kingston Western	87	78	118	92	53	125	152	95	130	72	57	52	60	63	136	102	73	112	126	57	65	48
St. Andrew Central	93	76	104	113	91	125	150	125	127	161	130	81	85	74	65	50	40	36	54	74	88	35
St. Andrew North	91	92	99	85	53	78	79	64	105	89	95	90	75	76	32	20	29	28	50	46	60	42
St. Andrew South	209	171	193	201	173	302	304	216	217	240	292	222	155	171	130	102	91	131	196	138	164	71
St. Catherine North	77	72	77	131	164	207	186	123	122	131	136	167	173	119	121	111	111	132	137	83	94	53
St. Catherine South	96	88	74	96	90	160	121	122	115	127	171	155	159	119	125	97	63	81	113	94	113	54
St. James	32	77	84	117	140	155	155	143	190	169	180	199	181	173	156	141	206	238	256	107	130	62
Trelawny	4	6	5	15	21	16	32	33	21	23	22	21	25	32	25	21	17	19	24	27	20	5
Westmoreland	17	23	31	36	38	44	42	65	45	73	67	92	72	63	86	101	100	113	150	151	100	42
Hanover	1	3	6	10	18	21	18	15	20	45	32	22	24	22	35	30	37	45	43	62	23	15
St. Mary	9	15	16	28	10	19	14	9	6	14	18	31	19	13	20	9	17	16	17	22	18	6
St. Ann	22	23	24	19	18	29	28	25	21	26	35	34	42	30	34	34	45	45	29	43	42	26
Portland	7	10	12	5	3	5	6	4	7	5	11	7	3	6	8	4	5	7	2	5	8	2
Manchester	16	17	16	31	18	25	14	28	32	36	42	56	49	43	28	29	41	36	32	41	55	18
Clarendon	55	68	56	71	74	127	107	109	107	121	152	119	97	86	91	101	87	78	127	82	81	41
St. Elizabeth	6	8	9	17	21	19	16	9	18	25	38	34	25	32	28	27	11	24	18	30	25	21
St. Thomas	15	21	22	30	23	31	24	19	21	31	47	32	19	28	20	22	23	10	15	21	38	12
Grand Total	986	1012	1118	1269	1145	1675	1647	1341	1450	1528	1665	1528	1354	1247	1245	1104	1077	1226	1483	1166	1250	600

Note. Adopted from the Jamaica Constabulary Force Statistics department.

Figure 4*Robbery Statistics in Jamaica Between 1999 and 2019*

Robbery																					
Division	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Kingston Central	212	117	124	121	94	66	57	60	40	57	60	72	47	98	103	104	93	50	50	40	45
Kingston Eastern	75	75	67	71	69	94	145	73	61	109	98	83	172	121	101	87	41	34	58	46	56
Kingston Western	64	39	42	48	47	56	50	63	32	29	30	53	54	65	75	61	58	36	36	20	22
St. Andrew Central	421	353	341	313	221	155	228	267	175	565	613	462	561	614	302	218	197	154	119	103	102
St. Andrew North	354	252	239	187	121	142	193	219	148	260	180	185	255	184	153	136	95	89	106	49	76
St. Andrew South	272	235	155	148	125	224	197	146	105	204	215	217	254	239	243	190	189	114	94	102	115
St. Catherine North	180	168	184	160	128	203	171	135	132	125	240	208	257	272	320	282	219	195	173	127	128
St. Catherine South	147	215	189	130	134	193	205	213	182	138	210	298	256	148	275	272	156	116	98	90	97
St. James	175	286	208	175	169	234	242	183	223	334	293	298	266	147	178	131	123	103	70	58	72
Trelawny	23	35	26	42	37	57	41	40	30	50	42	30	49	51	41	38	26	17	19	24	19
Westmoreland	42	47	39	30	42	87	70	59	51	114	124	118	144	123	84	74	69	67	56	44	88
Hanover	13	19	18	19	8	17	23	28	25	48	60	53	32	26	35	29	24	11	7	16	9
St. Mary	42	49	43	56	37	57	43	53	32	45	62	62	48	47	60	52	41	38	27	23	37
St. Ann	117	109	111	123	102	104	126	124	89	158	169	148	197	127	166	123	127	71	52	55	76
Portland	30	26	22	17	23	21	31	22	13	22	25	33	31	34	30	19	49	23	12	9	5
Manchester	51	97	94	88	82	86	63	68	54	108	193	249	183	158	191	180	192	166	125	105	100
Clarendon	121	152	135	127	128	232	245	195	159	201	248	157	154	177	198	172	130	73	92	74	53
St. Elizabeth	17	20	31	42	28	40	47	29	24	67	117	91	76	98	87	71	57	52	67	92	75
St. Thomas	36	37	41	43	39	39	33	33	26	29	45	39	61	44	32	30	32	24	16	21	30
Grand Total	2392	2331	2109	1940	1634	2107	2210	2010	1601	2663	3024	2856	3097	2773	2674	2269	1918	1433	1277	1098	1205

Note. Adopted from the Jamaica Constabulary Force Statistics department.

The concept of community-based policing was introduced into the JCF in the mid-1990s. The concept of community policing has been around for more than 30 years, but Weisburd and Eck (2004) noted that no standard definition exists to guide a unified strategy. Johnson (2017), Summer (2009), and Trojanowicz et al. (1998) stated that community-oriented policing is difficult to describe because it has a different meaning for almost every police agency and community that supports it. Nonetheless, despite its dynamism, it is a philosophy that has been well accepted. Bates et al. (2015), the Community Oriented Policing Services Office (2015), and the U.S. Department of Justice (2015) explained that community policing is a philosophy implemented in communities to allow the police to develop and maintain a good relationship with the community, which will address long-term issues of crime and keep the community safe.

Leaders of the JCF, like the leaders of many other police departments around the world, created a department known as the police–community relations branch, which is responsible for educating the members of the organization and the community about the benefits of community policing and to ensure it is fully implemented. Having both the police and the residents of different communities working together for the same cause and building trust and mutual interest in crime fighting and prevention brings out the true essence of what the partnership should be (Pandey, 2014; Rukus et al., 2017). The implementation of community policing must have total acceptance and buy-in from everyone at every level within an organization (Mastrofski et al., 2007). If there is not total support from all the stakeholders, it will be impossible to implement and sustain as a crime-fighting strategy (Johnson, 2017). It is therefore important for police departments to develop their community policing plan with stakeholder involvement.

Lamin and Teboh (2016) noted that police officers should know the needs of the communities they serve, not only in crime prevention but also their social needs. As a result, police officers involved in community policing make representations to government departments about community decay and other social ills that face the community. Police officers also become involved in various charity, toy drives, and larger scale events in schools, churches, and other community-based organizations (Willis, 2013). However, one of the drawbacks in community policing, according to Rukus et al. (2017), is departmental structures that do not empower citizens because of the paramilitary structure used in fighting crime. Members of communities where police departments used force to curtail crime and where the crime rate was high were more likely to resist the police rather than work with them (Willits, 2014), notwithstanding the

fact that an arrest must be made in certain situations, for example when a person attacks the police or another person using forces that can cause serious bodily injury or death. Community members can understand and work with law enforcement officers if they perceive it is justified. Table 1 shows the statistics related to fatal shootings of police and numbers of police murdered on and off duty while the JCF used different policing strategies to fight violent crimes in Jamaica.

Table 1

Statistics Related to Police and Criminal Confrontations Between 2000 and 2019

Years	No. of fatal shootings of police	No. of police murdered while off duty	No. of police murdered while on duty
2000	139	11	0
2001	148	15	0
2002	134	16	5
2003	113	13	1
2004	109	11	2
2005	166	13	7
2006	228	10	3
2007	244	19	0
2008	225	12	4
2009	264	11	2
2010	320	18	6
2011	238	3	0
2012	217	3	0
2013	237	9	3
2014	109	2	1
2015	91	8	1
2016	99	6	1
2017	157	8	3
2018	123	3	0
2019	79	3	1

Note. Obtained from the Jamaica Constabulary Force Statistics department.

Johnson (2017) pointed to the work of Rohe et al. (1996), who explained that community policing was not soft on crime, nor was it a top-down method of policing,

risk free, or a quick fix to community problems. Johnson also noted that many critics of community policing believe that the style of policing prevents officers from making arrests and therefore allows criminals to remain free. Rohe et al. conducted research in North Carolina and determined that community policing is not soft on crime and is as effective as traditional policing. Unlike community-based policing, traditional policing is rank-oriented, and the structure of the organization determines the policies and procedures that subordinate police officers must follow. Community-based policing also relies on statistics such as number of arrests as measures of success (Armstrong, 2017; Johnson, 2017; Shane, 2010). Community-oriented policing is also different because it allows police officers on duty to make decisions on their own based on the needs of the community, without having to refer to their superiors. Giving this latitude to police officers helps to decentralize decision-making processes.

Many police departments, government policy makers, and communities see community-oriented policing as a panacea to fix community problems and thus invest several million dollars in the program (Community Oriented Policing Services, 2014). Some studies have shown that community-oriented policing reduces crime (Johnson, 2017; Zhao et al., 2001). Nevertheless, Johnson (2017) pointed out that there remains a gap in the literature concerning the effectiveness of community-oriented policing on crime reduction. Even though studies have shown support toward using community policing to reduce crime, not all literature is favorable toward the concept of community policing (Johnson, 2017). According to Summer (2009), there is a lack consensus from researchers on the real value of community policing, and therefore researchers should

conduct additional research on the topic because although much has been written about the value of the change, much more work needs to be done in this area.

Intelligence-Led Policing

Ratcliffe (2013) defined intelligence-led policing as the application of criminal intelligence analysis as an objective decision-making tool to help with crime reduction and prevention through effective crime-reduction strategies and community-partnership projects from an evidential base. Intelligence-led policing is a strategy used by the JCF and many other police departments around the world. This strategy started in the United Kingdom as a result of the failure of the traditional model of policing, which is more reactive than proactive to crime (Armstrong, 2017). Intelligence-led policing is information-driven about persons who have committed or are committing crimes in a particular area. Armstrong (2017) declared that intelligence-led policing is similar to the traditional style of policing in that it promotes decision-making from the top down. The input from the community and electronic devices such as surveillance cameras are important for intelligence gathering, which is then passed up the ranks to be disseminated and actioned as determined by senior officers (Armstrong, 2017). Armstrong (2017) emphasized that, although intelligence-led policing is a top-down strategy used to solve crime, one of its key features is the use of crime analysts who will analyze crime trends and patterns and make predictions to determine where to allocate resources. Armstrong also noted that crime analysis is an important tool for identifying potential suspects in identified areas of concern. Crime analysts also study potential suspects by monitoring when criminals get out of prison, their location, and their prior history, which will allow

both the police and the citizens to monitor them and where possible to assist in rehabilitating them back into the community.

Similar to community-oriented, problem-solving policing, the success of this strategy depends on the full cooperation of all police officers on the street, the public, and police administrators. Also, the mechanism used to capture information on the street must be efficient and user-friendly (Bell et al., 2010). Gathering and disseminating actionable intelligence is also paramount in intelligence policing. Police, citizens, and other stakeholders need to know the intelligence they are providing is being put to good use (Armstrong, 2017). The effectiveness of intelligence-led policing is still under debate, and, like any other strategy, the results gained by using this strategy are not quantifiable. However, crime analysts are paramount for this crime strategy to work, in combination with other problem-solving strategies (Santos, 2014). Using crime analysts to process information into intelligence is the strongest component of this strategy, as it allows for police officers to identify persons who have committed crimes or are committing crimes in several areas, including hotspots. Rinehart (2011) hypothesized that a combination of traditional enforcement strategies with intelligence-led policing strategies is an effective crime-fighting strategy.

Evidence-Based Policing

Evidence-based policing is a strategy that involves using scientific research evidence to direct program evolution and effectiveness (Saunders et al., 2015). Evidence-based policing relies on a combination of the best research evidence with professional expertise (Armstrong, 2017; Weisburd & Telep, 2014). Evidence-based policing was established as an analytically based approach to solve crime, especially gun-

related and acquisitory crimes, at a time when incidents of crimes were reported but remained unsolved, which increased the rates of public distrust of the police (Rinehart, 2011). Unlike intelligence-led policing, which includes a focus on identifying the habitual persons who continue to commit crimes, evidence-based policing involves using a crime matrix to determine specific areas and times where crimes are occurring and shows where to allocate resources to help reduce crime or issues that negatively impact quality of life (Armstrong, 2017).

The JCF and the government of Jamaica invested heavily in purchasing equipment, such as the Integrated Ballistic Identification System, to scientifically analyze bullet fragments, empty casings, and firearms involved in incidents of crime. Also, the Automated Palm and Fingerprint Identification System is used to identify fingerprints in incidents of crime such as break-ins and burglary. However, while hits were produced by the machines, the rate of arrest and prevention was negligible. The evidence-based policing strategy, like all other strategies, can be more effective over the long term when combined with other crime-reduction strategies to develop an understanding regarding why a particular crime is happening (Braga & Weisburd, 2012).

Hot-Spot Policing

Hot-spot policing was introduced in Jamaica around 2005 as a crime-fighting strategy. Jamaica has more than 250 active gangs (Jamaica Constabulary Force Statistic, 2018), and police must therefore cope with gang-related activities such as murders, shootings, extortion, and robberies. The hot-spot policing strategy shows an initial overall reduction in crime due to an enhanced presence of police and police activities

(Armstrong, 2017). The aim of this strategy is that criminals limit their illegal activities because of the enhanced and sustained presence of the police (Paternoster, 2010).

Combined Policing Strategies

Combining different policing strategies can be more effective in reducing crime than in prolonging a single strategy that is not working. However, the leaders of each police department must assess their local crime problems and seek to use the most effective strategies to reduce both crime and the fear of crime. Police administrators need to determine their crime reduction goals and weigh them against staffing levels and what the community expects from the police (Armstrong, 2017). Intelligence-led policing strategies are a top-down approach, where all stakeholders have input accountability on the success of the overall strategy. Willis (2011) found that integrating strategies such as community policing helped law enforcement leaders earn the public's trust by involving them in the problem-solving process while holding middle managers accountable. One example of senior leaders and middle managers being held accountable for the effective management of strategies to reduce violent crimes was the New York City Police Department under Chief of Police William Bratten. Bratten implemented the CompStat strategy as a crime-fighting tool to reduce spiraling crime in the city and to hold police administrators accountable for their areas of responsibility (Armstrong, 2017).

Combining the CompStat strategy with community policing may work, but only if police officers predetermine goals to satisfy law enforcement management and the public (Willis et al., 2010). Willis et al. (2010) also noted that a combination of various strategies, if carefully thought out and implemented, can be beneficial to all stakeholders.

The JCF has used the traditional policing strategy as its primary crime-fighting tool. However, over the years, organization leaders have been combining two or more strategies to reduce the incidence of crime and the fear of crime, which served as the greatest impediment to the growth and development of Jamaica. Having tried some strategies singly and in combination that yielded poor results, the government of Jamaica and the security forces decided to add more strategies to the tool kit. These included the SOPE, zones of special operations, and enhanced security measures. The introduction of those strategies effectively removed police officers from their position as primary law enforcement personnel to a position where they played second fiddle to the military or where the responsibilities were shared, depending on which strategy was being used. Another aspect of the strategy was police officers taking on the persona of the military in how they were trained to carry out their duties and, in the gear, equipment, and other resources normally associated with military operations.

Militarization as a Policing Strategy

One of the first modern police forces to be formed in the English-speaking Caribbean was the JCF, by Charles II of England in 1767 (Vitale, 2017). Like most other modern police forces throughout the United States and Europe, it was modeled after the police force created by Robert Peel (Dinsmore, 2018). The aim of the police force created by Peel was to control and suppress the increasing Irish resistance to the British occupation when there were not enough soldiers to suppress uprisings, and police officers were trained as the quasi-military, armed, and required to live in barracks (Vitale, 2017).

Many U.S. law enforcement groups adopted the paramilitary Peelian model of policing for slave patrols and to protect the cities where businesses were located, and

business owners lived. Police officers also protected the interests of ward leaders to help keep them in power, including by directly overseeing elections (Williams, 2015).

Militarization as a policing strategy first emerged in the early 20th century, when many people thought that police organizations needed reforming to reduce police corruption and ineffectiveness (Dinsmore, 2018). The persons responsible for reforming the police force admired the military structure and thought that it would be ideal to restructure the police like the military, which was highly disciplined and had a hierarchical structure for command and control (Williams, 2015). These individuals also thought that such a structure could prevent corruption. The leaders of police departments subsequently adopted the hierarchical command-and-control structure and equipped police to look and act like the military (Williams, 2015). Despite most police forces adopting the structure, corruption and indiscipline still existed within the departments.

In many police departments within the United States, there was a deliberate effort to separate the functions of the military from those of law enforcement, enforced by the Posse Comitatus Act of 1878. The Posse Comitatus Act of 1878, implemented by President Rutherford B. Hayes, terminated the use of federal troops and military personnel to enforce domestic policies (Use of Army and Air Force as Posse Comitatus, 2012). However, there were exceptions in the late 1960s, when the military and law enforcement combined to address periods of domestic unrest such as riots and protests that occurred in urban areas (Kienscherf, 2014; Robinson, 2018).

As time progressed, the responsibility to deal with social unrest and domestic issues became the full responsibility of police departments (Robinson, 2018). As the police took on these new responsibilities, they began to employ military-style tactics and

uses of force in instances such as hostage negotiations, warrant services, and the war on drugs (Robinson, 2018). The use of military strategies within regular police operations increased as a direct response to the increasing modern-day risks police departments face (Bolduc, 2016). It is difficult to use basic law enforcement strategies to combat the increasing risks in policing. Therefore, the implementation of militarization as policing strategies is a deliberate attempt to directly manage threats and risks during crime prevention (Bolduc, 2016).

Literature was sparse on the militarization of police forces around the world, especially in the Caribbean, where it became one of the strategies of choice in the fight against crime. However, Kraska (2001) conducted a study on the issues of police militarization and paramilitary policing. Although Kraska's work spans the 1980s and 1990s, it is still relevant (Wyrick, 2013). Kraska revealed that, in the 1990s, there was an increase of over 77% of surveyed departments that used police militarization strategies, up from 48% in 1985. In 1995, all the police departments surveyed reported an increase in the number of personnel deployed to use police militarization strategies in crime fighting (Wyrick, 2013). The increase in personnel amounted to approximately 30,000, or a 93.9% increase in deployments since the 1980s (Kraska, 2001; Wyrick, 2013).

Delehanty et al. (2017) analyzed the behavior of some police departments since they began to use military equipment and concluded that police officers had become more aggressive in their behavior toward members of the public, which resulted in a breach of human rights and an increase in police killings. Delehanty et al. also noted that withdrawing military-like equipment resulted in fewer police killings. Additionally,

based on their findings, Delehanty et al. noted that additional training for police officers would reduce violent behavior and thus reduce the incidence of police killings.

Militarization increased in police departments throughout the United States following the terrorist attacks on September 11, 2001, and the continuing fight against terrorism (Rizer, 2016). Police began to dress in riot gear and carry military equipment, which made it difficult at times to distinguish between civilian police and the military (Seigel, 2015). As the debates continued about whether police departments should be militarized, Rizer (2016) recommended that the roles of police be different from those of the military by eliminating the use of military-grade equipment in law enforcement agencies. Eick (2016) also made recommendations for keeping the distinction between police and military by noting that the use of SWAT teams to enforce the law and the use of militarization in police training in academies are among the main causes of militarization in police forces and should be minimized and gradually withdrawn.

Effects of Police Militarization

Militarization intimidates and creates a divide between police officers and the public (Eick, 2016; Zohny, 2015). Militarization, according to Hill and Berger (2009), has greater implications for both police departments and the communities they serve. Hill and Berger pointed out that modern, democratic policing is based on four principles: (a) police give top operational priority to servicing the needs of individual citizens and private groups; (b) police must be accountable to the law and not the will of the government; (c) police should protect human rights, especially those rights involving political activity; and (d) police and their activities should be transparent and accountable. Hill and Berger contended that current policing activities are militarized and

infringe on the four democratic principles of policing. They also noted that the new militarized model of policing forces police officers to respond to all calls for service in a military-like manner and to use coercive force to solve problems. Many police forces are cognizant of the rule of law and need to take human rights issues into consideration.

Wyrick (2013) pointed to two studies, one conducted by Hill and Berger (2009) and the other by Kraska (2001), that highlighted the effects of militarization. Wyrick also pointed out that the findings of those studies relate to both the current and the long-term effects of militarizing police forces as a strategy to carry out law enforcement. Wyrick referred to what Kraska called an egregious example of paramilitary policing gone wrong in the case of Alberto Sepulveda. In September 2000, a SWAT team raided the Sepulveda residence in the predawn hours as part of a drug-related search warrant. The Sepulveda family's 11-year-old son Alberto was accosted by the SWAT officers, and one officer who wielded a shotgun while standing over Alberto shot and killed him. The property was searched, no drugs or other evidence were found, and no one in the household had an arrest record (Wyrick, 2013). Wyrick reiterated that almost all raids of this type are linked in some way with the war on drugs, and this sets a dangerous precedent for the future for police forces.

Hill and Berger (2009) also pointed to similar acts of hostility carried out by the police related to the 1999 Seattle World Trade Organization riots, where approximately 500 different incidents involving the Seattle police were observed by people who noted the police handled the riots extremely poorly and in a very military-like fashion. In these varying accounts, the common thread was the excessive use of force by the police, in which they were accused of using a lot of tear gas and rubber bullets against protestors

and bystanders who were nonviolent, instead of engaging the protesters as would happen within community policing (Wyrick, 2013). Hill and Berger, as well as Wyrick (2013), warned that further militarization of police forces could increase incidents such as these and turn democratic police forces into unthinking, reacting military units.

To stop the militarization of police departments in the United States, the U.S. Congress introduced the Stop Militarization Law Enforcement Act in 2014, which placed restrictions on the transfer of military-grade equipment to local police departments, as alternative methods are necessary to prevent the use of militarization because it is detrimental to policing (*Harvard Law Review*, 2015; Robinson, 2018). Communities do not accept militarization as a policing strategy because citizens deem some militarized tactics used by law enforcement to be violent and claim they increase hostility toward the police officers and outrage in the communities (Hays, 2015; Kappeler, 2014).

Although militarization of police forces around the world has become the norm in the fight against crime, violence, and acts of terrorism, the information is largely anecdotal. Researchers have conducted few studies in countries that have militarized police forces. However, there is a substantial account of citizens' perspective regarding their dislike of the militarization of policing and how it affects police–citizen relationships (Bain et al., 2014; Yero et al., 2012). Although the police force in Jamaica has been militarized, researchers have conducted very little or no research on police militarization and the impact of this militarization on local communities' and citizens' attitudes. Gill (2014) and Myhill and Bradford (2013) contended that existing literature did not include an examination of police officers' perspectives on militarization and its impact on community policing.

Researchers know little about police officers' perspectives and their experiences of militarization as a necessary crime-fighting strategy (Gill, 2014; Klinger & Rojek, 2008; Murch, 2015; Rivera, 2015), the rising complexities of violent crimes, and the many police injuries and deaths through police-criminal confrontations (Prince et al., 2011), and qualitative research on militarization from officers' perspectives is lacking. Exploring police officers' perspectives regarding militarization can provide valuable insight into other strategies that police officers can employ in the fight against crime and violence. One aim of this study was to show whether militarization can play a role in effective policing without destroying the traditional ways of policing.

Summary and Conclusions

Chapter 2 included the theoretical orientation for this study and an examination of existing literature on the militarization of police departments. The chapter also included a review of anecdotal evidence and literature that provided additional insight regarding police officers' experiences and perceptions of the militarization of police forces, in particular the JCF. Using previously conducted research assisted in the discussions and added to this body of knowledge on how the use of militarization within policing affected daily policing activities.

The problem this study addressed was the government of Jamaica's lack of understanding regarding how the militarization of the JCF has impacted the communities and citizens in Jamaica where SOPEs have been declared. Chapter 2 included a brief history of modern policing that was attributed to Robert Peel and the inception of the JCF and its different tenets of policing strategies, which led to its current state. Results from

the literature review highlighted limitations in the concepts of the militarization of law enforcement or police forces from the officers' perspectives.

The theoretical framework selected for the study was Wortley's (2003) operational-styles theory on the importance of police legitimacy in policy decision-making and actions. Another focus of the theory is the way police officers perceive themselves and their position in society to determine how they make decisions that affect the public. The literature reviewed showed that the militarization of law enforcement is not a recent phenomenon, as it has been around for some time in response to rising criminality, and it increased aggression in police officers on duty. A few studies showed that communities did not support the militarization of police forces because there is a breach of trust, especially when there is hostility or excessive use of force that results in injury or death of citizens.

Based on the reviewed literature, the concept of the militarization of police forces from police officers' perspective and experience has never been explored, and therefore, this study adds to the literature and fills the gap concerning police officers' experiences using militarization as a strategy to fight crime. It was important that the research design chosen was the most appropriate design to yield the results of the study as accurately as possible. Chapter 3 provides an in-depth and detailed account on the methodology and design, as well as the ethical considerations, that aided in discovering police officers' perspectives on the militarization of the JCF. The chapter also contains information on consent forms and on the approval received from the commissioner of police to interview members of the JCF.

Chapter 3: Research Method

Introduction

The purpose of this qualitative study was to understand police officers' perspectives on the National Security Policy of Jamaica and the community impacts resulting from the militarization of the JCF, including different strategies to abate the increasing crime rate and the fear of crime. The militarization of the police force has crucial implications for society and the criminal justice system (Myhill & Bradford, 2013). Militarization affects police officers' interactions with suspects, citizens, and each other (Wyrick, 2013). Militarized police departments can have numerous positive effects on organizational, operational, and cultural characteristics. Most of the literature reviewed presented the perspectives of citizens in the community and not the perspectives of officers or police organizations (Bradford, 2012; Myhill & Bradford, 2013), although, in many instances, the overmilitarization of police forces has led to severe consequences for both police and citizens (Herzog, 2001). An extensive review of the literature revealed a gap in the literature related to studies that included police officers' perspectives on the militarization of the JCF (Harriott & Katz, 2015; Soares, 2015).

In this chapter, I discuss the research design, role of the researcher, and methodology for the study. The discussion of methodology includes the setting and sample, data collection procedures, and data analysis plan. Issues of trustworthiness and ethical procedures are also addressed in the chapter. The research design chosen for this study was the general qualitative design. As I discuss, the use of the phenomenological technique provided authentic responses from the participants' lived experiences with little to no influence from theoretical presumptions or me as the researcher. The method and

questions allowed the participant experiences to determine the direction of the effort and eventual outcome (see Patton, 2002).

Research Design and Rationale

The RQs developed to address the stated problem were as follows:

RQ1: What are the perceptions of police officers on the militarization of the JCF, including different strategies to reduce the increasing crime rate and the increasing fear of crime?

RQ2: How has the militarization of the police force affected the community crime rate in the divisions where the prime minister of Jamaica has declared a SOPE?

RQ3: How does the militarization of the JCF contribute, if at all, to the National Security Policy of Jamaica?

I chose a general qualitative design with a phenomenological technique. A research design is the plan for conducting a study (Creswell, 2014). The research design outlines the strategy for ensuring a researcher gathers the evidence needed to answer all the RQs (Labaree, 2009; Van Wyk, 2016). Components of the research design include RQs, theoretical perspective, philosophical stance, methodology, and validation of findings (Creswell, 2003; Malagon-Maldonado, 2014).

If a researcher uses an incorrect research design, the research will be inaccurate and invalid, and it will yield the wrong results (Allwood, 2012). In preparing to carry out this research, I considered three research designs: quantitative, general qualitative, and mixed method. I chose the general qualitative design. Creswell (2014) noted that this design is suitable for problem identification, for observing and interviewing participants, and for promoting the sharing of information stemming from participants' rich

experience of the phenomenon. Researchers use the research design to help with document analysis, triangulation, data analysis, and reporting. General qualitative research often produces information or data that are difficult or sometimes impossible to convert to numeric values (Creswell, 2014). General qualitative research also involves examining the study phenomenon in its natural setting, which makes it unique based on the specific features of each organizational or jurisdictional subject under investigation (Creswell, 2014; O’Sullivan et al., 2008). Researchers of general qualitative studies also consider the preservation of the natural setting and do not try to modify the setting (Creswell 2014). Researchers have found that the general qualitative research design is helpful for collecting evidence and answering questions; for investigating and obtaining information about a specific population; and for testing theories, context, and constructs (Garcia & Gluesing, 2013).

To fully address the RQs and research problem, I selected the phenomenological technique for this research. This technique, according to Patton (2014), provides a framework that permits researchers to explore the lived experiences of a person or group of persons. The research problem promotes the exploration of the phenomenon for further understanding (Patton, 2014).

This phenomenological technique includes the consideration of individuals’ experiences and the identification of factors that may not have been apparent. Another feature of the general qualitative research design is that it can be used to identify a new phenomenon that requires further study and nuances associated with the phenomenon (Garcia & Gluesing, 2013). When a researcher identifies a phenomenon and applies a research method to the study, the study is a phenomenological study (Beyer, 2016). Beyer

(2016) explained that the purpose of using a phenomenological technique is to understand the meanings of participants' experiences and how individuals process their experiences. It is also the method used to develop a better understanding of a first-person account relative to the participants' experiences and to allow the researcher to understand better the participants' realities (Kupers et al., 2013). In carrying out this study, I concluded that the phenomenological technique was the most suitable approach to relate the lived experience of police officers working in SOPEs.

Furthermore, the use of the phenomenological technique enriched understanding of police officers' perspectives regarding the militarization of police forces and strategies to fight crime. Gill (2014) contributed to the discussion on using the phenomenological technique by explaining that researchers recruit participants to gather their perspectives on the phenomenon of interest based on their experiences. The phenomenon of interest for this study was law enforcement officials' first-person accounts and perspectives regarding their experiences with the militarization of the JCF as a strategy used in the fight against crime. The phenomenological account is most effective when engaging participants in an in-depth interviewing process (Gau & Brunson, 2009), which in this case brought out the police officers' insight into their lived experiences. One-on-one, in-depth, in-person interviews also allow researchers to obtain information on participants' encounters and history through their stories (Robinson, 2018).

Tufford and Newman (2012) also pointed to another reason to use a phenomenological technique, which is to uncover participants' lived experiences through the collection of their narratives. Researchers collect the narratives with participants in face-to-face interviews. The interviews consisted of a series of open-ended and

semistructured questions that allowed the participants to speak freely without much interruption. Researchers guide interviews to ensure they achieve the purpose of the study. Ravitch and Carl (2016) noted that semistructured interviews serve as a guide for the process while allowing for situation-specific questions for follow-up and clarification. In summary, I used a phenomenological technique to gain a better understanding of how police officers experienced militarization within the JCF by asking carefully articulated questions and capturing the essence of their experience as closely as possible.

Role of the Researcher

As the researcher, I selected participants who possessed the requisite experience. I was also responsible for taking full control of the process by collecting and listening to participants, taking notes, and deciding what topics to record, as well as setting the research agenda, as articulated by O'Connor and Gibson (2003). I also identified any potential biases, personal values, or experiences of the participants that would have affected the analysis of the results, as recommended by Creswell (2014).

As a police officer myself, my experience of the type of policing being studied could have created issues of bias. To manage bias, before I conducted the interviews, I performed a self-reflection and epoché, which helped me suspend personal judgment and bias when collecting and analyzing the data (see Giorgi, 1997). I mitigated my experiences and my preconceptions as much as possible to preclude my influence on the study or interpretation of the phenomenon (see Nelson, 2017). My prior experiences as a police officer in the field of operations may have helped me to analyze the data objectively, however.

When conducting a general qualitative study, it is important to apply the concept of bracketing (Tufford & Newman, 2010). Bracketing refers to researchers' ability to mitigate any potential undesirable outcomes by putting aside their own experiences, beliefs, and personal repository of knowledge (Chan et al., 2013). During this study, I also bracketed my personal experiences with the phenomenon so that the interview process remained unbiased.

As the researcher who also was a serving member of the JCF, I strove to ensure that my position as a senior officer did not intimidate the participants into feeling compelled to participate in the study. I focused on using ethical means to discover the participants' perspectives based on their knowledge of the phenomenon under study. I gave written and verbal assurances to all research participants that I would protect their identity, which included their name, rank, and regulation numbers, and not use it in the data analysis. Each participant received a number that I used as an identifier. All identifying information, including names and contact information, remained separate from the actual data collected.

As a police officer, I have close personal and professional relationships with most of the police officers who worked within the SOPEs. To avoid any potential ethical issues that could arise from those close relationships, I ensured that I had no personal, work-related, or supervisory relationships with the research participants. This included not recruiting participants whom I personally detailed or supervised.

Methodology

For this study, I used the general qualitative design with a phenomenological technique. Denzin and Lincoln (1994) and Husserl (1970) defined the phenomenological

technique as the method of interpreting phenomena in their natural settings and attempting to understand and interpret the phenomena based on the understanding of the researchers and on participants' lived experiences that reveal the essence of consciousness and that give meaning to the subject under investigation. General qualitative research often produces information or data that are difficult or sometimes impossible to convert to numeric values (Creswell, 2014; O'Sullivan et al., 2008). General qualitative research involves looking at each study phenomenon as unique, based on the specific features of each organizational or jurisdictional subject under investigation (O'Sullivan et al., 2008). Researchers of general qualitative studies also consider preserving the natural setting, such that the researchers do not try to modify the setting under study (Creswell, 2009; O'Sullivan et al., 2008; Patton, 2002).

Using a general qualitative design also affords researchers the opportunity to analyze their experiences, background, and personality to assist them in determining how to collect and interpret the data (O'Sullivan et al., 2008), because researchers often have knowledge of, or interest in, the phenomena under study. Teddlie and Tashakkori (2009) added that general qualitative researchers typically use both inductive and deductive logic and reasoning, which means researchers argue their points on a specific issue, use data to generate themes that are consistent and sufficient to interrogate the data, and use or develop theories that will best explain the phenomena. Researchers using these techniques may require special skill sets, such as the ability to conduct interviews and observations, record information accurately, write, be able to separate important issues, and develop and code themes (Creswell, 2009; O'Sullivan et al., 2008).

I used the exploratory design alongside the general qualitative design with the phenomenological technique to conduct the research. Researchers choose this process when very little or nothing is known about a problem (Labaree, 2009; Sainsbury & Weston, 2010; Sparks, 2013). Using an exploratory design also provides researchers an opportunity to explore and understand alternative options as a solution for an existing problem (Labaree, 2009). Through the general qualitative study with a phenomenological technique coupled with an exploratory design, I was able to collect information without changing the environment, which is usually the best method for collecting information that demonstrates relationships and describes the world as it exists (Creswell & Clarke, 2011; Teddie & Tashakkori, 2009). The exploratory design is suitable for answering questions such as what is or what was and is suitable for conducting follow-up questioning. I collected general qualitative data by interviewing the participants using both structured and unstructured open-ended questions, and the participants were all police officers who had worked in one or more SOPE.

Participant Selection Logic

Selecting participants is a critical component of a general qualitative study, as participant responses will determine the reliability of the research (Akinropo, 2018). I used purposive sampling to select participants. Purposive sampling involves selecting participants or sources of data for a study based on the anticipated richness of data and the relevance of information concerning the study's RQs (Yin, 2011). Purposeful sampling was suitable, as it enabled me to select participants from a specific group for a specific purpose. By selecting the right participants, I was able to conduct in-depth interviews with the participants based on my RQs. To use purposeful sampling

techniques, participants must possess certain qualities (Verial, 2013). The participants were chosen from the JCF, and as part of the criteria, they had to have at least 3 months of experience working in one of the SOPEs. I collected the data by interviewing and recording the participants' responses using both structured and unstructured questions. Appendix A contains the letter from the commissioner of police authorizing my data collection; Appendix B contains my letter requesting the commissioner's approval. Appendix C contains the letter I sent to prospective participants requesting their participation and Appendix D, the letter I sent to commanding officers requesting their assistance. General qualitative data analysis involves coding data, dividing the texts into small units, assigning labels to each unit, and grouping codes into themes (Creswell & Clark, 2011).

To collect the data for my study, I met with some of the participants face-to-face. The others I conducted by telephone on a specific date and time and at a convenient location. Before setting the date, time, and location for interviews, I also thoroughly briefed the participants on the procedures of the study, and all parties discussed and agreed on the terms and conditions. All participants completed the consent form, which included their rights and my assurances of confidentiality. Before I conducted any interviews, the participants read and signed the informed consent form, and I informed them that the interviews would take approximately 1 hour. I provided the participants the purpose of the study and addressed all their concerns related to the study before conducting the face-to-face and telephone interviews (see Appendix C).

Population and Sample

In the context of research, a population is a large or small group of persons who share at least one common characteristic and are of interest to a researcher (Banerjee & Chaudhury, 2010; Creswell, 2013; Hanlon & Larget, 2011; Tewksbury, 2009). Some of the characteristics shared among groups are cultural, ideological, or professional in nature; the possession of these make group members eligible to be participants in a study (Augustine, 2016). Academic studies refer to two types of populations: a target population and an accessible population (Adam, 2017; Porter, 1999; Vonk, 2016). A target population refers to a group of persons or things that have a defined characteristic in common and that can assist the researcher in an inquiry (Adam, 2017; Vonk, 2016). An accessible population, also known as the study's population, refers to those persons or things within the target population who have defined characteristics with which a researcher will work (Adam, 2017; Falk; Guenther, 2009; Guetterman, 2015; Vonk, 2016). These defined characteristics also allow researchers to develop a better understanding of the phenomenon under study within a particular population (Mack et al., 2005).

According to the Administration branch of the JCF, there were 11,676 sworn police officers in the organization as at June 30,2021. The target population for this study were police officers within the JCF; however, the accessible population consisted of the police officers who had worked in the SOPE for a minimum of 3 months. I used purposive sampling to select participants from the accessible population who had experiences relevant to the topic under study (see Gau & Brunson, 2009).

Sampling Method

Sampling is the process of recruiting participants from an accessible population who fulfill the criteria for a study (Augustine, 2016; Ndibalema, 2017; Polit & Beck, 2008). Population sampling can include one or more sampling methods (Augustine, 2016; Ndibalema, 2017; Polit & Beck, 2008). Some of the most widely used sampling types in qualitative study are purposeful, quota, and snowball (Cohen & Crabtree, 2006; Glesne, 2011). Many researchers employ convenience sampling or the snowball sampling method at the beginning of their qualitative study to select prospective participants (Polit & Beck, 2008). I used purposeful sampling, which is one of the most common types of sampling techniques used within qualitative research.

Purposive sampling requires that participants meet specific criteria (Garcia & Gluesing, 2013). Etikan et al. (2016) described purposive sampling as a subjective nonprobability sampling technique. Etikan et al., Suri (2011), and Wilmot (2005) explained that nonprobability sampling is nonrandom because participants are selected based on defined characteristics stipulated by the researcher that provide adequate information relevant to the issue under investigation. When researchers conduct qualitative phenomenological studies, they often use purposive sampling methods (Groenewald, 2004).

Purposive sampling, like all other sampling techniques, has advantages and disadvantages. Some of the advantages of using purposive sampling, as illustrated by Brown (2018), Polit and Beck (2008), and Teddlie and Yu (2007), are that it is both cost- and time-effective. Purposive sampling also allows for the effective identification of prospective participants from an accessible population with defined characteristics who

can give appropriate responses to the questions (Polit & Beck, 2008; Teddlie & Yu, 2007). However, purposive sampling is subjective in its approach, and thus two of the disadvantages are that it is vulnerable to researcher bias and that the results from an investigation are not generalizable to the entire population (Brown, 2018). The advantages significantly outweigh the disadvantages, and purposive sampling is appropriate for identifying eligible participants for a qualitative study (Polit & Beck, 2008; Teddlie & Yu, 2007). For these reasons, I concluded that it was an appropriate sampling technique.

Sample

Having identified the population for the study, the next logical step is to establish an appropriate sample size (Asiameh et al., 2017; McQuarrie & McIntyre, 2014). Purposeful sampling is one of the most common types of sampling used within qualitative research, and it requires participants to meet specific criteria (Garcia & Gluesing, 2013). For this study, the sample met the inclusion criteria, including being members of the JCF and having worked for at least 3 months in one of the SOPEs.

Polit and Beck (2008) noted that it is not unusual for researchers to use a combination of sampling methods to determine their final samples for their studies. Researchers use a combination of sampling methods to ensure the final samples are true or accurate representations of the population (Polit & Beck, 2008). For this study, I chose a combination of purposive sampling and snowball sampling.

Other terms for snowball sampling are referral sampling and chain sampling (Atkinson & Flint, 2001; Brown 2019; Johnson, 2014). Snowball sampling is a type of purposive sampling method used to provide researchers with an opportunity to choose

from a wider pool of persons to participate in a research study (Cohen & Arieli, 2011). Researchers commonly use snowball sampling in qualitative exploratory studies, especially when interviewing is the sole data collection method (Atkinson & Flint, 2001). For this study, I used interviewing as the sole data collection method.

The snowball technique often becomes necessary when additional participants are necessary to reach saturation (Gay et al., 2009). Mason (2010) suggested researchers should focus more on saturation instead of having a precise number of participants in mind. This study had 17 participants to ensure data saturation occurs.

Instrumentation

The instrumentation used included a structured and semistructured interview in which I asked questions in order to answer the RQs (see Appendix E):

RQ1: What are the perceptions of police officers on the militarization of the JCF, including different strategies to reduce the increasing crime rate and the increasing fear of crime?

RQ2: How has the militarization of the police force affected the community crime rate in the divisions where the prime minister of Jamaica has declared a SOPE?

RQ3: How does the militarization of the JCF contribute, if at all, to the National Security Policy of Jamaica?

One of my major responsibilities as the researcher was to ensure that I thoroughly captured and described the participants' experience of a phenomenon. Therefore, it was necessary to recruit participants who had lived experiences with the phenomenon of interest under study rather than participants with anecdotal or indirect experiences (Patton, 2015). Researchers regard research participants' experiences as expert

knowledge for which phenomenological techniques, when used in conducting interviews, is of much greater importance than the overall data (Ravitch & Carl, 2016).

I audio recorded all interviews using a handheld device and downloaded all recordings on memory cards that I will keep securely locked in a safe for the next 5 years. The data collection instrument was self-developed, semistructured interviews that consisted of 12 questions. I developed the questions to elicit as thoroughly as possible the information on participants' experiences regarding the militarization of the JCF. The interview protocol that I followed can be found in Appendix F.

Researcher-Developed Instruments

The purpose of this qualitative study was to understand police officers' perspectives on the National Security Policy of Jamaica and the community impacts resulting from the militarization of the JCF, including different strategies to reduce the increasing crime rate and the fear of crime. To collect the data, I developed semistructured interview questions and sent them to subject matter experts for content validation (see Appendix E). The semistructured questions allowed me to probe deeper depending on participant answers. Creswell (2014) noted that researchers conducting general qualitative studies typically prepare some questions in advance but prefer to alter them based on the discussion and how the interview progresses. I also ensured content validity to check for accuracy and to incorporated factors of trustworthiness, consisting of credibility, transferability, confirmability, and dependability (Creswell, 2014).

Procedures for Recruitment, Participation, and Data Collection

I obtained permission from the commissioner of police for the JCF (see Appendix A) to interview members of the JCF who met the criteria to participate. Participants in

this general qualitative study met the following criteria: (a) were full-time sworn police officers in the JCF and (b) had worked or were currently assigned to a SOPE in at least one of the police divisions of St. James, Westmoreland, Hanover St. Catherine North, St. Catherine South, Clarendon, or Kingston Western for a period not less than 3 months. I used purposeful criterion sampling to recruit participants who were qualified to participate in the study. The purposeful sampling facilitated the selection of participants qualified to answer the interview questions. In selecting participants for the study, I emailed a letter of request to the seven divisional commanders who had a SOPE declared in their divisions and requested the names and contact details of officers who had worked or were still working in the SOPE (see Appendix D). From those lists, I randomly selected two participants from six of the divisions and three from the remaining division and sent an email invitation to participate in the study and then followed up through telephone calls.

My sample consisted of 17 police officers who I selected from the JCF who had worked in a SOPE. Researchers conducting general qualitative studies usually opt for small samples (Marshall, 1996; Mason, 2010). The literature has varied information on how to select an appropriate sample size for general qualitative studies. Creswell (1998) recommended that researchers consider between three and 10 participants, while Morse (1994) recommended that researchers consider no less than six participants as a starting point. Guetterman (2015) indicated that many general qualitative studies have an average of 20 participants. Thus, 17 participants were within the sample sizes suggested in the literature. With this sample size, I also reached saturation.

I contacted each participant personally and arranged the interviews. I gave them my contact information, as well as details about the study and the interview process. After participants consented and responded positively to the letter of invitation, they each agreed on a time at which to complete the interview and signed a consent form that contained information on their rights and my assurances of confidentiality. Before I conducted any interviews, the participants read and signed the informed consent form. I administered semistructured interviews using a list of predetermined questions, and all interviews were transcribed verbatim. I also collected data from the participants by audio recording the interviews with a handheld recording device. I scheduled all interviews to last approximately 1 hour, with the understanding that they may run a little shorter or longer depending on the involvement of the participants. Research participants understood that they could stop the interview process at any time and for any reason. Prior to all interviews, I informed the participants that they would receive a verbatim transcript of their interview if desired (see Appendix C). Appendix G contains the debriefing letter that I sent to participants after study completion.

In terms of data saturation, Simon and Goes (2012) and Malterud et al. (2015) noted that data saturation is an ideal way to determine the final sample size for a general qualitative study. Saturation is the point where no new information emerges during data collection and no new meanings emerge from data analysis (Simon & Goes, 2012). Researchers reach the point of data saturation when it is no longer necessary for them to collect data from additional participants because any additional collected data would not add additional information to the research (Hennink et al., 2016; Sargeant, 2012). Sargeant (2012) and Thorne (2000) indicated that, when conducting a general qualitative

study, researchers should collect and analyze data concurrently to reach a point of data saturation promptly.

Data Analysis Plan

General qualitative data analysis involves coding data, dividing texts into small units, assigning labels to each unit, and grouping codes into themes (Creswell & Clark, 2011). General qualitative data analysis also takes the form of an inductive or deductive approach (Bernard et al., 2008). The deductive approach involves using a structure or a predetermined frame to analyze the data. Using the deductive approach often requires researchers to use a structure or theories to analyze interview transcripts (Bernard et al., 2008). This approach is useful in research where the researcher is aware of the probable response of the participants. Patton (2014) noted that, to conduct data analysis effectively, researchers must consider some key elements in the data analysis process and methods to be used.

I manually used Microsoft Word's Insert Comment feature in conjunction with thematic analysis software to perform data analysis. The procedures for identifying themes and coding patterns of the data included first listing every relevant expression of the experience, or horizontalization, followed by assessing whether the experiences contained the necessary components to understand the phenomenon. If the phenomenon was not understood, the next step would be to perform an elimination and, where possible, summarize the experience and provide it with a label. Creswell and Clark (2011) contended that hand coding can be a tedious exercise and a more practical approach is to use general qualitative data analysis software programs. Creswell and Clark noted that these computer programs have the ability to store text documents for

analysis and to enable researchers to block and label text segments with codes for easy retrieval. The software also allows for organizing codes, illustrating them pictorially, and showing relationships among them. Another challenge is bias, which occurs when a researcher has predetermined outcomes that can affect study results. Epoché reduces any predispositions or prejudices and allows researchers to see data from a different perspective (Gill, 2014; Merriam, 2009).

Issues of Trustworthiness

To ensure trustworthiness in this research study, I combined various strategies, including credibility, transferability, dependability, and confirmability. Creswell (2014) identified the importance of validity in general qualitative research to assess and ensure both accuracy and credibility in a researcher's findings. Amankwah (2016) provided insight into trustworthiness in general qualitative research, which includes credibility and objectivity from a researcher, to mitigate bias and allow the participants to form outcomes.

Credibility

Cope (2014) defined credibility as the interpretation and truthfulness of participants' views as provided to the researcher and noted credibility is achieved at various stages in the research process. Ravitch and Carl (2016) also described credibility as the process of practicing checking, triangulation, offering thick descriptions, and using peer debriefs to assess participants' accounts of a phenomenon to ensure accuracy. At the end of each interview, the participant had a chance to review the interview to ensure the responses to the questions reflected their true feelings regarding their lived experience of

the militarization of the JCF. This process involved replaying the interview on the handheld recording device.

Transferability

Transferability refers to the ability of the study results to be transferred and generalized. This may be useful in studies with similar RQs or situations. Transferability is a necessity in general qualitative research. According to Gill (2014), transferability ensures the findings of one study are applicable to other situations or similar studies. An important characteristic of transferability is not striving for factual statements but applying to or transferring to similar contexts while maintaining richness of detail in the context provided (Ravitch & Carl, 2016). This study involved using the phenomenological technique, with a focus on the perspectives of the police on the militarization of the JCF, which made it not transferrable.

Dependability

Dependability is the ability to replicate the findings of a study by using the same participants and the same study design. One of the most important elements of dependability is reliability, which is achievable through credibility and the replication of the research (Morse, 2015). To ensure dependability for this study, I ensured the findings of the investigation and the result of the experiences of the research participants were independent, and the results were not due to personal opinions or the opinions of persons who did not meet the criteria outlined.

Confirmability

Confirmability occurs when a researcher validates the findings of a study as coming from the participants' responses and not the researcher. To achieve

confirmability, I ensured the themes identified were objective and made sense to another researcher. Confirmability of the research process ensures the instruments used will not be dependent on human skills and perceptions (Polit & Beck, 2013). I applied confirmability in the research methodology throughout this research.

Ethical Procedures

It is important in a general qualitative study to consider the ethical issues that may arise while questioning study participants. Some participants' responses and reactions during interviews may be unpredictable (Ponterotto, 2013), caused by things said or done by the researcher during the interview (Tosey et al., 2014). I tried to minimize any type of risk that could cause ethical concerns during the interview. Some of the things that I ensured were the use of the correct metaphors and language when conducting the interviews, so the participants' meanings and experiences were not lost while capturing the information and during subsequent transcription. This approach helped to reduce any misrepresentation of the participants (Tosey et al., 2014).

To avoid potential biases, I informed the participants that I am a senior police officer in the JCF and that my position and knowledge should not affect any answers that they provided during interviews. I selected participants from almost all the ranks within the organization, including those that are senior to my rank. This was explained to the participants during my briefing with each participant, without identifying or giving specific information about the other participants. This was done with the hoped that **it** would set the stage and make the participants comfortable and willing to participate, as police officers are a little hesitant and mistrusting about providing certain information on issues relating to their work. I also reiterated the purpose of the study in order to develop

a level of trust that allowed the participants to give honest answers regarding their experiences with and perspectives on the militarization of the JCF.

Yin (2013) reminded researchers of the need to act responsibly when conducting studies with human subjects to minimize or eliminate any risks during the study. Using police officers as participants in a study would pose an ethical concern if their data or their identities were to be compromised. Therefore, I interviewed each participant at a different time, date, and location to assist with protecting confidentiality. I also gave participants pseudonyms to protect their identities. Data from interviews remained confidential and will be destroyed in accordance with Walden University's guidelines.

To ensure all ethical procedures were met, I sought approval from the Institutional Review Board at Walden University. After I received that approval, I recruited participants and began to collect data. I also sought the requisite permission from the commissioner of police in Jamaica to interview the police officers.

Summary

This chapter included a description of the primary methodology for this general qualitative study using a phenomenological technique that involved an attempt to discern the target population's perceptions regarding the militarization of the JCF. The phenomenological technique chosen as the approach for this study appropriately and sufficiently explored the lived experiences of police officers who had worked in SOPEs on the issue of the militarization of the JCF. In carrying out this research, I took care to avoid personal and ethical dilemmas that would be a concern because I am a member of the JCF. The phenomenological technique that I used was suitable for capturing the essence of the police officers' experiences concerning the RQs.

I recruited the participants through purposive sampling and selected the police officers based on their experience working in at least one of the SOPEs for at least 3 months. The data collection method was semistructured interviews. In relation to the collection of data, I managed all issues of trustworthiness, including credibility, transferability, dependability, and confirmability, as well as all the concerns related to ethical issues. Chapter 4 provides information on the recruitment of participants and data collection efforts for the study, in addition to an in-depth data analysis, the results, and evidence of trustworthiness.

Chapter 4: Results

Introduction

This general qualitative design with a phenomenological technique involved investigating police officers' perspectives on the militarization of the JCF. An increasing percentage of civilian police are modeling their actions and approaches on military tactics, a process referred to as militarization (Mummolo, 2018). The purpose of this qualitative study was to understand police officers' perspectives on the National Security Policy of Jamaica and the community impacts resulting from militarization of the JCF, including different strategies to reduce the crime rate and the fear of crime. The initial intention was to conduct face-to-face, in-person interviews with all consenting participants; however, because of the COVID-19 pandemic, only some interviews took place face-to-face and in person, while others took place via the telephone and were recorded. I am a police officer in the JCF with 31 years of service. This experience allowed me to fully understand the tactics, verbiage, and ideologies expressed by the participants during the study. During the interview process, I sought answers to the following RQs:

RQ1: What are the perceptions of police officers deployed in the SOPE about the militarization of the JCF?

RQ2: How has the militarization of the police force impacted the crime in the divisions where the State of Emergency has been implemented?

RQ3: How does the militarization of the JCF contribute, if at all, to the National Security Policy of Jamaica?

In this chapter, I provide a synopsis of the setting, some of the challenges faced during the study, and the demographics of the participants. This chapter also includes a summary of the data collection process, the data analysis strategy used, and the data analysis that was done manually using Microsoft Word's Insert Comment feature in conjunction with thematic analysis. The chapter ends with a revelation of the participants' views relative to those broad themes, as well as the steps taken to establish the trustworthiness of the study's findings. In Chapter 5 I use the themes identified in Chapter 4 to further interpret the findings of the study.

Setting

I conducted this study on the island of Jamaica, which has a population of approximately 2.97 million people as of December 31, 2021 (Statin 2021). The premier law enforcement organization is the JCF, and according to the research and planning branch of the JCF, 11,600 sworn police officers and 2,000 unsworn staff were on record at the time of the study. Jamaica has the highest homicide rate in Latin America and the Caribbean, which was 46.5 per 100,000 people in 2020 (Jamaica Tops Homicides 2021). The high murder rate is the result of high rates of domestic disputes, interpersonal violence, violent conflicts over land resources, and gang warfare. As a result, there has been pressure on the government to do something to reduce not only crime but also the fear of crime. One of the measures to do this was to declare a SOPE.

Prior to collecting data, three defendants detained under the SOPE challenged the constitutionality of the Emergency Powers Act, the Emergency Powers Regulations, and the Separation of Powers Doctrine and whether the executive breached the doctrine by arresting those persons under the SOPE. The matter was heard in the Supreme Court of

Judicature of Jamaica in the civil division, which ruled that the detention of each petitioner was unlawful (Scott,2020) Based on the ruling of the court, the SOPE was suspended, and police officers were detailed to perform other duties, which made it more difficult to contact them.

Another significant change that occurred during the process of the study was the COVID-19 pandemic and the associated changes in protocol. In my proposal I outlined my data collection method, which I intended to include data obtained from face-to-face, in-person structured and semistructured interviews. However, only three of the 17 participants were interviewed face-to-face and in person. Those three participants requested that the interviews take place in that manner. The other interviews took place via the telephone.

Demographics

The study included interviews with 17 participants, who were all members of the JCF. The sample was representative of the different ranks within the deployment of the SOPE. The cumulative years of service or experience as police officers in the JCF was 353 years. The participants' rank ranged from constable to superintendent of police. Table 2 shows the range of experience of the participants.

Table 2

Number of Participants and Their Years of Service

Years of service	Number of participants
3–5	3
6–10	3
11–20	1
21–30	5
30 plus	5

Table 3*Participant Overview and Demographics*

Participants	Gender	Rank	Years of service
P1	Male	Deputy superintendent	30
P2	Male	Deputy superintendent	30
P3	Male	Corporal	9
P4	Male	Inspector	22
P5	Male	Constable	4
P6	Female	Sergeant	17
P7	Male	Superintendent	27
P8	Male	Constable	9
P9	Male	Constable	5
P10	Male	Inspector	33
P11	Female	Sergeant	21
P12	Male	Constable	11
P13	Female	Deputy superintendent	33
P14	Male	Deputy superintendent	28
P15	Male	Deputy superintendent	35
P16	Male	Superintendent	30
P17	Male	Sergeant	9

Data Collection

All the participants in this general qualitative study met the following criteria for selection: (a) they were full-time sworn police officers in the JCF and (b) had worked in the SOPE in at least one of the police divisions of St. James, Westmoreland, Hanover St. Catherine North, St. Catherine South, Clarendon, and Kingston Western for a period not less than 3 months. The commissioner of police had given his permission for me to interview members of the JCF in accordance with the criteria set out. Participants were selected randomly from lists provided from the various commanding officers in the divisions where the SOPE was implemented. Participants received pseudonyms during data analysis, and their locations and divisions were not included in the research for confidentiality purposes.

Prior to the interviews, each participant signed the informed consent form. Each participant then separately responded to 14 standardized interview questions (see Appendix E) and participated in one semistructured interview. I collected the audio-recorded data in two formats: face-to-face and via telephone.

Horizontalization

Horizontalization refers to a researcher's ability to review all statements from participants' responses to identify similar themes that are representative of the respondents (Moustakas, 1994). I recorded all interviews by audio taping them, and then I transcribed them. Transcribing interviews verbatim helps to avoid changing the essence of the participants' accounts relative to their lived experiences (Moustakas, 1994). Conducting the interviews and subsequently transcribing them provided a unique opportunity for me to become familiar with the participants and the interview data. The participants were all police officers and my colleagues; therefore, confidentiality was maintained throughout the interview and data analytical process.

Data Analysis

According to Smith et al. (2009), data analysis involves capturing the essential experiences, perceptions, and concepts that participants used to create meaning during the interviewing process. I analyzed data manually using Microsoft Word's Insert Comment feature, in conjunction with thematic analysis. Thematic analysis was a suitable part of the data analysis process because of its flexibility in being able to modify different types of studies and simplify complex and detailed nonnumeric data (Nowell et al., 2017). The thematic approach to the data analysis allowed me to review the audio recordings and transcripts numerous times to identify relevant themes and patterns, develop a framework

for relationships between themes, organize and format the themes, and develop personal narratives (Smith et al., 2009).

Holloway (1997) and Hycner (1999) posited that qualitative researchers should be meticulous in their data analysis by repeatedly listening to each audio recording of an interview to become familiar with the words in order to bracket out any presuppositions of the interviewee. At the end of the interview process, I generated the data transcripts and listened to the audio recording of each interview repeatedly to ensure that the transcripts were verbatim. A thorough analysis of interview transcriptions yielded rich data about the meaning of participants' experiences working in SOPE. Researchers conduct line-by-line analyses of interview questions to identify specific themes that relate to each RQ (Khandkar, 2009).

To determine the most suitable themes, I used a Microsoft Excel spreadsheet to code the data by collecting the words and phrases, organizing them into themes and subthemes, and narrowing them down to the broad themes (see Savin-Baden & Major, 2013). Coding began with each participant's definition of militarization and an outline of the participant's perceptions of the militarization of the JCF. The data process required patience and understanding of the phenomena to arrive at the themes that spoke to participants' lived experiences. Several themes and subthemes emerged throughout the data analysis process, and nine final themes emerged, as indicated in Table 3 that further describes the meanings of the participants' experiences of working in the SOPE.

Table 4*Research Questions and Themes Associated With Them*

Research question	Theme
RQ1: What are the perceptions of police officers on the militarization of the JCF, including different strategies to reduce the increasing crime rate and the increasing fear of crime?	<ol style="list-style-type: none"> 1. Differing concepts of militarization 2. Differing perspectives on the militarization of the JCF
RQ2: How has the militarization of the police force affected the community crime rate in the divisions where the prime minister of Jamaica has declared a SOPE?	<ol style="list-style-type: none"> 1. SOPEs have positive and negative impacts on crime 2. SOPEs should not be used as a crime-fighting tool 3. The need for social intervention
RQ3: How does the militarization of the JCF contribute, if at all, to the National Security Policy of Jamaica?	<ol style="list-style-type: none"> 1. Militarization makes a positive contribution to the National Security Policy

Evidence of Trustworthiness

Trustworthiness in a general qualitative study refers to the extent to which the study represents quality and is suitable for future use (Loh, 2013). A quality general qualitative study is interesting, clear, logical, and keeps the reader reading (Corbin & Strauss, 2008). Billups (2014) argued that trustworthiness in a study is essential, as it represents a framework for assessing the quality of a general qualitative study.

Trustworthiness in general qualitative studies consists of four essential pillars, as outlined by Billups. These are to establish (a) credibility, (b) dependability, (c) transferability, and (d) dependability.

Credibility in research refers to the truth of the data or the participant views and the interpretation and representation of them by the researcher (Polit & Beck, 2012).

Sandelowski (1986) contended that a qualitative study is credible if the descriptions of

human experience are immediately recognized by individuals who share the same experience. To establish credibility for this study, I followed all the procedures set out in Chapter 3 to ensure accuracy of the data.

All the participants were members of the JCF who had worked in one of the SOPEs for at least 3 months. Subject matter experts from the Walden University faculty of behavioral sciences vetted and approved the interview questions. In addition, I replayed each interview for the participant to listen to and verify its accuracy and authenticity.

Transferability in qualitative research refers to the findings and applicability to similar contexts or settings (Houghton et al., 2013; Polit & Beck, 2012). Transferability in qualitative research is applicable where there is a need for a diverse sample (Billups 2014). To establish transferability in this study, I interviewed participants from varying ranks within the JCF, as there were at least two participants from each of the police divisions under a SOPE.

Dependability in the context of qualitative research refers to the stability the data can attain over time and across similar conditions (Polit & Beck, 2012; Tobin & Begley, 2004). A qualitative study is dependable if the study findings can be replicated with similar participants in similar conditions (Koch, 2006). To achieve dependability, I read the transcripts multiple times to identify the different themes, coded the themes, took copious notes, and gave careful consideration to the thematic process. Establishing dependability created a platform for future researchers to either replicate or expand on this study.

Confirmability in the context of qualitative research refers to the researcher's ability to demonstrate that the data represent the participants' responses and not the researcher's biases or viewpoint (Polit & Beck, 2012; Tobin & Begley, 2004). I established confirmability through member checking. Participants had the opportunity to review the audio recording of their interview, as well as the transcript, to verify and make clarifications to their responses where necessary. All participants reported that they were satisfied that the audio recording and the transcripts represented their responses.

In addition, a retired PhD lecturer who taught at an accredited university in Jamaica conducted an external audit as a layer of check and balance. This retired lecturer examined the data analysis process and found no identifiable errors that could harm the trustworthiness of the study. These approaches therefore established the evidence of trustworthiness in this study. Because I am a police officer in the JCF, the processes were necessary to eliminate bias and the subjectivity of the data and to ensure I collected and presented the data in an objective and scholarly manner. In conducting this study, I engaged all four pillars of the trustworthiness process.

Results

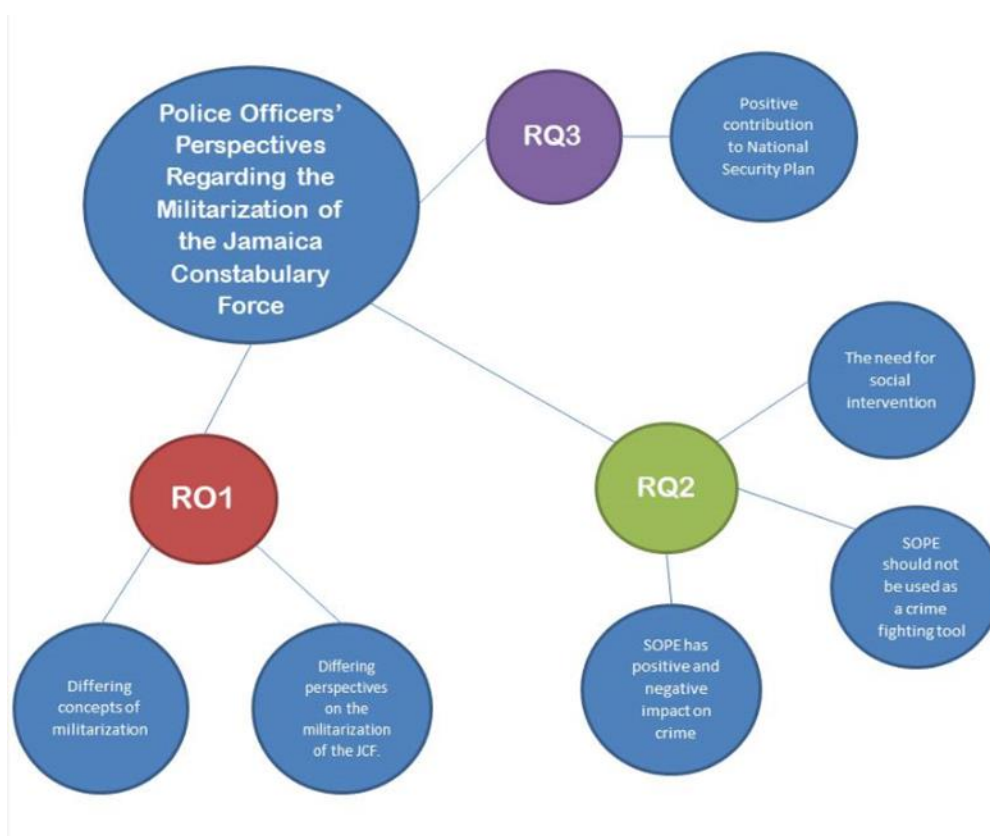
General qualitative analysis involves converting data into findings or results (Patton, 2014). One of the challenges of general qualitative research is the process of converting the voluminous raw information into a framework for effective communication of what the data reveal (Nachmias & Nachmias, 2008; Patton, 2014). Despite the challenges involved, the presentation of the results depends on the audience. The results of general qualitative research include quantitative elements such as diagrams and flow charts (Nachmias & Nachmias, 2008). The results of this study may be

presented to the commissioner of police and the police high command using PowerPoint and supported by tables and figures.

I obtained the research findings by manually using Microsoft Word's Insert Comment feature in conjunction with the thematic analysis method, which was suitable for the data collected from the qualitative research interviews. The study included three RQs, and each had broad themes. RQ1 had three themes, RQ2 had four themes, and RQ3 had two themes, as indicated by Table 3. The description of the findings is organized by theme based on the codes created from the participant interviews. Figure 5 also shows the research topic, questions, and themes.

Figure 5

Graphical Representation of the Research Topic, Research Questions, and Themes



Theme 1: Differing Concepts of Militarization

The third interview question helped to answer the first RQ in the study, which concerned the perceptions of police officers deployed in a SOPE about the militarization of the JCF. The participants answered the third interview question by explaining their understanding of the concept of militarization. Most of the participants had varying definitions for militarization. The question served as a way to better understand what militarization meant to each respondent.

P1, a male deputy superintendent of police with 30 years of service, stated that his concept of militarization is that the JCF is embodied in the ways of the Jamaica Defence Force, or military, in its everyday operational activities. Thus, instead of using police strategies, P1 noted that the JCF works closely with the military and allows the military to take the lead role in operational activities, which minimizes the role of the civilian police. He also pointed out the ways the military carries out its operations with respect to daily briefings and debriefing exercises that take place before and after each police operation, as well as the use of specially trained and SWAT, who dress in military-like gear and who speak and behave like military personnel. He also explained that the police tell time by using the 24-hour clock, like the military does.

P2, also a male deputy superintendent of police with 30 years of service, explained his understanding of militarization, which was that members of the JCF would be performing duties similar to what the military does. So, some of the duties that the military performs now would be subsumed into general policing. He stated his belief that both the JCF and the Jamaica Defence Force would be merging as one entity so they can better fight against the increase in crime.

P3, a male corporal of police with 9 years of service, pointed out that his concept of militarization was based on the training given to police personnel that prepared them mentally and physically to do battle with hard-core criminals. He said the JCF has always taken a softer approach when dealing with the citizens and was more customer-service oriented because customer service was a primary focus of the police. However, he noted the SOPE had led the police to take on some military perspectives regarding how it carries out its operational activities.

P4, a male inspector of police with 22 years of service, said that militarization referred to a civilian police force such as the JCF operating with a military structure or under strict military command. He said the JCF has adopted the use of military tactics and high-powered weapons designed and made for military forces. He also stated that, even though the JCF is a civilian police force, many of the vehicles driven by the JCF are armored cars made for the military.

P5, a male constable with 4 years of service, expressed the view that militarization has to do with the military. He explained that, during the SOPE, the military would be in charge of all the operations and the police would provide support. He bemoaned how the militarization of a police force takes away from the one-on-one relationship that existed between police and citizens.

P6, a female sergeant with 17 years of service, also explained that militarization suggests a takeover of the JCF by the military or a merger of the military and the JCF. She made reference to the SOPE and lamented the shift from community-based policing that was customer-service-based to a more heavy-handed and uncaring approach exhibited by the military. P7, a male superintendent of police with 27 years of service,

explained that militarization is when police officers start to take on military tactics and start to wear battle gear like the military, start to operate like the military, and start to get into urban-type tactics as opposed to community policing.

P9, a male constable with 5 years of service; P11, a female sergeant with 21 years of service; and P13, a female deputy superintendent of police with 33 years of service, saw the police as working much more closely with the military by adopting the weaponry and the cultural and organizational norms in everyday policing, as explained by Kraska (2007), Prince et al. (2011), and Zohny (2015). P9 explained that the JCF is a civil body that has taken on some of the apparatus and some of the language of the military.

P10, a male inspector of police with 33 years of service, explained that personnel within the JCF, which is a civil body, have taken on some of the apparatus and some of the language of the military, as well as the way they carried out operations in terms of briefings and debriefings and how they began using the 24-hour clock, similar to what the Jamaica Defence Force does.

P11 said that her definition came from the word “military.” She also noted that militarization suggests that both the JCF and the Jamaica Defence Force will be merged to form one new entity. She explained that, with the rise in violent crime in Jamaica, a combined force is necessary. She cautioned about a fallout in police–citizen relationships, which may make it more difficult to contain crime.

P12, a male constable with 11 years of service, sought to explain the concept of militarization by justifying the need for police to be armed like military personnel. He spoke of the sophisticated and high-caliber weapons that criminals have and noted criminals’ weapons often outperformed the police whenever there was a gun battle

between the two groups. He said, “The criminal elements mainly have high-powered weapons. You will find a few of the police officers carrying high-powered weapons, even though many of the officers have to work in very volatile and hostile areas.”

P13 defined militarization as a process akin to the military, in relation to the type of training, uniform discipline, drills, firearm training, and the scope and purpose of giving that type of training to the members of the JCF. She also explained that militarization has to do with advancing the weapons and the technologies of the police force in order to fight criminals effectively. She said the criminal elements have more sophisticated high-powered weapons than police officers. She also noted that, if police officers are to effectively protect the citizens of Jamaica, they will need to be better equipped and trained. Similar to the statements of some of the other participants, she stated that a member of the military will become the commissioner of police and occupy other senior positions.

P16, a male superintendent of police with 33 years of service, defined militarization similar to the working definition of the research study, which includes normalizing the military model and adopting military ideologies into the policing foundation (Kraska, 2007; Kraska & Cubellis, 1997). He pointed out that, in terms of specialized operations based on the climate in Jamaica and in terms of criminality and crime, he has

no issue in that aspect of the Jamaica Constabulary Force, especially the special operation division being and have a look like the military because that is needed to counteract the criminals that we have in Jamaica. I would definitely support that aspect of it in terms of specialized operation. the specialized operations

branch is the utility crime fighting unit which is called upon to respond to flur up of violence between gangs and other disorders.

Theme 2: Differing Perspectives on the Militarization of the JCF

The next theme that emerged from data was the divergence of views on the militarization of the JCF. Participants were asked, “What is your perception of the militarization of the Jamaica Constabulary Force?” More than 50% of the respondents (P3, P4, P5, P6, P8, P12, and P16) stated that the JCF is militarized, and they supported this situation as being positive. These participants felt that with the high rate of violent crimes, the SOPE has been implemented as one of the crime fighting tools which could bring the crime under control and allow citizens to go about their lawful businesses freely.

P3 noted that the country has recorded more than 1,200 murders annually for the past 10 years and that the police need to be trained and equipped to respond effectively to the criminals. He stated that militarizing the JCF will prepare its members mentally and physically to deal with the country’s crime problems. P4 supported the militarization of the JCF, stating that using the SOPE as a measure to curtail violent crimes is an experiment that everyone should give a fair chance. He also noted that the Jamaica Defence Force taking the lead will send a stronger message to the perpetrators of crime that the government is serious about bringing the crime situation under control. P5 stated,

I think it’s a good move for the Jamaica Constabulary Force to be militarized.

There are several criminals’ gangs who very often attacked police officers as well as robbed and kill innocent people. The criminals have access to very sophisticated high-powered weapons. In many instances they are more equipped

than the police, so it is absolutely necessary to militarize the JCF not only with weaponry but with high-level tactical training skills.

P6 stated that there are some benefits to derive from the militarization of the JCF. She believes that the other methods of policing have been tried since the inception of the JCF and they have never worked effectively. As a result, both the government and the commissioner of police have had to change strategies every year and, in many instances, had to resort to the same strategies that they have already tried and that failed.

P8 said that, based on the criminal gangs that the police have to deal with, as well as some of the very volatile areas, there is a need for some aspects of militarization in the JCF, such as better equipment and weapons that will enable the police to offer a greater level of protection for themselves, their colleagues, and the people of Jamaica. P12 spoke about an incident in her police division that led to the killing of a tourist, a baby, and the baby's mother. He explained, "This is just one incident I recalled." He noted militarizing the JCF will provide more personnel who are better trained and other resources.

P16 spoke about the increase in the allocation of resources, both human and physical, which assisted the local police in their crime-fighting efforts. He stated, Militarization of the JCF is a necessary component based on the landscape, the criminal landscape, in patrolling the urban centers and having a police force that is equipped to combat that within the urban centers. So, you need to increase the police to deal with this and so police can do community-based policing, equip us with two patrol cars. And some divisions may not necessarily be the type of policing to deal with hard crime areas, so police officers have to be given the

additional skill set to deal with what we call urban crime of conflict, warfare crime.

The remainder of the respondents (P1, P2, P7, P9, P11, P13, and P17) stated that the JCF is not militarized and should not be militarized. They believed that militarizing the JCF would take away from its core functions of being peace officers and would significantly reduce the quality of customer service to the public. P1 pointed to the implementation of the SOPE and lamented that the soldiers were the ones in charge of the operations, and he noted often he does not like how they relate to the citizens. P2 stated that it would not be a wise move to militarize the JCF and disregard the traditional method of policing, and the other strategies which are already in the toolbox. He further stated that each entity, that is the JCF and the military, should perform its respective role, as there are no benefits to militarizing the JCF.

P7 explained that militarization of the JCF meant the abandonment of a civilian style of policing and replaced it with a style that would be lacking investigative work. Within militarization there is a lack of investigative capability because the military is not interested in investigation. Rather, the military is more operational oriented. Police forces around the world depend on investigations to solve crimes. He stated,

Now the State of Public Emergency or SOPE gives the police in my view more opportunities to behave or to act or do what you call militarization style of policing, which is not acceptable in any modern-day police force in the world.

P9 stated,

Militarization of the JCF is a nonnegotiable item. I do not think that an army and the police have same roles. As a matter of fact, they have different roles. So, as I

said it's a nonnegotiable item they should not be mixed. The Army is there to fight war. Police is there to fight crime, to serve and reassure, and to protect the people of the island, two totally different functions.

He further stated,

If we should have implemented these military concepts in the JCF, you know some of the roles and functions would have to give up, such as community policing, and all those who interact with the public. It was just to go out running down criminals and gangs and all that, which would not work, and traditionally that's not policing. So, I would not recommend the JCF to be militarized at all.

P11 stated that militarization of the JCF is not an ideal way to reduce crime. For crime-fighting to be successful, it is important to have the cooperation of the citizens who will assist the police by providing information. Once that trust is broken and the citizens can no longer interact with the police, it will be difficult to get a handle on crime fighting.

P13 expressed that militarization of the JCF is not a good idea. She said that the JCF and the military are two separate entities that exist for two separate reasons. Her understanding of militarization is that both the JCF and the military will be merged to form one entity. She thinks this would be bad for police–citizen relationships.

P17 also stated that militarizing the JCF would be a step in the wrong direction. He stated that, although the crime rate is high, there are more benefits to be derived from employing police strategies. He suggested that, rather than militarizing the JCF, a study needs to be done and the findings implemented on what causes crime and how it can be dealt with. He stated that the JCF is not now militarized.

Theme 3: The View That SOPEs Have Positive and Negative Impacts on Crime

The SOPE is one of the militarized tools that was a focus of this study. The SOPE as a crime-fighting tool has been implemented in eight high-crime police divisions. Twelve of the 17 participants noted that the implementation of SOPEs had a positive effect on the reduction of major crimes in the divisions where they were established. The common threads among these participants on the SOPE was that it gave them an advantage to be able to move freely when carrying out their work, in terms of searches and targeted raids and other policing activities that are necessary in the fight against crime. In a SOPE, the police can search premises at any time without a warrant.

The question was asked of the participants was as follows: “What was the relationship with citizens during and after the SOPE?” All the respondents noted that, before the imposition of the SOPE, and in many instances during the operation, there was a hostile relationship between security forces and citizens. However, as time passed, the relationship improved, and the citizens developed trust in the police to the point where they were able to give information on criminals and their activities.

P5 pointed to the reduction in major crimes because of an improved relationship with citizens in the communities where the SOPE was imposed. He explained that the tenure of the SOPE reduced the frequency of violent crimes because it gave police the ability to incarcerate “violence producers,” and it had a psychological impact on those who would want to commit crimes within the space to avoid from doing so. P6 stated that the SOPE worked effectively in her police division because it reduced both crime and the fear of crime within the area. She also pointed out that there were communities that were very difficult to police, but with the implementation of the SOPE, security forces were

able to enter those communities, which reduced the type of crimes that would normally have taken place there.

According to P8, the SOPE curtailed major crimes in the hotspots where it was implemented. The imposition and operation of checkpoints restricted the movement of criminals. He added that mobile patrols and foot patrols were effective in communities based on the sustained presence of the security forces.

P15 posited that, under the SOPE, individuals were able to go about their normal business without fear of being robbed or killed by gangsters. Individuals also seemed to have more confidence and were feeling safer, not only themselves but also for their families, especially children and young people. He also pointed out that the SOPE had hindered some criminal activities, and several criminals migrated, thus making communities safer.

P16, who was a senior officer, explained that there were noticeable reductions in major crimes in all the police divisions where SOPEs were implemented. He also explained that the perpetrators of crime or violence producers were either arrested or ran away to another police division to hide, which resulted in the reduction of crimes in those areas. He said the SOPE has short-term effectiveness, but it is not as effective as it should be or could be. He also stated that, although it has the ability to do more, it does have a psychological impact on criminals.

The remaining participants believed that the implementation of the SOPEs did not have a positive impact on crime reduction in the various police divisions. P1 bemoaned how checkpoints, which were set up to carry out searches of motor vehicles, to search individuals, and to verify the identities of the individuals going through these

checkpoints, became a permanent fixture, and that no or very few rotations of the checkpoints took place, which allowed the criminals to have a full understanding of the security force's operations, because they knew where the patrols were and what time they would go out.

P2 explained that many criminal gangs and organized criminal groups operate in Jamaica and have been creating havoc. He said the SOPE was not effective in solving these problems, and even when the SOPE ended, the organized crimes were still occurring in the very communities in which the SOPE had been in force. Therefore, although the SOPE prevented the players from operating as they normally would, it also allowed them to transform their ideas and their space to better suit their criminal operations by widening their networks and criminal activities across the country. He further stated that the goal of implementing the SOPE is to control crime for a specific period, but it does not prevent crime or solve major crimes. He supported his position by explaining that the police had no solid evidence to bring alleged criminals who were arrested and placed in custody before the courts and gain a conviction. He explained that, although their names may be called in the commission of a crime, in many instances there were no completed case files.

P3 explained that the impact of the SOPE as a strategy to control crime was not meant for the long term but for a specific period. However, despite the limited period of time it was intended to work, it never prevented the commission of crime in the space and never led to solving any major crimes. He also explained that the checkpoints, which were established in certain areas, should have been rotated on a regular basis as an

element of surprise to the criminals, but this was not done. As a result, everyone knew all the checkpoints, and those that were poorly staffed served as escape routes for criminals.

P13 explained that arresting criminals, holding them in custody for 90 days, and then trying to investigate the matter in which their names had been called is counterintuitive and ineffective. She noted that, if the alleged criminals were arrested but not convicted by the courts, they would be back in the communities after the 90-day detention, and soon thereafter the SOPE would be lifted so they could continue to carry out their criminal activities. She pointed out that the SOPE has not done anything different from the other traditional policing strategies, other than to have a sustained presence that will prevent some criminal activities for a while. She stated the government must address the root cause of crime, and the imposition of a SOPE will not solve the crime problem.

Theme 4: The View That SOPEs Should Not Be Used as a Crime Fighting Tool

Five of the 17 participants vilified the government for using a SOPE as a crime-fighting tool. P7 stated that the SOPE is limited in scope as it relates to fighting crime, noting it is not a proper crime-fighting method and the police high command needs to develop some crime-fighting strategies or crime-fighting tools that are sustainable and effective in reducing the crime rate. He suggested implementing a social intervention programs in those communities plagued with crime and violence and noted there are many at-risk and unattached youths without formal education, vocational training or jobs who are likely to turn to criminal activities.

P9 explained that the SOPE hindered the efforts of intelligence gathering, because the criminals migrated, which made it more difficult to conduct covert operations. He

stated that more investment in investigation and intelligence gathering would assist the police in successful investigations, apprehensions, and convictions. This will in turn reduce unsolved crimes and assist the community-based police efforts to be proactive and not reactive.

P11 spoke strongly against the SOPE, calling it a breach of human rights. She explained that individuals could be held without a formal charge for up to 90 days, and a tribunal determined whether these individuals were wanted for any crimes. She further pointed out that police and military personnel detained several individuals and processed them, but they were often not able to charge them for any criminal offences because they did not have enough intelligence to mount a viable case against them.

P14 thought that SOPEs should not be used as a strategy to curtail crime, because it was designed to be used during natural disasters. He stated that the SOPE had been discontinued because it was ruled unconstitutional by the Supreme Court of Judicature of Jamaica on September 18, 2020. He said it should never have been used as a crime-fighting measure.

P15 admitted that the SOPE led to the arrests of some criminals and other persons of interest who under normal circumstances would be held in custody for no more than 72 hours. The SOPE gave security forces the additional power to detain a person up to 90 days without charging them or offering bail. However, he noted that the police and by extension the government must be careful not to breach individuals' constitutional rights. He further argued that, if persons individual or constitutional rights were breached, the JCF would face lawsuits or their attorneys would take the matter before parish courts for a writ of habeas corpus to be issued, which in essence meant that the police would either

have the persons released or charged. However, under the SOPE, those remedies were not available, therefore persons remained in police custody for very long time.

P7, P9, P11, P14, and P15 argued that, if the SOPE is to be used, it should only be for a short period. The participants also explained that the SOPE was limited in scope, such as how checkpoints were stationary and thus became predictable. This predictability allowed criminals to move in and out of the space freely, and they maintained their influence in the communities. The significant advantage of the SOPE over other traditional methods of policing is the arbitrary detention of persons for a long time without any formal charge.

Another common reason given why SOPE, should not be used as a crime fighting tool, was resources allocation. All the participants who objected to the use of the SOPE noted that it is resource intensive, with regard to both human and material resources, and the respondents noted the JCF would be better off if all the resources would be given to the police divisions and put toward intelligence-led policing and intelligence gathering, training investigators, and investing in community-based policing.

Theme 5: The Need for Social Intervention

Interview Question 12 was as follows: “Do you think that there are other methods or strategies which could have been used to curtail crime instead of militarizing the JCF? Explain.” A few of the participants stated that community-based policing has tremendous crime-preventing opportunities and will improve the relationship between police and citizens, which will engender a higher level of trust and cooperation between parties. The overwhelming response to the question was social intervention. Participants noted that most of the crimes affecting the country are taking place in depressed communities,

garrison communities, or ghettos. Dinzey-Flores (2005) cited Clark (1965), who noted that, in America, ghettos are “social, political, educational, and economic colonies” (p.1) with “invisible walls” (p.1) marked by the “restriction of persons to a special area and the limiting of their freedom of choice on the basis of skin colour” (p.1). This description of the American ghetto mimics the ghettos in Jamaica, which are significantly responsible for the perpetrators of violent crimes in country.

P7 argued that once there is a social acceptance of these persons by society in general and the stigma of being from a ghetto or inner city is removed, then these persons living in these crime prone communities and are committing crimes would be less likely to do so, because they would have equal opportunities to education, commercial contracts, and jobs just like the other people living in the urban or upscale communities. She also argued that youth often joined criminal organizations or gangs because of the need for survival for themselves and their families. P7 strongly believed that many of these young men and women will work a regular job if the opportunity presents itself. Like most of the other participants, P7 concluded that once the government of Jamaica address the problems of inequality and inequity in jobs, educational opportunities and social amenities among the people of Jamaica problem, there will not be a need for the continued militarization of the JCF.

P13, and a few others believed that an investment in training of investigators and intelligence gathering personnel would develop the capacity of the members of the JCF to apprehend criminals, which will in the future lead to greater efficiency in criminal apprehension, better case-file preparation, and a higher rate of conviction by the courts. P16 explained that all the communities under a SOPE are lacking basic social amenities,

such as proper housing, proper sewage systems, a supply of potable water to each home, proper roads and infrastructure, proper garbage disposal, and jobs and job opportunities. He noted that the rehabilitation of these communities is possible if implemented carefully and with the full support and participation of all relevant stakeholders, including police and other law enforcement entities, government ministries, non-governmental organizations, and the private sector.

P17 noted the social intervention program is going to be critical as a crime-fighting tool. Social intervention, which takes into consideration children's education, jobs and skills training for adults, and the provision of basic social commodities for communities, must be in place for them to feel a part of society. He stated that, if crime is to be controlled, the government and all concern must be integral in the process of developing a social intervention program. He also stated that there are many unattached youths or young people who were not in an institution of learning nor employed at risk, as they have nothing to do, which may lead them into a life of crime.

Theme 6: The View That Militarization Makes a Positive Contribution to the National Security Policy

Many of the participants, while not knowing fully what the National Security Policy of Jamaica is, thought that it contributed positively to the strategies employed in the continued fight against crime and violence in Jamaica. P7, who seemed to be the most aware of this policy, explained that the Ministry of National Security is responsible for the policy direction of the JCF, whereas the commissioner of police is responsible for the operational direction of the JCF. Therefore, the militarization of the JCF had to be a

policy decision coming from the minister of national security through the National Security Policy for Jamaica.

P16 noted that the National Security Policy for Jamaica allows for the use of the resources of the Jamaica Defence Force to complement the resources of the JCF. He explained that Jamaica, as a small developing country, does not need to have a defence force, so he welcomed the idea of both forces joining together to fight organized criminals to make the country a safer place.

Summary

Chapter 4 presented the results of the study, which I conducted to explore the perspectives of police officers on the militarization of the JCF. The research design chosen for this study was the general qualitative design, with a phenomenological technique. The phenomenological technique used to conduct the interview was mixed, in that some of the interviews took place in person and face-to-face with participants, whereas others took place via the telephone due to the COVID-19 pandemic. The interview questions that I developed and that subject matter experts in the field of public policy and administration at Walden University approved included both structured and semistructured questions that were open-ended.

The research sample and population for the study consisted of 17 participants who met inclusion criteria I established prior to data collection. After data collection was over, I used the thematic analysis strategy to analyze the data. During data analysis, I identified six broad themes that sufficiently answered the three RQs. These themes came from data shared by each participant based on experiences and perceptions developed while working in the SOPE. The first theme was differing concepts of militarization.

Participants had varying views on what militarization is. For some it meant using military tools, weapons, and training and in general mimicking the military, some saw the concept as being able to work more closely with the military, and others saw it as the takeover of the JCF by the military.

The second theme was differing perspectives on the militarization of the JCF. The views held on this theme were split, as some participants felt that the JCF was not militarized. Those participants who held that the JCF was militarized thought it had a positive impact on crime reduction. The third theme was that SOPEs have positive and negative impacts on crime. All participants thought the SOPE had a positive impact on crime reduction, especially in its early stages of implementation. Despite the positive impact on crime, some participants contended that the SOPE was only a temporary solution that did not build the capacity of the investigators and intelligence officers on the ground.

The fourth theme identified was that SOPEs should not be used as a crime-fighting tool. The participants expressed that SOPEs should not be used as a crime-fighting tool and that the arbitrary detention of persons for extended periods of time is unconstitutional. The fifth theme was the need for social intervention. Participants noted that most of the crime and violence affecting the country was committed by individuals in depressed communities that lack basic infrastructure. They noted a need for urgent, coordinated, and sustained social interventions that will provide job opportunities for the young men and women who perpetrate crimes. The sixth theme was militarization makes a positive contribution to the National Security Policy of Jamaica. The participants pointed out that the militarization of the JCF had to be a policy decision, which would be

made by the minister of national security. Positive consequences included more resources made available to the police in the fight against crime.

Chapter 5 will include a more detailed discussion into the results of the study and its findings. The chapter will also include the conclusion of the study and the limitations faced while carrying out the study. The chapter will contain recommendations for future researchers interested in adding to the body of research and knowledge that this study has provided relative to the militarization of the JCF.

Chapter 5: Discussions, Conclusions, and Recommendations

Introduction

The purpose of this qualitative study was to understand police officers' perspectives on the National Security Policy of Jamaica and the community impacts resulting from the militarization of the JCF, including different strategies to reduce the crime rate and the fear of crime. The study took place against a background of Jamaica having one of the highest crime rates in Latin America and the Caribbean ("Jamaica tops homicides,2021"). The prevalence of violence has distorted economic and social development and increased the fear of crime among its people (UkEssays,2018). To find a solution to the crime problem, the government and the police have tried several strategies within the set of tools available to them. However, despite these efforts, murders and shootings continue, with an average of 1,200 murders annually (Harriott & Jones, 2016).

One of the most recent strategies used to curtail the high levels of crime is the militarization of the JCF through the use of SOPEs. The prime minister initiated the use of SOPEs, with input from police officials, in 2018 ("PM Holness Announces State of Public Emergency" 2019). However, government never sought the opinions of lower-ranking police officers in relation to the strategies implemented but relied on technocrats to develop the country's crime plans, most of which have not borne the success hoped for (Lewin, 2021; McKay, 2021). This study involved investigating police officers' perspectives on the militarization of the JCF.

I discuss the data collected and the results in this chapter to address the themes discovered. The research led to identifying six major themes to address the RQs. Those

themes are the differing concepts of militarization, differing perspectives on the militarization of the JCF, the positive and negative impacts of SOPEs on crime, the view that SOPEs should not be used as a crime fighting tool, the need for social intervention, and the view that militarization makes a positive contribution to the National Security Policy of Jamaica. This chapter also includes a comparison of the findings in the study to the literature and theoretical framework. I will interpret the findings, address the limitations of the study, and summarize key results. I will then highlight implications for social change and offer recommendations for future research.

I conducted the inquiry using the general qualitative design coupled with a phenomenological technique. Data collection included two methods: face-to-face, in-person interviews and telephone interviews. Both methods were necessary because of the challenges posed by the COVID-19 pandemic. The thematic analysis of the data was supported by Creswell's (2009) bottom-up approach to identify commonalities among the responses provided by the participants. This process involved reading and rereading the transcripts, identifying significant statements and phrases, compiling a list of similar phrases and commonalities shared by the participants based on their lived experiences, and translating the meaning units into themes.

To ensure the success of the study, I formulated three RQs for guidance and direction:

RQ1: What are the perceptions of police officers on the militarization of the JCF, including different strategies to reduce the increasing crime rate and the increasing fear of crime?

RQ2: How has the militarization of the police force affected the community crime rate in the divisions where the prime minister of Jamaica has declared a SOPE?

RQ3: How does the militarization of the JCF contribute, if at all, to the National Security Policy of Jamaica?

I answered the questions through structured and semistructured interviews with 17 participants who met the criteria to participate. The criteria established for selecting the participants was they must have been full-time sworn law enforcement officers from the JCF who had been assigned to the SOPE in one of seven police divisions for a period not less than 3 months. I used purposeful criterion sampling to recruit participants who qualified for the study.

The operational-styles theory, developed by Wortley (2003), provided a useful framework for understanding police officers' discretion and decision-making. Wortley highlighted how police officers' decision-making varies based on several factors, including adherence to legal procedures, enforcement of laws, and maintenance of peace. Another important factor pointed out by Wortley is the diversity of beliefs in policing and decision-making by officers. He posited that, even when police officers work within the same department and unit, they have the latitude and ability to make their own decisions while on duty. Although the operational-styles theory is relatively new, and its use in various fields of research is limited, Wortley acknowledged that researchers had used it to identify and explain how police officers view themselves as they engage in their various duties.

Interpretations of the Findings

Chapter 4 contains the research findings and analysis. In this section, I will therefore provide a detailed discussion on the results. I will then relate the results to the literature to answer the three RQs.

Research Question 1

Differing Concepts of Militarization

RQ1 was as follows: What are the perceptions of police officers on the militarization of the JCF, including different strategies to reduce the increasing crime rate and the increasing fear of crime? Throughout the interviews of the 17 participants, I listened carefully to the responses to the interview questions I had deliberately written to answer this question. The focus of the first interview question was on the participants' understanding of the concept of militarization. I asked this question to ensure that all participants had a basic understanding of the term.

The findings showed that there were several different concepts or understandings of militarization. Some participants thought the word had a negative meaning and that it did not fairly characterize actual police practices, and some of the participants considered the term unfavorable. Some of the understandings included police officers taking on military tactics and wearing battle gear like the military. For some it meant the police would start to operate like the military and customer service would die. For others it meant the end of traditional policing such as community-based policing. A few participants considered militarization to refer to the military taking over the function of the JCF. Despite their differing general concepts, all participants referenced changing the way police operate to be more in line with the military.

The literature review in relation to militarization supports most of the explanations given by the participants. Haynes and McQuoid (2017) defined militarization as adopting styles of communication and rifles and other equipment to leverage greater powers in terms of operations and general crime-fighting capabilities. Militarization also means that members of law enforcement agencies take on the strategies, equipment, and culture of the military (Baumgart, 2016).

The findings of this study highlight one of the main tenets of the operational-styles theory, that of diversity of beliefs and opinions in policing and decision-making processes among officers, even among themselves when handling matters within the same departments and units (Wortley, 2003). The diversity of viewpoints explains why officers react differently to similar situations while policing (Wortley, 2003). Most of the participants had different definitions of militarization. I found the responses surprising, as both the police and the military have been working together in high-crime communities in Jamaica for several years, and the concept of militarization has been discussed for some time, although not in a formal sense.

Differing Perspectives on the Militarization of the JCF

The focus of the second question directed toward answering RQ1 was participants' perception on the militarization of the JCF. The findings indicated diverse views on whether the JCF was militarized or whether it should be militarized. More than half of the participants stated that the JCF was militarized. Those participants pointed to the escalation in violent crimes and the steady increase in murders on a yearly basis. They also pointed to the more sophisticated weaponry owned by criminals compared to the police and posited that fighting criminals will take more than ordinary policing.

The participants who noted that the JCF was not militarized pointed out that the JCF continued to perform its core functions as peace officers and continue to build relationships with the citizens in the fight against crime and violence. They also noted that militarizing the JCF would lead to a significant reduction in the quality of customer service to the public. To justify his stance, one participant pointed to the implementation of the SOPE and lamented that soldiers were in charge of the operations, and he often did not like how they related to the citizens.

The literature on the militarization of police organizations emphasizes the adoption of the military model to a specific organization (Kraska, 2007). Police militarization takes into account police organizations moving away from their normal way of doing things and modeling the actions and patterns of the military (Kraska, 2007). Policies of militarization rely more on force than dialogue, which negatively impacts customer service to citizens and to democracy (Rivera, 2015; Scheper-Hughes, 2014). Balko (2013) contended that police militarization occurs as a response to social unrest and a rise in violent crimes that the police must cope with. Bickel (2013) asserted that increasing the militarization of police organizations is a threat to effective policing. Hall and Coyne (2013) explained that history has shown that governments around the world exploit their citizens by militarizing their police organizations. Kraska (2007) emphasized that, despite concerns of police militarization, the police have always been militarized to some extent. Fox et al. (2018) contended that the police need to be militarized to fight against drug dealers, terrorists, and organized crime syndicates while other researchers are concerned that police militarization reduces community safety by undermining community relations.

The operational-styles theoretical framework also complemented the varying views of the participants. Wortley (2003) explained that cultures and subcultures are two factors that contribute to police decision-making. Police officers are often influenced by the departments or units with which they have worked. The operational -styles theoretical framework supports the concept of militarization based on the culture and subculture police officers develop in coping with gangs and other aspects of violent crimes. Police officers who engage in community policing, which is seen by many to be a softer approach to policing will tend to oppose militarization (Hill and Berger 2009).

The history of the JCF suggests the organization has been militarized since its inception. The paramilitary status of the JCF has historically included military drills, uniform styles that mimicked those of the British military, and the use of rifles and other military paraphernalia, which are all indicative of the militarization of the organization (Williams, 2015). The responses from the participants were somewhat surprising because the organization has changed in the last 3 or 4 decades to be more operational and combative in its response to the challenges brought on by the continued rise in violent crimes in Jamaica (Lewin ,2020). The JCF has had to become an organization fit for purpose to cope with the rising incidence of crime, as well as the fear of crime, by being militarized.

Research Question 2

SOPEs Have Positive and Negative Impacts on Crime

RQ2 was as follows: How has the militarization of the police force affected the community crime rate in the divisions where the prime minister of Jamaica has declared a SOPE? The SOPE is the military tool that the government has used with a view to

curtailing the high incidence of major crimes in Jamaica. Although it is a military tool, the police have had to work alongside soldiers to give support. There have been eight SOPEs implemented in police divisions where major crimes, especially murders and shootings, were very high. Those police divisions were St. James, Hanover, Westmoreland, Clarendon, St Catherine North, St Catherine South, and St. Andrew South. Those policing divisions represented a mix of urban and rural areas.

In attempting to satisfactorily answer the RQ, I identified three broad themes: SOPEs have positive and negative impacts on crime, SOPEs should not be used as a crime fighting tool, and there is a need for social intervention. Despite the varying views of militarization and whether the JCF was militarized, all participants were able to affirm that militarization had a positive impact on crime reduction in their policing division. To elicit responses from the participants, I asked four interview questions. The first interview question was as follows: “Based on your experience working in the state of public emergency, what are your perceptions on the effectiveness of the state of public emergency as a strategy to curtail major crimes?” Many participants supported the imposition and use of a SOPE to curtail major crimes and were able to anecdotally point to a significant reduction in major crimes within their police division. Some of the participants shared very graphic and horrible experiences of heinous crimes being committed in their area, especially by gangs.

Some participants highlighted the improved relationship with residents in areas where SOPEs were in force. Prior to the imposition of the SOPE the police and the citizens had an adversarial relationship because of criminals’ stranglehold on the communities, coupled with the use-of-force strategies administered by the police. The

treatment of some citizens, especially in the inner city, resulted in a general fear and mistrust of the police for many years.

The literature includes discussions on people's attitudes and perceptions of others based on how they are treated. Rosenbaum et al. (2005) explained that people develop perceptions and attitudes of the police on the basis of their direct contact and experience with the police. Hence, positive police experiences may foster an overall positive sentiment of the police. In contrast, negative police experiences are likely to increase negative attitudes of the police and may even elicit negative responses. For police officers to be successful in the fight against crime, there must be respect for the citizens, be confidential, trustworthy and observe the rule of law (Rosenbaum et al., 2005).

As Kellstedt and Whitten (2017, as cited in Scott, 2020) as saying that social scientists could best measure the decrease or increase in crime rate using several variables available to them. One such variable is the crime rate for a geographic area with militarized police. Another is the relationship of a militarized police force with the community it serves. It was clear from the perspectives of the participants that the SOPE had a positive impact on the reduction of crime in the areas where it was implemented.

The operational-styles theoretical framework again complemented both the literature and the perspectives of the participants. The operational-styles theory speaks to the enforcement of law and the maintenance of peace, which are among the core functions of policers officers. However, the operational-styles theory does not speak to the method of law enforcement, which suggests that militarizing the police can result in the maintenance of peace and the enforcement of law.

However, some participants believed that the SOPE was not effective in solving the crime problem in Jamaica. To justify their claim, participants cited the lack of proactive investigations in reported matters of crime and persons of interest. This was so because, under the provision of the SOPE, a person can be detained for up to 90 days without being criminally charged; therefore, in many instances there was no urgency to prepare a case file and take the persons before the parish court. The participants explained that, even though alleged criminals are taken out of the space, if the police cannot proffer a viable charge against them, those men and women will return to the communities and continue committing crimes. In many instances several persons were locked up for an inordinate long period without being formally charged with a crime. Most of those persons were subsequently released when the SOPE ended. The participants believed that the experiences gained by those persons in police custody transformed their ideas and their space to better suit their criminal operations by widening their linkages and criminal network across the country. One participant noted that the impact of this strategy is to control crime for a specific period, but it does not prevent crime or solve major crimes. Thus, the fear of crime within the communities continued to be high.

Marion and Oliver (2012) explained that media and the public often incorrectly use the concept of fear of crime as an indicator of the levels of crime within a particular area. Chadee et al. (2016) also defined fear of crime as the fear citizens experience, accompanied by worry and anxiety of being victimized and based on three dimensions: “ruminative (worry), emotional (fear), and some diffusion of emotional direction of source of fear (anxiety)” (p. 1229). Citizens who believe they are at risk of victimization

are more likely to have a high fear of crime. Despite the successes of the SOPE in the reduction of major crimes, Valera and Guardia (2014) contended that a decrease in violent crime does not result in a decline in the fear of crime and perceptions of violence.

According to the operational-styles theory, as explained by Wortley (2003), police officers' response to a call for service depends on what type of policing is necessary to cope with a particular situation. Several participants pointed out in the interviews that the JCF should not be militarized and therefore their perception will negatively impact their call for service. The theory also speaks to diversity in beliefs among police officers even within the same department. The theory therefore gives credence to the perceptions and subsequent response to call for service by police officers.

In the view of participants, the SOPEs should have created a safe space for the people within those communities to enjoy. The participants noted that there was a lack of focus and commitment by police officers on the ground to enforce the SOPEs effectively to realize the desired benefits. As indicated by some participants, the effectiveness of the strategy waned when fatigue and probably lack of sustained supervision set in.

SOPEs Should Not Be Used as a Crime-Fighting Tool

Among the themes that arose from the study was that SOPEs should not be used as a crime-fighting tool. Five participants spoke strongly about the unconstitutionality and the breach of human rights present during the operation of the SOPE. The arbitrary detention of persons for an extended period of time without charge was referred to by P11 as an abuse of power. P11 also explained that some of the detainees took the matter to the supreme court on a constitutional motion, and the court ruled that their detention was in fact unconstitutional.

According to the literature, police around the world claim that militarization reduces violent crime (Haynes & McQuoid, 2017). Robinson (2018), in researching aspects of police militarization, pointed out that several studies have shown a normalization of militarization throughout society and culture. In the United States, police militarization began in the late 1970s, increased during the War on Drugs in the 1980s, and was further heightened with the War on Terrorism following the terrorist attacks that took place on September 11, 2001 (Hill & Berger, 2009).

The theoretical framework used in this study is all encompassing. While the focus of the central theme was police decision-making and the considerations taken into account when making decisions, a national or state obligation must be considered in the performance of their duties. Adherence to legal procedures, enforcement of laws, and maintaining peace are obligatory, regardless of how police officers feel about a situation or the strategies given to them to perform their duties. National security is a public good and is thus a responsibility of the national government. In many instances the strategies or the tools given to the police are either inadequate or, as some participants indicated in the case of the SOPE, not suitable. However, police officers are duty bound to perform their duties to the best of their abilities in a professional manner.

The Need for Social Intervention

Another theme that emerged during the study was the need for social intervention. In response to the interview question, “What other strategies can be used to curtail instead of militarization of the JCF,” some participants suggested that more investment in training for investigators and intelligence operatives is necessary to build their capacity to conduct very good investigations driven by reliable intelligence. Some participants

suggested investing in technology such as closed-circuit television cameras, drones and other computer-aided software would provide the police with better intelligence. Most participants explained that, unless there is a significant focus on social intervention from a government level, assisted by the private sector and nonprofit organizations, the situation will continue. Social interventions will afford citizens of the inner city to have near equal access to social amenities such as housing, education, and jobs, which may lead to crime reduction.

Burton (2020) contended that the solution to Jamaica's crime problem must be a broad-based campaign that involves changing social habits. Burton further explained that the focus of the approach should be empowering marginally affected youths and adults to reduce the level of criminal and gang warfare in Jamaica. Burton noted the need to develop an empowerment program as a deliberate strategy that will retool and equip youth with adequate skill sets, make them technologically savvy and resourceful, and help them make meaningful contributions to society. Applying effective policing and practical social-intervention strategies will help to solve the crime problem.

According to Hughes and Edwards (2002), social interventions to prevent crime can take either criminological or noncriminological forms. A criminological form of social intervention would be to educate and inform young people about crime and criminal justice system. Hughes and Edwards noted that young people are ignorant of the criminal justice system, how it operates, and the likely consequences they will face if caught. Hughes and Edwards also supported the idea of working with and for young people, noting that government and the private sector can provide a comprehensive set of activities for young people, who can become part of a process of socially investing in

young people lives without any political or social obligations. Noncriminological forms of social intervention or interventions developed to regenerate communities to prevent crime exist in several inner-city communities to make those communities attractive to businesses and to new professionals who have moved into what is becoming an increasingly desirable place to live. The emphasis on social intervention was a focus on people, work as a way out of poverty, connectivity, opportunity, and influence (Hughes & Edwards, 2002).

Wortley's (2003) operational-styles theoretical framework posits that police officers must consider several factors during the process of decision-making. One of those considerations is the policing ideology that guides officers in how they perceive themselves both in their organization and within society. Through their community efforts, officers have always agitated for safer communities through social intervention.

Based on the responses garnered from the participants, the findings for RQ2 confirmed that the SOPE contributed significantly to the reduction in violent crimes, especially murders, in all police divisions where the measure was implemented. Despite the varying views on its constitutionality and its initial purpose, the SOPE met the expectations of the police high command and the government relative to the containment, confinement, and displacement of criminals, as well as to the reduction in violent crimes and the fear of crime.

Research Question 3

RQ3 was as follows: How does the militarization of the JCF contribute, if at all, to the National Security Policy of Jamaica? The dominant theme from the study was the positive contribution of militarization to the National Security Policy. Although many of

the participants had never read or seen the National Security Policy, they believed the plan would give political and strategic direction to the JCF. One participant believed that the policy should mandate the use of the resources of the Jamaica Defence Force to complement the resources of the JCF. He stated that Jamaica, as a small developing country, does not need to have a defense force, but instead the Jamaica Defence Force and the JCF should join together to fight organized criminals in Jamaica.

Appleby (1949) defined policy as a significant rule that materially guides and directs organizational decisions of the law enforcement agency and the individual behavior within it on the basis of consistency, uniformity, and continuity. Policies in general are principles of action adopted or proposed by a government, party, business, or individual to guide behaviors and expectations. Barabas and Jerit (2009) highlighted the difference between general and specific policy knowledge and noted that specific knowledge is specific to an organization's rules, methods, or responsibilities and often associated with governments or bureaucracies.

Doherty (2016) explained that members of the military are trained differently from domestic police officers in many parts of the world. Both the military and the police require their own unique training that includes the laws pertaining to use-of-force, which are different for each group, (Doherty 2016). Although the mission and training of police officers are to protect and serve the public, the mission and training of the military have been designed to defeat the enemy within a combative environment (Doherty, 2016). Sometimes the military will be deployed to patrol the streets of volatile areas in Jamaica to assist the police in carrying out operations in search of known and suspected criminals

The theoretical framework highlighted police ideology as one of the most influential components of the decision-making process for police officers. Their ideologies influence how police officers perceive themselves and their position in society. Police officers traditionally see themselves as peacekeepers; protectors of civil rights and liberty; and supporters of dialogues on social issues, including crime, for citizens.

The National Security Policy of Jamaica is a public document made available on the Ministry of National Security's website, but it was evident that not many police officers are aware of this document and its importance to their field of work. One of the pillars of the National Security Policy is the provision of a safe country. Toward this means, the government will use all available strategies, including the use of a SOPE.

The findings for RQ3 highlighted the need for police officers to be more aware of the policies that govern the JCF, in particular the National Security Policy that sets out the strategic objectives of the minister of national security and by extension the government of Jamaica relative to the national security of the country. The lack of policy-specific knowledge of policing policies was the reason most of the participants were not able to satisfactorily respond to RQ3. The Ministry of National Security sets the policy agenda for the JCF, which looks at the legislation and any activities that require parliamentary approval, such as the SOPE and other strategies such as the zones of special operations. In contrast, the JCF is responsible for operationalizing the policies approved by parliament, such as the SOPE. Police officers, particularly rank-and-file members, are not concerned with the bureaucracy and policy cycle of government. They see their roles as the policy implementers. Thus, it was not surprising that many of the participants had no knowledge of the National Security Policy for Jamaica.

Summary of Key Findings

The purpose of this qualitative study was to understand police officers' perspectives on the National Security Policy of Jamaica and the community impacts resulting from militarization of the JCF, including different strategies to reduce the crime rate and the fear of crime. During the analysis of the data, I identified six major themes as emerging from the study: differing concepts of militarization, differing perspectives on the militarization of the JCF, SOPE has positive and negative impacts on crime, SOPEs should not be used as a crime fighting tool, the need for social intervention, and militarization makes a positive contribution to the National Security Policy of Jamaica. Those broad themes answered the RQs for this study.

Through the first RQ, I sought to elicit the perceptions of police officers deployed in the SOPE about the militarization of the JCF. The two broad themes identified were the differing concepts of militarization, and the differing perspectives on the militarization of the JCF. Participants shared different meanings for the term militarization. However, common among all the definitions was that the military has something to do with the policing of Jamaica, either by taking charge of domestic policing or adopting some aspects of the military, including training and using military grade equipment.

The participants' responses to the interview questions relative to RQ1 revealed that the JCF is militarized and that this has been the situation since its inception over 150 years ago. The finding was supported by Hill and Beger (2009) and Rantatalo (2012), who noted that the universal name of hybrid police units trained in military styles and modelled after the military is police paramilitary units. According to Kraska (2007), the

appearance, tactics, operations, weaponry, and culture of these units are closely modeled after the military. The JCF is not only modeled after the military but in many instances military personnel provide training for its officers (Campbell & Campbell, 2010; Hill & Berger, 2009; Kraska & Kappeler, 1997; Weber, 1999).

Through the second RQ, I sought to determine how the militarization of the police force has affected crime in the divisions where the SOPE was implemented. All the participants, whether they supported the imposition of the SOPE or not, agreed that there were significant reductions in major crimes in most of those police divisions. Tables 5–17 show a summary of the major crime (murders and shootings) statistics for the period before the implementation of the SOPE and the corresponding period after the SOPE ended. Notably St. James had four stints and St Catherine had three stints of the SOPE that began in 2018.

Table 5

Data for the Parish of Westmoreland for Period Under Review

Westmoreland	Previous period	Previous period	+/-	+/- %
	June 25, 2018 to April 29, 2019	April 30, 2019 to March 3, 2020		
Murder	114	55	-59	-52
Shooting	108	73	-35	-32

Table 6

Data for the Parish of Hanover for Period Under Review

Hanover	Previous period	Current period	+/-	+/- %
	June 25, 2018 to April 29, 2019	April 30, 2019 to March 3, 2020		

Murder	45	23	-22	-49
Shooting	50	12	-38	-76

Table 7

Data for the Parish of St. James for First Stint Period Under Review

St. James	Previous period	Current period	+/-	+/- %
	January 5, 2017 to January 17, 2018	January 18, 2018 to January 30, 2019		
Murder	348	102	-246	-71
Shooting	268	99	-169	-63

Table 8

Data for the Parish of St. James for Second Stint Period Under Review

St. James	Previous period	Current period	+/-	+/- %
	November 5, 2018 to January 31, 2019	February 1, 2019 to April 29, 2019		
Murder	28	43	15	54
Shooting	21	42	21	100

Table 9

Data for the Parish of St. James for Third Stint Period Under Review

St. James	Previous period	Current period	+/-	+/- %
	October 25, 2018 to April 29, 2019	April 30, 2019 to November 2, 2019		
Murder	72	73	1	1
Shooting	68	66	-2	-3

Table 10*Data for the Parish of St. James for Fourth Stint Period Under Review*

St. James	Previous period	Current period	+/-	+/- %
	June 25, 2018 to April 29, 2019	April 30, 2019 to March 3, 2020		
Murder	105	116	11	10
Shooting	104	107	3	3

Table 11*Data for the Parish of Clarendon for Period Under Review*

Clarendon	Previous period	Current period	+/-	+/- %
	March 8, 2019 to September 4, 2019	September 5, 2019 to March 3, 2020		
Murder	76	39	-37	-49
Shooting	53	19	-34	-64

Table 12*Data for the Parish of Kingston Eastern for Period Under Review*

Kingston Eastern	Previous period	Current period	+/-	+/- %
	December 19, 2019 to January 25, 2020	January 26, 2020 to March 3, 2020		
Murder	14	0	-14	100
Shooting	12	0	-12	100

Table 13*Data for the Parish of St. Andrew South for Period Under Review*

St.	Previous period	Current period		
Andrew				
South	November 8, 2018 to July 6, 2019	July 7, 2019 to March 3, 2020	+/-	+/- %
Murder	112	103	-9	-8
Shooting	115	91	-24	-21

Table 14*Data for the Parish of St. Catherine North for First Stint Under Review*

St. Catherine	Previous period	Current period		
North	May 31, 2017 to March 17, 2018	March 18, 2018 to January 2, 2019	+/-	+/- %
Murder	127	49	-78	-61
Shooting	124	48	-76	-61

Table 15*Data for the Parish of St. Catherine North for Second Stint Under Review*

	Previous period	Current period		
St. Catherine		September 5, 2019 to October 30,		
North	July 11, 2019 to September 4, 2019	2019	+/-	+/- %
Murder	24	9	-15	-63
Shooting	18	12	-6	-33

Table 16*Data for the Parish of St. Catherine North for Third Stint Under Review*

St. Catherine	Previous period	Current period		
North	March 8, 2019 to September 4, 2019	September 5, 2019 to March 3, 2020	+/-	+/- %
Murder	50	47	-3	-6
Shooting	49	40	-9	-18

Table 17*Data for the Parish of St. Catherine South for Period Under Review*

St. Catherine	Previous period	Current period		
South	March 8, 2019 to September 4, 2019	September 5, 2019 to March 3, 2020	+/-	+/- %
Murder	63	46	-17	-27
Shooting	59	37	-22	-37

The data in Tables 5–17 support the finding of the study, which was the SOPE has had a positive impact on major crime reduction in Jamaica in most of the police divisions where it was implemented. In terms of a reduction in the murder rate, the statistics showed that murder decreased by 100% in Kinston Eastern police division but increased by 54% in St. James during its second stint of the SOPE. Shootings also reduced by 100% in Kingston Eastern police division and increased by 54% in the St. James police division during its second stint.

Through the third RQ, I sought to ascertain whether the militarization of the JCF contributed, if at all, to the National Security Policy of Jamaica. Although many of the participants had never read or seen the National Security Policy of Jamaica, they believed

the militarization of the JCF should be a policy decision guided by the Ministry of National Security. One of the main priorities of the government of Jamaica is to reduce crime, and the National Security Policy has as one of its most urgent priorities making the nation safe and secure, as its economic and sustainable development are dependent on a drastic reduction in crime and violence.

These achievements were predicated on five pillars: (a) effective policing, which refers to strengthening the rule of law and enhancing police legitimacy with the general public; (b) swift and sure justice processes, which involves close collaboration with the judicial system to ensure swift, sure, and fair justice for all, as highlighted by several participants in the arbitrary detention of persons for long periods; (c) crime prevention through social development, which the participants also highlighted in the form of a social intervention that provides equal opportunities to everyone in education, jobs, housing, and other basic social amenities; and (d) situational crime prevention, which includes measures designed to prevent crimes from overwhelming the country (e.g., the SOPE, instituted in crime-prone areas to reduce the incidence of crime and bring it under control); and (e) rehabilitation and redemption, which involves returning persons charged with crimes and incarcerated to the community as rehabilitated and worthwhile citizens.

Limitations of the Study

One of the limitations of this study was the research design: a qualitative design with a phenomenological technique. In general, qualitative research is limited in its generalizability and the findings are skewed to police officers who worked in the SOPE and not to larger populations of police officers in the JCF. The methodology used during the qualitative study to collect data was interviews in lieu of surveys, as these allowed for

more in-depth analysis of the collected data. Using a phenomenological technique as part of the design was also a limitation in that it is data are not generalizable to the population (Sandmeyer, 2016). Lack of generalizability may affect research resulting from a small sample, which is often an aspect of qualitative research (Elo et al., 2014). The reason for using the phenomenological technique was to capture participants' lived experiences and perspectives of the phenomenon studied and using another methodology other than one used in this study may have led to another result.

Another limitation was finding the time to interview the police officers. The police officers worked long hours, in many instances 12 to 14 hours per shift, and police are often exhausted after a tour of duty. I exercised patience in facilitating the interviews at a time convenient to them. Another limitation was the unavailability of NVivo computer software. I tried on several occasions to purchase the student version of the software but was unable to because of the company's restriction on purchases made outside of the United States and a few other countries. Using NVivo would have assisted in conducting a more scientific analysis of the data.

The last limitation was the challenges resulting from the COVID-19 pandemic. In the approved proposal I indicated my intention to collect data face-to-face, but this decision had to be reconsidered as both the participants and I had concerns about adhering to the established protocols. I was only able to conduct a few face-to-face interviews while observing the protocol (see Appendix F), and it proved challenging to clearly hear the answers to the questions during the production of the transcripts.

Limitations of the Study

The dissertation journey was long and challenging, but at the end it is rewarding. The journey has taught me how to be patient and persevere, especially when things are not going the way they were planned or expected. The process was further exacerbated by the COVID-19 pandemic, which led to the establishment of new norms relative to interpersonal relations. Face-to-face, in-person interviews were significantly reduced or prohibited in spaces where persons were not vaccinated. At the time of my data collection, only 5% of the Jamaican population had received vaccinations, which caused some hesitancy in individuals consenting to participate in the study. I subsequently sought and gained approval from my chair to collect data via telephone.

The research topic has generated a lot of discussions in the public sphere, particularly with the appointment of the third retired military officer to serve as commissioner of police. The tenure of the current commissioner of police began in 2018 and using the SOPE is a strategy he strongly recommended. For many people, the SOPE should be reserved for natural disasters or period of crisis, and not as a crime-fighting tool. This study has reminded me of the value of, and my appreciation for, diversity, acceptance, and tolerance of other persons' points of view.

Violent crimes have been a threat to public health and a hinderance to economic and social development in Jamaica. As a police officer for more than 30 years, I am not averse to trying different strategies to curtail the crime problem. However, my belief did not affect the study, as I appreciated having the opportunity to learn the views and concerns of others.

Recommendations

The current study was a qualitative investigation into the perspective of police officers on the militarization of the JCF. Data analysis involved using thematic analysis to arrive at conclusions. Although qualitative study is useful for developing insights regarding a phenomenon, it is limited in the generalizability of the findings. The study is important because, based on the thorough search of scholarly and academic literatures in Jamaica, this is the first study of its kind. The findings from this study will provide new insight and context for the topic as further research is conducted.

The first recommendation is to conduct the study using a quantitative approach which will help to increase the generalizability of the research. Quantitative data may help to accomplish more than simply presenting a descriptive view of the SOPE, such as helping to identify relationships in the data. The current study can serve as a foundation from which future researchers can conduct a broader and more thorough investigation by surveying other police officers who have never worked in any SOPEs. A second recommendation would be to use a different methodology, such as grounded theory. Grounded theory allows for a systematic analysis of qualitative data and evolving concepts that emerge (De Bie & De Poot, 2016).

Participants broadly represented the ranks from constable to superintendent of police, and therefore no participant came from the upper echelon of the organization, such as senior superintendents of police, assistant commissioners of police, deputy commissioners of police, and the commissioner of police. As these police officers are responsible for the strategic planning and coordination of the SOPE, future researchers could also evaluate their perspective on the topic. The final recommendation would be to

study the perspectives of police officers and members of the public on the militarization of the JCF in one study to ascertain whether the views of the public are different from those of the police and to what extent.

Implications

One of the main reasons for conducting this study was to effect positive social change in police officers who enforce the law and in members of the communities, some of whom were perpetrators of crimes. Positive social change occurs when human and social conditions improve as a result of individual, agency, community, or societal actions to promote worth and dignity for the betterment of society in general (Walden University, 2010). The results of the current study support positive social change aimed at identifying and broadening the understanding of the issues faced by police officers, citizens, and other stakeholders during the imposition of the SOPE.

From this study, a number of social change initiatives can be implemented to address the needs of the police officers, offending community members, and other stakeholders that may assist in lowering the rate of violent crimes within ghettos and depressed communities and in addressing the root causes of violent crimes. This research may positively affect social change in police officers by increasing their awareness through continuous training on the three pillars on which the JCF's strategic priorities were built. Those are (a) applying the rule of law, which denotes that police officer are not above the law and their actions are governed by the constitution and laws of Jamaica; (b) being a force for good by transforming the JCF and the way it carries out its functions, because transforming the organization will lead to the proportionate use of force without violence against its people; and (c) offering respect for all. JCF leadership

strongly encourages its members to respect the human dignity of everyone, as well as their own, for the organization to be successful in achieving its strategic priorities.

Positive social change can also be achieved among community members, including those involved in criminal activities. Government will need to establish public-private partnerships in communities and improve or develop social programs, skills and vocational training, and educational and job opportunities that will create viable alternatives to criminal activities, especially for young people.

Conclusion

The aim of this qualitative study was to explore the perspective of police officers on the militarization of the JCF. I conducted the study against the background of the high and increasing crime rate, especially for murders and shootings, in Jamaica. The police have used several crime-fighting strategies over the years, but the situation remained unabated. Since 2018, the government of Jamaica has implemented the SOPE as a crime-fighting tool in eight police divisions across the country with elevated crime levels.

The SOPE is a measure reserved for the military to take the lead (a) when there is a threat on the sovereignty of Jamaica by a foreign state; (b) when there is an occurrence of any natural disaster; and (c) where the safety of the people of Jamaica is threatened or disturbed through insurrection or the deprivation of community supplies or services essential to life. To identify the perceptions of the participants, I engaged in a qualitative investigation using a phenomenological technique. The methodology used to collect the data was semistructured interviews with questions approved by subject matter experts from the Walden University faculty of behavioral sciences. Face-to-face and telephone interviews were conducted with 17 participants, all of whom met the criteria to

participate. Interviews focused on capturing the essence of the experiences and perspectives of participants who had worked in at least one of the SOPEs. I recorded each interview using a handheld audio-recording device and generated a transcript of each interview. Analysis of the interview transcripts took place using a thematic approach.

This thematic approach yielded six broad themes that helped address the purpose of the study: differing concepts of militarization, differing perspectives on the militarization of the JCF, the SOPE has positive and negative impacts on crime, SOPEs should not be used as a crime fighting tool, the need for social intervention, and militarization makes a positive contribution to the National Security Policy of Jamaica. Data analysis revealed that militarization of the JCF is a concept the participants understood but could not clearly articulate. Kraska and Kappeler (2014) defined police militarization as an ideology in which the use of force and threat of violence are the most appropriate and efficacious means to solve problems, rather than traditional dialogue, which negatively affects relationships with citizens. Militarization is the implementation of the militaristic ideology.

Notwithstanding the varying definitions given by the participants and the views held by some participants that the JCF is not militarized, the vast majority felt that it is a militarized organization. I analyzed the data from the interviews and presented the findings, which revealed that participants' believed the use of militarization within the JCF is necessary to combat and control the increasing crime rates, especially for major crimes such as murders and shootings. The findings also revealed that the militarization of the JCF through the SOPEs did not negatively affect the communities in which they

were implemented but rather improved the image and trustworthiness of the police and created more positive working relationships between the police and the communities.

I recommend that the government of Jamaica amend the Emergency Powers Act of Jamaica to include the use of SOPEs as a crime-fighting tool for a specific period of time. Another contribution of this qualitative research is that the militarization of the JCF is an accepted legitimate function in curtailing crime and violence in police divisions or communities where criminal enterprises have created a high level of crime and high levels of fear regarding crime. I also recommend conducting a future study using a quantitative approach or any other research design to establish greater generalizability and reliability of the findings. The study concluded that the JCF, which has been a paramilitary organization since its formation in 1867, continue along that line in response to the more sophisticated and violent nature of crimes.

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Appendix A: Commissioner of Police Approval to Interview Jamaica Constabulary Force Members

FW: Request for interview with Commissioner of Police and 14 other members of the JCF

From: anthony.mclaughlin@jcf.gov.jm

Jamaica Constabulary Force Members

Major General Antony Anderson
Commissioner of Police
103 Old Hope Road
Kingston 8

Dear Commissioner

Request for Interview with Commissioner of Police Major General Antony Anderson and 14 other Members of the Jamaica Constabulary Force.

My name is Anthony McLaughlin, acting Assistant Commissioner of Police in charge of the Counter Terrorism and Organized Crime Investigation Branch (CTOC). I am currently pursuing a PhD at the Walden University, in the field of Public Policy and Administration, with emphasis on Leadership and Public Management. My dissertation topic is to explore “*Police Officers’ Perspectives Regarding the Militarization of the Jamaica Constabulary Force*”. Particular focus will be placed on the use of States of Public Emergency, as a strategy to curtail violent crimes, in sections of Jamaica. The research is qualitative, and therefore the data will be gathered by way of unstructured and open-ended questions. The findings of this study will provide an empirical assessment of the Polices’ perception on the use of “States of Public Emergencies” as a crime fighting strategy, as well as to suggest other workable alternatives. The study will also recommend strategies which can lead to positive social changes in the lives of the people in the areas where the States of Public Emergencies are being enforced.

My population sample of 17 police officers will be drawn from all ranks to include the police High command. To this end I am respectfully requesting that you be one of my interviewees and at the same time seeking your permission to select fourteen other members of the organization who have worked in at least one of the States of Public Emergencies for at least 3 months to be interviewed as well.

The interview is expected to last for approximately 30 to 45 minutes, and before the interview is conducted all participants, will be told why they are being requested participate. Having explained the purpose and reason for the study it then becomes optional for them to participate. Participants will also be informed of their right to opt out of the study at any time without consequences. Anonymity of the participants will be maintained since the I will not request names or signatures on the interview instruments. An informed consent form outlining this information will be attached to the survey and participants will be asked to read and sign same before completing the survey.

Should you have any questions or need clarity on any issues relating to the study, I will be very happy to provide it. My contact numbers are; [redacted] or [redacted].

Yours Sincerely,

Anthony McLaughlin ACP (actg)
CTOC

Appendix D: Letter to Commanding Officers Requesting Their Assistance

FW: Request Assistance for persons under your command to participate in a study
 From: anthony.mclaughlin@jcf.gov.jm
 Subject: FW: Request Assistance for persons under your command to participate in a study

-----Original Message-----

From: xxxxxxxxxxxxxxxx

Sent: Thursday, April 30, 2020 12:27pm

To: "Wilfred Campbell" <xxxxxxxx >, "Steve McGregor" <xxxxxx >, "Maurice Robinson" <xxxxxxxx >, "Wayne Cameron" <xxxxxxxx >, "Glenford Miller" <xxxxxxxxxxxx >, "Beau Rigabie" xxxxxxxx>, "Clive Blair" <xxxxxxxx >, carl.ferguson@jcf.gov.jm, "Clifford Chambers" <xxxxxxxx "Robert Gordon"robert.gordon@jcf.gov.jm>, "LEIGHTON GRAY" xxxxxxxxxxx

Subject: Request Assistance for persons under your command to participate in a study

Good afternoon Officers

Request for your participation in a Research Interview

My name is Anthony McLaughlin and I am a doctoral student at the Walden University. I am pursuing a PhD in Public Policy and Administration with a concentration on Leadership and public management. I am completing my qualitative dissertation titled: "Police Officers' Perspectives Regarding the Militarization of the Jamaica Constabulary Force".

The Commissioner of Police has given his approval for me to interview members of the Jamaica Constabulary Force, who have worked in the States of Public Emergencies (SOPE) for a period not less than 3 months.

The study will utilize semi-structured interview questions and is anticipated to take about 45 to 60 minutes to complete. I have separated the interview questions to correspond with the perspective research questions.

I am therefore kindly requesting that you supply me with the names and contact information for personnel under your command whom have worked or still working in the SOPE for a period not less than 3 months with who I will invite to participate in this study. I will appreciate you sending me the list by May 15,2020 at email xxxx. I can also contact at [redacted] or [redacted]. I do anticipate your swift and favourable response.

Regards

Anthony McLaughlin

Appendix E: Interview Questions

Date

Location

Time

Name of Interviewer

Interview Number

Section A:

The interviewer greets participant/s and thank him/her in advance for them for having consented to participate in the study. The interviewer will have brief light discussions on other topical issues in order to make the participation, in order to make the participants feel comfortable and welcome. The interviewer will also explain the purpose of the interview to participant/s.

Section B:

The interviewer will ask interviewees the questions below.

1. What is your rank? and how long have you been a Police officer?
2. How long have you been working in the State of Public Emergency?
3. What do you understand the concept militarization to mean?
4. What is your perception of the militarization of the Jamaica Constabulary Force?
5. Based on your experience, working in The State of Public Emergency, what are your perceptions on the effectiveness of The State of Public Emergency as a strategy to curtail major crimes?
6. Base on your experience, can you describe any significant difference between the use of the State of Public Emergency and Traditional policing methods in crime fighting?
7. Please state the Police division in which you have worked or is currently working in the State of Public Emergency and describe the crimes situations prior to the implementation of the SOPE.
8. Based on your experience working in the State of Public Emergency, please describe the impact of this strategy on crime?

9. Based on your experience, how would you describe the relationship between the citizens and the police during and after the State of Public Emergency?
10. Should you be asked by the Commissioner of Police to advise him on whether to continue or discontinue the State of Public Emergency, describe your response for and against.
11. As a Police Officer how do think that the militarization of the Jamaica Constabulary Force contributes to the National Security plan of Jamaica?
12. Do you think that there are other methods or strategies which could have been used curtail crime instead of militarizing the JCF? Explain.
13. Having interviewed you, is there anything that you would like to add to any of the answers you gave during this interview. Is there anything that you would like to add that was not asked?
14. Having answered all the questions, do you wish to change any of your answers?

Section C:

Interviewer summarizes the interviews for clarity, confirmation, and schedule member checking date with participant/s. Interviewer thank participant/s again for their contribution.

Appendix F: Interview Protocol

The following details represent the protocol that I will be using to conduct the interviews with the study's participants.

1. Arrange time and place with participants for conducting the interviews.
2. Introduction and establishing an atmosphere that is conducive for interviewing,
3. Ask the participants follow-up questions if needed.
4. Participants will be reminded that the interview will be audio record.
5. Arrange date for member checking.
6. Thank participants for their participation in order to complete interview.
7. Arrange to meet with participants after the audio is transcribed for them to verify their responses before the analysis is done.

Appendix G: Debriefing Letter to Participants

Dear Mr/Ms X,

I am grateful to you for participating in my study. As you are aware that My study explored the police officers' perspectives on the militarization of the Jamaica Constabulary Force and its impact on the community and its citizens. Your contribution to the study invaluable and will assist the Jamaica Constabulary Force's high Command and the government of Jamaica in taking prudent decisions in the fight against crime and violence in Jamaica. Thanks again for participating in this study and I wish you all the best in your career.

Yours truly,

Anthony McLaughlin

Doctoral Student

Walden University