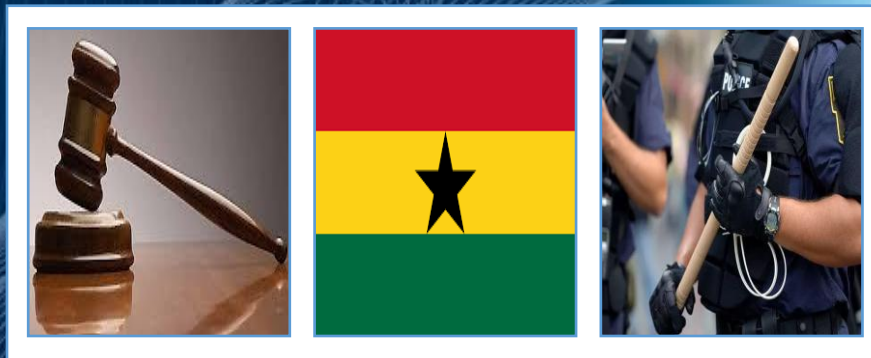


**Consultancy Services for the Development of a Training
Plan/Curricula for Criminal Justice Institutions**



ShawbellConsulting

Volume II
Final Training Needs Assessment Report
Ghana Police Service – Criminal
Investigation Department

June 2016

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INTRODUCTION

The United Nations Development Program (UNDP) in collaboration with the Ministry of Justice and Attorney General's Department (MoJAGD) engaged the services of ShawbellConsulting to develop a Training Plan for Criminal Justice Institutions of Ghana. The purpose of the Training Plan is to facilitate capacity building in a structured setting within the Criminal Justice Institutions.

An integral component of the Training Plan is a Training Needs Assessment (TNA). A **Training Need** exists when there is a gap between what is required of an individual or an entity to perform competently and what they actually know. Thus, we assessed the **Current State of Training** in the Criminal Investigation Department, as well as the Curricula review of the Detective Training School. We established training benchmarks based on: information from the Stakeholder engagements, expertise of our Institutional Reform and Legal Consultants and a review of global best-practice modules. This was the basis of ascertaining gaps between the Current-state and the Desired-state of training for the Criminal Investigation Department of the Ghana Police Service. Consequently, we provided our recommendations on the Training Needs Assessment and Proposed Training Programmes for the Criminal Investigation Department.

This **Volume II** of the Training Needs Assessment Report is structured around three (3) Sections, as follows:

- **Section 1:** Covers the **Current State of Training** in the Criminal Investigation Department, as well as **Curricula review** of the Detective Training School.
- **Section 2:** Provides our **Findings, Observations and Gaps** emerging from the Training Needs Assessment. In this Section, we established training benchmarks based on: information from the Stakeholder engagements, expertise of our Institutional Reform and Legal Consultants and a review of global best-practice modules. Consequently, we established gaps between the Current-state and the Desired-state, using the Benchmarks stated previously.
- **Section 3:** Provides details of our **Recommendations** on the Training Needs Assessment and **Proposed Training Programmes**.

SECTION 1: CURRENT STATE OF TRAINING IN THE CRIMINAL INVESTIGATION DEPARTMENT

This Section entails the **Current State of Training** for Investigators and **Curricula review** of the Detective Training School. In accordance with the Police Service Act 1970 (Act 350), the Ghana Police Service was established to maintain law and order, apprehend offenders, detect crime and maintain internal peace and security. Complementary to these functions, the Police investigate criminal matters. It appears that the usual method of investigation is by interviewing witnesses, victims or members of the public. Therefore, criminal investigation is core to the delivery of criminal justice delivery.

The Basic Detective Training Course is organised by the CID Administration in all regions of the Country with the approval of the Inspector General of Police and the Minister of Interior. The Training is delivered within the budgetary allocation for the fiscal year. Facilitators for the Basic Detective Course are selected within the ranks of Superior Officers, while participants are typically from Constables to Chief Inspectors.

The entry-level course for Detectives is the Basic Detective Course. Typically, Junior-level Officers including Constables, Lance Corporals, Corporals, Sergeants, Inspectors and Chief Inspectors would be required to enrol in the Basic Detective Training Course. Officers in this category who successfully complete the Basic Detective Course may be recommended for enrolment in the Intermediate or Specialised Courses by authorizing officers.

The CID Administration has not developed scheduled curricula for training in Specialised, Intermediate and Advanced Level Detective Courses. Nonetheless, these courses are delivered on ad-hoc and need basis nationwide. Course facilitators are drawn nationwide to provide training for officers at selected locations.

Training programmes, workshops and seminars are organized by some foreign Embassies, High Commissions and Donor Agencies. These capacity building initiatives may be delivered specifically for Officers of the CID or a wider group of stakeholders within the Criminal Justice value-chain.

CURRICULA REVIEW OF THE DETECTIVE TRAINING SCHOOL

Under the Terms of Reference for this Project, we are required to review curricula of Criminal Justice Training Institutions. Therefore, we conducted a Curricula Review of the Detective Training School to assess the training required to enhance the delivery of criminal justice. The rationale was to ascertain whether Training Programmes that are delivered currently are adequate for staff to meet their work requirements. Consequently, curricula of the Detective Training School would be revised, when deemed inadequate.

The Detective Training School (DTS) is located within the National Police Academy & Training School in Accra. The DTS runs courses for both Junior and Senior Officers of the Criminal Investigations Department (CID) of the Ghana Police Service.

The courses at the Detective Training School for Junior-level Officers have been developed to meet the needs and career goals of detectives. While the course structure meets the standard of the training required by detectives, the content must be standardized from the perspective of course participants and instructors, as well as supervisors. Therefore, Basic Detective Courses would be developed further into Modules that are consistent with global best-practices in enhancing the role of detectives to deliver criminal justice.

On the following pages, we have provided tables that show Position/Ranks or Roles and current courses delivered at the Detective Training School that are core to the delivery of criminal justice.

TABLE OF CURRENT TRAINING COURSES IN THE DETECTIVE TRAINING SCHOOL

POSITION/RANK	CURRENT COURSES
<p>Senior Officers</p> <ul style="list-style-type: none"> • <i>Commissioner of Police (COP)</i> • <i>Deputy Commissioner of Police (DCOP)</i> • <i>Assistant Commissioner of Police (ACP)</i> • <i>Chief Superintendent of Police (CSP)</i> • <i>Superintendent of Police (SUPT)</i> • <i>Deputy Superintendent of Police (DSP)</i> • <i>Assistant Superintendent of Police (ASP)</i> 	<p>The Detective Training School has not developed scheduled curricula for training in Specialised, Intermediate and Advanced Level Detective Courses for Superintendent and Commissioner roles. Nonetheless, these courses are delivered on ad-hoc and need basis nationwide.</p>
<p>Middle-level Officers</p> <ul style="list-style-type: none"> • <i>Chief Inspector</i> • <i>Inspector</i> <p>Junior-level Officers</p> <ul style="list-style-type: none"> • <i>Sergeant</i> • <i>Corporal</i> • <i>Lance Corporal</i> • <i>Constable</i> 	<p>Basic Detective Courses</p> <ul style="list-style-type: none"> • Basic French • Building and Handling Dockets • Crime Investigation • Crime Investigation Homicide • Crime Investigation-Drowning • Crime Investigation-Suicide • Crime Returns • Crime Scene Management • Criminal Investigation • Criminal Law • Criminal Law Relating to Assault • Criminal Law Relating to Investigation • Criminal Law-Homicide • Criminal Procedure • Cyber Crime • Defrauding by False Pretence • Document Fraud • Domestic Offences, including Offences Against Children • Duplicate Dockets/Indexing • Ethics and Human Rights • Evidence • Finger Printing • Fire Arms Management • Forensic Services • Handling of CID Forms • Handling and Relevance of CID Forms • Handling Clients • Handling of Exhibits and Labelling • Human Trafficking

TABLE OF CURRENT TRAINING COURSES IN THE DETECTIVE TRAINING SCHOOL

POSITION/RANK	CURRENT COURSES
<p><u>Middle-level Officers</u></p> <ul style="list-style-type: none"> • <i>Chief Inspector</i> • <i>Inspector</i> <p><u>Junior-level Officers....contd.</u></p> <ul style="list-style-type: none"> • <i>Sergeant</i> • <i>Corporal</i> • <i>Lance Corporal</i> • <i>Constable</i> 	<p><u>Basic Detective Course:</u></p> <ul style="list-style-type: none"> • Identification Parade • Identity Fraud • Intelligence Gathering and Surveillance • Interpol Services • Interviewing and Interrogation • Introduction to Basic Computer • Introduction to Crime Investigation • Introduction to Criminal Procedure • Management/People Approach to Investigation • Narcotic Offences • Orientation • Photographing • Report Writing • Robbery/Extortion • Searches/ Techniques in Searches • Sexual Offences • Sketching/Map Reading • Statement Taking • Techniques of Investigation • Uses and Abuses of Informants • Computer Training • Introduction to Immigration Operations • Introduction to Military Operations • Management • Offences Report Writing

SECTION 2

FINDINGS, OBSERVATIONS AND GAPS EMERGING

GHANA POLICE SERVICE

CRIMINAL INVESTIGATION DEPARTMENT

SECTION 2: FINDINGS, OBSERVATIONS AND GAPS EMERGING

Following our review of the Current State of Training in the Ghana Police Service and Curricula review of the Detective Training School in Section 1, we put forward our **Findings, Observations and Gaps** emerging from the Training Needs Assessment (TNA) in this Section. The focus of this TNA is to determine the gap in capabilities of staff in the Ghana Police Service in matters relating to the delivery of criminal justice in Ghana. Therefore, the results of the TNA would be used to determine what training needs exist and if they do, the training required to fill those gaps.

We conducted a Training Needs Assessment of the Staff of the Criminal Investigation Department by reviewing their responsibilities, required skills and training to enhance their performance. This was achieved through stakeholder engagements that focused on the review of the mandate of the CID and skills required to effectively implement the mandate. Similarly, we analysed the job and task of staff using job descriptions, work schedules and level of seniority in the CID.

The purpose of conducting the TNA was to identify current and desired job performance, as well as existing and desired competencies and skills.

The Training Needs Assessment (TNA) would ensure:

- (a) Diversity in expectation of knowledge, skills and abilities of officials at different levels of the Ghana Police Service are considered;
- (b) That there is an objective basis of determining employees who would require specific training to accomplish their assignments;
- (c) The readiness of the Detective Training School in providing training programmes; and
- (d) The Development of the Comprehensive Training Plan.

We conducted the Training Needs Assessment on the basis of current observations to ascertain the Key Roles that are core to the administration of criminal justice and staff to be trained. This is reported under the Key Roles in the Criminal Investigation Department in Section 2B.

The results reflect the training needs as they can be anticipated for the medium term (0-3 years) under this project.

The Results and Resources Framework for this Project indicates Year 2 and 3 Targets as follows:

- Year 2 Targets: Specialised Training Programme developed and implemented; and 30% of direct beneficiaries trained and applying the knowledge by the end of year 2.
- Year 3 Targets: 50% of direct beneficiaries trained and applying the knowledge by the end of year 3.

It is envisaged that the Training Plan to be developed out of this Project would be applicable in the Post-completion period of the Project.

On the following pages, we have provided our findings, observations and gaps emerging from the Training Needs Assessment of the Criminal Investigation Department of the Ghana Police Service.

Our findings, observations and gaps emerging are structured around the following Themes:

- **Global Best Practice Review of Training Programmes for Investigators;**
- **Key Roles in the CID that are core to the delivery of criminal justice; and**
- **Gaps Emerging from the Training Needs Assessment.**

A. GLOBAL-BEST PRACTICE REVIEWS

Criminal investigation techniques and procedures have improved through extensive research, inter country collaborations, continuous training, and combat simulations. This ensures that evolving sophistication in criminal activities is managed effectively. This places an onerous responsibility on law enforcement agencies in equipping police investigators with the knowledge, skills and specialist techniques to reduce crime, as well as administering criminal justice.

In this Section, we have provided global best practices in Training for Law Enforcement Officers performing roles in Criminal Investigation. Our study was based on three (3) jurisdictions of Commonwealth nations, namely: (a) England, (b) South Africa, and (c) New Zealand.

A. Metropolitan Police Service (MET) -England

The Metropolitan Police Service of London, England, is a territorial police force responsible for law enforcement. In 2003, the MET established its Crime Academy to provide specialist training to investigators to operate effectively in investigative, intelligence, analytical, forensic and related support roles to reduce crime and bring criminals to justice.

The Training Programmes administered in the Crime Academy include the following:

Initial Crime Investigators Development Programme

This Programme equips trainee officers with the knowledge and skills to conduct professional and objective investigations, as initial procedures and tools used in assessing crime are critical to successful outcomes.

Exhibit Officer Course

This course is intended for Detectives in the performance of their role in handling exhibits or evidence, as well as managing crime scenes. The course equips officers with knowledge in recording and disposal of exhibits; and forensic practices to prevent contamination and cross contamination of exhibits.

Investigative interviewing

These programmes are targeted at officers who have completed their probation and engaged in investigative roles. Courses in the programme are aimed at teaching investigators with interview strategies for suspects, victims and witnesses.

Intelligence Manager Course

This course provides officers with the knowledge to define the roles and responsibilities in an Intelligence Unit, develop strategies for intelligence management, and understand methods of managing and monitoring risks.

B. South African Police Service (SAPS)

The South African Police Service is responsible for preventing, combating and investigating crime. Training is provided for officers at accredited SAPS academies. In 2014, the main Police Academy in collaboration with the University of South Africa established the South African Police University. The Police University is aimed at providing skills to improve the professional conduct of Police Officers nationwide.

The Programmes offered at the South African Police University in relation to the administration of criminal justice include the following:

Criminal Law and Procedure

This module presents a general overview of Law, with a focus on criminal law and how it affects the Police. Officers are also trained in police procedures, rights of the citizens and how to conduct police work within the laws of South Africa.

Practical Police Science

This Programme deals with the science of police work, with emphasis on leadership skills, team work, communication skills and problem-solving abilities. The Programme also trains officers to create safe neighbourhoods by managing resources and addressing the causes that underlie crime.

Police Ethics

This Programme focuses on issues of police relations and discretion in the discharge of police activities as well as conflict resolution and race relations. The course also seeks to explain how ethics should be distinguished from rules.

Background and Personality Development

This course contains a curious mixture of police policy, employment codes and organisational details that are crucial in the development officers in the areas of criminology, crime prevention, social and community issues.

C. New Zealand Police - New Zealand

The New Zealand Police Force is responsible for enforcing criminal law, enhancing public safety, preventing and investigating crime as well as maintaining public order.

Training is conducted for Officers at the Royal New Zealand Police College (RNZPC). The college has facilities such as: scene of crime houses and audio visual training. Additionally, the following Training Programmes were identified as being critical to criminal justice:

Certificate in Core policing

This Programme includes a module on investigative and reporting skills of officers and allows officers to demonstrate their ability to apply the core knowledge, skills, attitudes and values in consistently increasingly complex situations.

Certificate in Police Crime Scene Examination

The course covers topics in conducting interviews, planning and capturing evidential images at crime scenes and preparing and presenting crime scene evidence in Court. The Programme further provides officers with skills to assess, control and examine crime scenes and complete required records. Training is also provided on safety and managing hazards at crime scenes and in laboratories, as well as document handling and processing of exhibits.

Certificate/Diploma in Fingerprint Science

The Programme covers fingerprint identification and how to develop, preserve and recover crime scene fingerprints. Other areas covered in the course include: development techniques, taking of prints, police procedures, public speaking/presentation skills, Court procedures, and witness testimony.

B. KEY ROLES IN THE CRIMINAL INVESTIGATION DEPARTMENT

Officers in the Ghana Police Service are categorized as Superior Officers and Junior Officers, with Chief Inspectors and Inspectors functioning as Middle-level Officers. The Key Roles within the Criminal Investigation Department of the Ghana Police Service that emerged as core to the delivery of criminal justice are shown in the Table below:

Senior Officers	Middle-Level Officers	Junior-Level Officers
<ul style="list-style-type: none"> • <i>Commissioner of Police (COP)</i> • <i>Deputy Commissioner of Police (DCOP)</i> • <i>Assistant Commissioner of Police (ACP)</i> • <i>Chief Superintendent of Police (C/SUPT)</i> • <i>Superintendent of Police (SUPT)</i> • <i>Deputy Superintendent of Police (DSP)</i> • <i>Assistant Superintendent of Police (ASP)</i> 	<ul style="list-style-type: none"> • <i>Chief Inspector</i> • <i>Inspector</i> 	<ul style="list-style-type: none"> • <i>Sergeant</i> • <i>Corporal</i> • <i>Lance Corporal</i> • <i>Constable</i>

C. GAPS EMERGING FROM THE TRAINING NEEDS ASSESSMENT

The Basic Detective Training Programme offered at the Detective Training School for Junior-level Officers has been developed to meet the needs and career goals of detectives. While the course structure meets the standard of the training required by detectives, the content of the Course is not standardized from the perspective of course participants, instructors and supervisors.

A notable gap was that some officers have not been trained in the Basic Detective Course, which is critical to the role of a Detective or a Crime Officer. Therefore, there could be potential challenges in supervising subordinate officers who have completed the Basic Detective Course and are well-equipped to perform assigned duties.

We noted that there were skill gaps as training was typically delivered from institutional knowledge and practices on the job. Therefore, knowledge transfer was not structured and standardized. Similarly, some officers have not been trained in emerging trends that are required for the effective performance of their roles.

We identified gaps in the areas of supervision, monitoring and evaluation by superior officers. These functions are critical to performance management and the basis of recommending subordinates for the requisite training.

SECTION 3

RECOMMENDATIONS AND PROPOSED TRAINING PROGRAMMES

GHANA POLICE SERVICE

CRIMINAL INVESTIGATION DEPARTMENT

SECTION 3: RECOMMENDATIONS AND PROPOSED TRAINING PROGRAMMES

Following the Training Needs Assessment, we have proposed Training Programmes and Curricula for the CID. The Proposed Programmes were crafted to meet the diverse nature and salient components of the CID. It is noteworthy that the findings, observations and gaps emerging from the Training Needs Assessment and review of curricula of the Detective Training School would be further developed into the Comprehensive Training Plan. This Plan would facilitate structured learning for staff engaged in investigative processes. Therefore, the Comprehensive Training Plan would enhance the capacity-building imperative of the CID and ensure that officers are equipped with the knowledge and skills required to deliver criminal justice.

In this Section, we present:

- (A) Recommendations on the Training Needs Assessment; and
- (B) Proposed Training Programmes for the Criminal Investigation Department.

A. RECOMMENDATIONS ON THE TRAINING NEEDS ASSESSMENT

The Basic Detective Training Programme offered at the Detective Training School for Junior-level Officers has been developed to meet the needs and career goals of detectives. While the course structure meets the standard of the training required by detectives, the content of the Course is not standardized from the perspective of course participants, instructors and supervisors. **Therefore, the content of the Basic Detective Course would be standardized and delivered within the context of criminal investigation and criminal justice. The Course would have a good balance in theory (40%) and practical experience (60%). This would ensure that officers are trained in practical aspects of investigation, which is required for their career progression and an effective delivery of the Criminal Justice process.**

A notable gap was that some officers have not been trained in the Basic Detective Course, which is critical to the role of a Detective or a Crime Officer. Therefore, there could be potential challenges in supervising subordinate officers who have completed the Basic Detective Course and are well-equipped to perform assigned duties. **It is recommended that Officers who have not completed the Basic Detective Training Course should be enrolled in the Course.**

We noted that there were skill gaps as training was typically delivered from institutional knowledge and practices on the job. Therefore, knowledge transfer was not standardized. Similarly, there are officers who have not been trained in emerging trends in the performance of their assigned duties. **A structured and standardized form of training would ensure that officers are well-equipped in performing their roles in the delivery of justice.**

We identified gaps in the areas of supervision, monitoring and evaluation by superior officers. These functions are critical to performance management and the basis of recommending subordinates for the requisite training. **We recommend that approval for training of officers must be based on their performance reviews which highlight their developmental needs.**

B. PROPOSED TRAINING PROGRAMMES FOR THE CRIMINAL INVESTIGATION DEPARTMENT

Following our findings observations from the Training Needs Assessment of Investigators of the Ghana Police Service, we propose Training Programmes for their capacity-building needs.

The Training Programme would be developed and delivered in three (3) levels, namely:

- Advanced-Level Training
- Intermediate-Level Training
- Introductory-Level Training

The classification is based on the intensity of training/course materials. The Training Programmes are further categorised as **Technical or Generic Training Programmes** based on the training requirements of respective institutions in the delivery of criminal justice.

Advanced-Level Training Programmes

Advanced-Level Training Programmes would typically have high-level content that is above the level of Introductory and Intermediate Training Programmes. In most instances, a prerequisite to enrol in an Advanced-Level Training Programme would be previous participation in Introductory and Intermediate level training.

The Training Programmes would focus on the Strategic Management imperatives of respective Criminal Justice Institutions. Therefore, the Programme objectives would be aimed at equipping participants with the skill-set required for the performance, management and provision of strategic direction in their roles. Additionally, Advanced-Level Training Programmes would comprise a good balance of theory and application of real-life examples or simulations.

Training-Levels for respective Roles in the Criminal Justice Institutions

- **Advanced-Level Training Programmes**
The course content would be at a high-level and be developed based on the requirements of the criminal justice value-chain and global best practices. While the Training would typically be at a high-level, the salient technical components would be maintained. This would ensure that staff of Criminal Justice Institutions upgrade their skills to meet emerging trends within the Criminal Justice System at home and abroad.

Intermediate-Level Training Programmes

Intermediate-Level Training Programmes would typically have content that is above the level of Introductory Training Programmes. In most instances, a prerequisite to enrol in an Intermediate-Level Training Programme would be previous participation in Introductory-Level training.

The Training Programmes would focus on the supervisory imperatives of respective Criminal Justice Institutions. Therefore, the Programme objectives would be aimed at equipping participants with the skill-set required for the performance and management of their roles. Additionally, Intermediate-Level Training Programmes would comprise a good balance of theory and application of real-life examples or simulations.

Introductory-Level Training Programmes

Introductory-Level Training Programmes would typically have content that is required to address the salient requirements of respective Criminal Justice Institutions. Therefore, the Programme objectives would be aimed at equipping participants with the skill-set required to perform their roles efficiently.

Previous participation in these Training Programmes would be a prerequisite to enrol in the Intermediate-Level Training Programme. Additionally, Introductory-Level Training Programmes would comprise a good balance of theory and application of real-life examples or simulations.

Training-Levels for respective Roles in the Criminal Justice Institutions

- **Intermediate-Level Training Programmes**

Intermediate Training Courses would have strong technical content and delivered within the constraints of participants' work schedules. Intermediate-Level Training Programmes would comprise a good balance of theory and practice. Intermediate-level training would be designed to ensure that the developmental needs of entry-level staff are met. Course selection would also be dependent on the developmental needs identified in performance appraisals. Additionally, the Training Programmes would be developed to meet the needs of the career progression of staff, as well as the overarching goal of criminal justice delivery.

Training-Levels for respective roles in the Criminal Justice Institutions

- **Introductory-Level Training Programmes**

Introductory-Level Courses would be delivered in formats that have long-lasting impression on participants. Detailed training materials for referencing would be provided to augment a facilitator-led method of instruction. While facilitator-led methods of instruction would be used, some notable training formats would include the distribution of training materials for self-study, long-distance and online courses on Criminal Justice in general. Introductory-Level Training Programmes would comprise a good balance in theory and practice. Course selection would also be dependent on the developmental needs identified in performance appraisals. Introductory-level training would ensure that the developmental needs of entry-level staff are met. Additionally, the Training Programmes would be developed to meet the needs of the career progression of staff, as well as the overarching goal of criminal justice delivery.

Technical and Generic Training Programmes/Courses

Besides the development and delivery of Training Programmes in three (3) levels, the proposed Training Programmes/ Courses would be categorised as **Technical or Generic**. This categorization is based on the training requirement of a respective institution in the delivery of criminal justice.

Technical Training Programmes/Courses are directly linked to the mandate of an institution in matters relating to criminal justice. **Generic Training Programmes/Courses** may not be directly linked to the mandate of a particular institution. Nonetheless, the inclusion of Generic Training Programmes/Courses would ensure that staff are trained with the skills required to enhance their technical abilities. The delivery of training in this format would ensure that the training needs of all categories of staff are factored in the overarching goal of capacity-building for Criminal Justice Institutions.

A Training Plan for the Criminal Justice Institutions would be developed out of this exercise. It would be based on:

- (a) The knowledge of our Institutional Reform and Legal Consultants,
- (b) A comprehensive assessment of the needs of staff engaged in the Criminal Justice value-chain, and
- (c) Best-global standards to ensure that criminal prosecutions in Ghana are aligned to criminal legislations in Ghana, as well as international best-practices.

On the following pages, we have provided tables that depict a summary of Courses; and Training-levels for Investigators of the Ghana Police Service.

GHANA POLICE SERVICE – CRIMINAL INVESTIGATION DEPARTMENT	
Technical Courses for Investigators	
<p>Round Table Discussion: Strategic Management for Law Enforcement Officers</p>	<ul style="list-style-type: none"> • <i>Commissioner of Police (COP)</i> • <i>Deputy Commissioner of Police (DCOP)</i>
<p>Specialised Courses:</p> <ul style="list-style-type: none"> - Drugs/ Narcotic Investigation - Homicide Investigation - Robbery - Fraud - Human Trafficking - Counter Terrorism - Fingerprint Science - Crime Scene Investigation - Criminal Intelligence 	<ul style="list-style-type: none"> • <i>Assistant Commissioner of Police (ACP)</i> • <i>Chief Superintendent of Police (C/SUPT)</i> • <i>Superintendent of Police (SUPT)</i> • <i>Deputy Superintendent of Police (DSP)</i> • <i>Assistant Superintendent of Police (ASP)</i> • <i>Chief Inspector</i> • <i>Inspector</i> • <i>Sergeant</i> • <i>Corporal</i> • <i>Lance Corporal</i> • <i>Constable</i>

GHANA POLICE SERVICE – CRIMINAL INVESTIGATION DEPARTMENT			
Technical Courses for Investigators			
Courses	Training Level		
	Advanced	Intermediate	Introductory
Strategic Management for Law Enforcement Officers	<ul style="list-style-type: none"> • Assistant Commissioner of Police (ACP) • Chief Superintendent of Police (C/SUPT) • Superintendent of Police (SUPT) • Deputy Superintendent of Police (DSP) • Assistant Superintendent of Police (ASP) 	<ul style="list-style-type: none"> • Chief Inspector • Inspector 	-
Detective Courses: <ul style="list-style-type: none"> - Surveillance and Intelligence gathering - Interviewing and Interrogation - Forensic Investigation - Ethics and Integrity - Law Enforcement Management - Domestic Offences - Alternative Dispute Resolution - Interpol Services - Fingerprint Science - Prosecution - Basic Cyber-Crime Investigation - Human Trafficking - Crime Scene Investigation - Organised Crime (Cyber, Robbery, Fraud, Homicide and Drug) - Money Laundering - Intellectual Property Offences 	<ul style="list-style-type: none"> • Assistant Commissioner of Police (ACP) • Chief Superintendent of Police (C/SUPT) • Superintendent of Police (SUPT) • Deputy Superintendent of Police (DSP) • Assistant Superintendent of Police (ASP) 	<ul style="list-style-type: none"> • Chief Inspector • Inspector 	-

GHANA POLICE SERVICE - CRIMINAL INVESTIGATION DEPARTMENT....contd.			
Technical Courses for Investigators			
Participants	Basic Detective Courses		
<ul style="list-style-type: none"> • Chief Inspector • Inspector • Sergeant • Corporal • Lance Corporal • Constable 	<ul style="list-style-type: none"> - Surveillance and Intelligence gathering - Interviewing and Interrogation - Forensic Investigation - Ethics and Integrity - Law Enforcement Management - Domestic Offences - Alternative Dispute Resolution - Interpol Services - Fingerprint Science - Prosecution - Basic Cyber-crime Investigation - Human Trafficking - Crime Scene Investigation - Organised Crime (Cyber, Robbery, Fraud, Homicide and Drug) - Basic French - Building and Handling Dockets - Crime Investigation - Crime Investigation Homicide - Crime Investigation-Drowning - Crime Investigation-Suicide - Crime Returns - Crime Scene Management - Criminal Investigation - Criminal Law - Criminal Law Relating to Assault 	<ul style="list-style-type: none"> - Criminal Law Relating to Investigation - Criminal Law-Homicide - Criminal Procedure - Cyber Crime - Defrauding by False Pretences - Document Fraud - Domestic Offences, including Offences Against Children - Duplicate Dockets/Indexing - Ethics and Human Rights - Evidence - Finger Printing - Fire Arms Management - Forensic Services - Handling of CID Forms - Handling and Relevance of CID Forms - Handling Clients - Handling of Exhibits and Labelling - Human Trafficking - Identification Parade - Identity Fraud - Intelligence Gathering and Surveillance - Interpol Services - Interviewing and Interrogation 	<ul style="list-style-type: none"> - Introduction to Basic Computer - Introduction to Crime Investigation - Introduction to Criminal Procedure - Management/People Approach to Investigation - Narcotic Offences - Orientation - Photographing - Report Writing - Robbery/Extortion - Searches/ Techniques in Searches - Sexual Offences - Sketching/Map Reading - Statement Taking - Techniques of Investigation - Uses and Abuses of Informants - Computer Training - Introduction to Immigration Operations - Introduction to Military Operations - Management - Offences Report Writing

GHANA POLICE SERVICE - CRIMINAL INVESTIGATION DEPARTMENT....contd.			
Generic Courses			
Courses	Training Level		
	Advanced	Intermediate	Introductory
Report Writing	- Selected Participants from previous trainings -	<ul style="list-style-type: none"> • Assistant Commissioner of Police (ACP) • Chief Superintendent of Police (C/SUPT) • Superintendent of Police (SUPT) • Deputy Superintendent of Police (DSP) • Assistant Superintendent of Police (ASP) • Chief Inspector • Inspector 	<ul style="list-style-type: none"> • Chief Inspector • Inspector • Sergeant • Corporal • Lance Corporal • Constable
Computer Skills	- Selected Participants from previous trainings -	<ul style="list-style-type: none"> • Assistant Commissioner of Police (ACP) • Chief Superintendent of Police (C/SUPT) • Superintendent of Police (SUPT) • Deputy Superintendent of Police (DSP) • Assistant Superintendent of Police (ASP) • Chief Inspector • Inspector • Sergeant • Corporal • Lance Corporal • Constable 	<ul style="list-style-type: none"> • Assistant Commissioner of Police (ACP) • Chief Superintendent of Police (C/SUPT) • Superintendent of Police (SUPT) • Deputy Superintendent of Police (DSP) • Assistant Superintendent of Police (ASP) • Chief Inspector • Inspector • Sergeant • Corporal • Lance Corporal • Constable

GHANA POLICE SERVICE - CRIMINAL INVESTIGATION DEPARTMENT....contd.			
Generic Courses			
Courses	Training Level		
	Advanced	Intermediate	Introductory
Database Management	- Selected Participants from previous trainings -	<ul style="list-style-type: none"> • Assistant Commissioner of Police (ACP) • Chief Superintendent of Police (C/SUPT) • Superintendent of Police (SUPT) • Deputy Superintendent of Police (DSP) • Assistant Superintendent of Police (ASP) • Chief Inspector • Inspector 	<ul style="list-style-type: none"> • Assistant Commissioner of Police (ACP) • Chief Superintendent of Police (C/SUPT) • Superintendent of Police (SUPT) • Deputy Superintendent of Police (DSP) • Assistant Superintendent of Police (ASP) • Chief Inspector • Inspector • Sergeant • Corporal • Lance Corporal • Constable
Statistical Analysis	- Selected Participants from previous trainings -	<ul style="list-style-type: none"> • Chief Inspector • Inspector 	<ul style="list-style-type: none"> • Chief Inspector • Inspector • Sergeant • Corporal • Lance Corporal • Constable
Psychology	- Selected Participants from previous trainings -	<ul style="list-style-type: none"> • Assistant Commissioner of Police (ACP) • Chief Superintendent of Police (C/SUPT) • Superintendent of Police (SUPT) • Deputy Superintendent of Police (DSP) • Assistant Superintendent of Police (ASP) • Chief Inspector • Inspector 	<ul style="list-style-type: none"> • Assistant Commissioner of Police (ACP) • Chief Superintendent of Police (C/SUPT) • Superintendent of Police (SUPT) • Deputy Superintendent of Police (DSP) • Assistant Superintendent of Police (ASP) • Chief Inspector • Inspector • Sergeant • Corporal • Lance Corporal • Constable

GHANA POLICE SERVICE - CRIMINAL INVESTIGATION DEPARTMENT....contd.			
Generic Courses			
Courses	Training Level		
	Advanced	Intermediate	Introductory
Sociology	- Selected Participants from previous trainings -	<ul style="list-style-type: none"> • Assistant Commissioner of Police (ACP) • Chief Superintendent of Police (C/SUPT) • Superintendent of Police (SUPT) • Deputy Superintendent of Police (DSP) • Assistant Superintendent of Police (ASP) • Chief Inspector • Inspector 	<ul style="list-style-type: none"> • Assistant Commissioner of Police (ACP) • Chief Superintendent of Police (C/SUPT) • Superintendent of Police (SUPT) • Deputy Superintendent of Police (DSP) • Assistant Superintendent of Police (ASP) • Chief Inspector • Inspector • Sergeant • Corporal • Lance Corporal • Constable
Ethics	- Selected Participants from previous trainings -	<ul style="list-style-type: none"> • Assistant Commissioner of Police (ACP) • Chief Superintendent of Police (C/SUPT) • Superintendent of Police (SUPT) • Deputy Superintendent of Police (DSP) • Assistant Superintendent of Police (ASP) • Chief Inspector • Inspector 	<ul style="list-style-type: none"> • Assistant Commissioner of Police (ACP) • Chief Superintendent of Police (C/SUPT) • Superintendent of Police (SUPT) • Deputy Superintendent of Police (DSP) • Assistant Superintendent of Police (ASP) • Chief Inspector • Inspector • Sergeant • Corporal • Lance Corporal • Constable

GHANA POLICE SERVICE - CRIMINAL INVESTIGATION DEPARTMENT....contd.			
Generic Courses			
Courses	Training Level		
	Advanced	Intermediate	Introductory
<p>Communication Skills</p> <p>- Selected Participants from previous trainings -</p>		<ul style="list-style-type: none"> • Assistant Commissioner of Police (ACP) • Chief Superintendent of Police (C/SUPT) • Superintendent of Police (SUPT) • Deputy Superintendent of Police (DSP) • Assistant Superintendent of Police (ASP) • Chief Inspector • Inspector 	<ul style="list-style-type: none"> • Assistant Commissioner of Police (ACP) • Chief Superintendent of Police (C/SUPT) • Superintendent of Police (SUPT) • Deputy Superintendent of Police (DSP) • Assistant Superintendent of Police (ASP) • Chief Inspector • Inspector • Sergeant • Corporal • Lance Corporal • Constable

Tables of Proposed Training Programmes for respective Roles in the CID

From our analysis of the responsibilities, technical competencies, educational levels, years of experience and skill gaps, we have identified areas of training for Investigators of the Ghana Police Service.

Consequently, we have presented Tables on the following pages that highlight:

- Ranks or Positions;
- Expected or Required Duties, Responsibilities, Core Competencies and Skills; and
- Proposed Technical and Generic Training or Courses

TABLE OF PROPOSED TRAINING/COURSES FOR INVESTIGATORS IN THE GHANA POLICE SERVICE

POSITION, TITLE OR RANK	EXPECTED OR REQUIRED RESPONSIBILITIES, CORE COMPETENCIES, SKILLS AND QUALIFICATIONS	PROPOSED TRAINING/COURSES
<p><i>Senior Officers</i></p> <ul style="list-style-type: none"> • <i>Commissioner of Police (COP)</i> • <i>Deputy Commissioner of Police (DCOP)</i> 	<p>General duties, responsibilities, core competencies and skills of Detectives/Crime Officers as contained in the Ghana Police Service Instructions, in relation to Case Management include:</p> <ul style="list-style-type: none"> • Senior Officers are be involved in the management, supervision and oversight of all criminal investigations especially serious crimes, and ensure early and regular liaison with the Prosecutor. • If there are grounds to suspect that a crime has been committed, Identify and arrest the perpetrator(s) of crime; detect and secure the clues to the crime and articles which might serve as evidence; and gather all information that might be of use for effective conduct of investigations and prosecutions. • Officers shall not use force more than is necessarily required to achieve the object of law enforcement. • In the course of investigating a crime, the greatest care shall be taken in handling any article which appears to be in connection with the case, or which may be used in evidence. • Ensure that Reports are adequately prepared with detailed supporting evidence and documents. The evidence in the report should be indicative of the work carried out throughout the entire investigation. Confidentiality and Security is also important. • Maintain identification/traceability and status of records, and documents, in the course of delivering legal and justice services, meeting legal and statutory requirements. • Providing offenders or suspects access to the Courts to pursue constitutionally mandated rights. 	<p><u>Round table (Discussion):</u> Strategic Management for Law Enforcement Officers</p>

TABLE OF PROPOSED TRAINING/COURSES FOR INVESTIGATORS IN THE GHANA POLICE SERVICE

POSITION, TITLE OR RANK	EXPECTED OR REQUIRED RESPONSIBILITIES, CORE COMPETENCIES, SKILLS AND QUALIFICATIONS	PROPOSED TRAINING/COURSES
<p>Senior Officers</p> <ul style="list-style-type: none"> • Assistant Commissioner of Police (ACP) • Chief Superintendent of Police (C/SUPT) • Superintendent of Police (SUPT) • Deputy Superintendent of Police (DSP) • Assistant Superintendent of Police (ASP) 	<p>General duties, responsibilities, core competencies and skills of Detectives/Crime Officers as contained in the Ghana Police Service Instructions, in relation to Case Management include:</p> <ul style="list-style-type: none"> • Senior Officers are involved in the management, supervision and oversight of all criminal investigations especially serious crimes, and ensure early and regular liaison with the Prosecutor. • If there are grounds to suspect that a crime has been committed, Identify and arrest the perpetrator(s) of crime; detect and secure the clues to the crime and articles which might serve as evidence; and gather all information that might be of use for effective conduct of investigations and prosecutions. • Officers shall not use force more than is necessarily required to achieve the object of law enforcement. • In the course of investigating a crime, the greatest care shall be taken in handling any article which appears to be in connection with the case, or which may be used in evidence. • Ensure that Reports are adequately prepared with detailed supporting evidence and documents. The evidence in the report should be indicative of the work carried out throughout the entire investigation. Confidentiality and Security is also important. • Maintain identification/traceability and status of records, and documents, in the course of delivering legal and justice services, meeting legal and statutory requirements. • Providing offenders or suspects access to the Courts to pursue constitutionally mandated rights. 	<p>Advanced - Level Training</p> <p>Technical Courses</p> <ul style="list-style-type: none"> • Strategic Management for Law Enforcement Officers <p>Detective Courses:</p> <ul style="list-style-type: none"> - Surveillance and Intelligence gathering - Interviewing and Interrogation - Forensic Investigation - Ethics and Integrity - Law Enforcement Management - Domestic Offences - Alternative Dispute Resolution - Interpol Services - Fingerprint Science - Prosecution - Basic Cyber-Crime Investigation - Human Trafficking - Crime Scene Investigation - Organised Crime (Cyber, Robbery, Fraud, Homicide and Drug) - Money Laundering - Intellectual Property Offences <p>Specialised Courses:</p> <ul style="list-style-type: none"> - Drugs/ Narcotic Investigation - Homicide Investigation - Robbery - Fraud - Human Trafficking - Counter Terrorism - Fingerprint Science - Crime Scene Investigation - Criminal Intelligence

POSITION, TITLE OR RANK	EXPECTED OR REQUIRED RESPONSIBILITIES, CORE COMPETENCIES, SKILLS AND QUALIFICATIONS	PROPOSED TRAINING/COURSES
		<p><u>Intermediate - Level Training</u> Generic Courses</p> <ul style="list-style-type: none"> • Report Writing <p><u>Introductory/Intermediate - Level Training</u> Generic Courses</p> <ul style="list-style-type: none"> • Computer Skills • Database Management • Psychology • Sociology • Ethics • Communication Skills

TABLE OF PROPOSED TRAINING/COURSES FOR INVESTIGATORS IN THE GHANA POLICE SERVICE

POSITION, TITLE OR RANK	EXPECTED OR REQUIRED RESPONSIBILITIES, CORE COMPETENCIES, SKILLS AND QUALIFICATIONS	PROPOSED TRAINING/COURSES
<p><i>Middle-level Officers</i></p> <ul style="list-style-type: none"> • <i>Chief Inspector</i> • <i>Inspector</i> 	<p>General duties, responsibilities, core competencies and skills of Detectives/Crime Officers as contained in the Ghana Police Service Instructions, in relation to Case Management include:</p> <ul style="list-style-type: none"> • If there are grounds to suspect that a crime has been committed, Identify and arrest the perpetrator(s) of crime; detect and secure the clues to the crime and articles which might serve as evidence; and gather all information that might be of use for effective conduct of investigations and prosecutions. • Officers shall not use force more than is necessarily required to achieve the object of law enforcement. • Record reported crime at the charge office at the Police Station. • In the course of investigating a crime, the greatest care shall be taken in handling any article which appears to be in connection with the case, or which may be used in evidence. • Ensure that Reports are adequately prepared with detailed supporting evidence and documents. The evidence in the report should be indicative of the work carried out throughout the entire investigation. Confidentiality and Security is also important. • Maintain identification/traceability and status of records, and documents, in the course of delivering legal and justice services, meeting legal and statutory requirements. • Providing offenders or suspects access to the Courts to pursue constitutionally mandated rights. 	<p>Intermediate - Level Training</p> <p>Technical Courses</p> <ul style="list-style-type: none"> • Strategic Management for Law Enforcement Officers • Detective Courses: <ul style="list-style-type: none"> - Surveillance and Intelligence gathering - Interviewing and Interrogation - Forensic Investigation - Ethics and Integrity - Law Enforcement Management - Domestic Offences - Alternative Dispute Resolution - Interpol Services - Fingerprint Science - Prosecution - Basic Cyber-Crime Investigation - Human Trafficking - Crime Scene Investigation - Organised Crime (Cyber, Robbery, Fraud, Homicide and Drug) - Money Laundering - Intellectual Property Offences

TABLE OF PROPOSED TRAINING/COURSES FOR INVESTIGATORS IN THE GHANA POLICE SERVICE

POSITION, TITLE OR RANK	EXPECTED OR REQUIRED RESPONSIBILITIES, CORE COMPETENCIES, SKILLS AND QUALIFICATIONS	PROPOSED TRAINING/COURSES
<p><i>Middle-level Officers</i></p> <ul style="list-style-type: none"> • <i>Chief Inspector</i> • <i>Inspector</i> <p><i>Junior-level Officers</i></p> <ul style="list-style-type: none"> • <i>Sergeant</i> • <i>Corporal</i> • <i>Lance Corporal</i> • <i>Constable</i> 	<p>Detectives within the Ghana Police Service. General duties, responsibilities, core competencies and skills of Detectives/Crime Officers as contained in the Ghana Police Service Instructions, in relation to Case Management include:</p> <ul style="list-style-type: none"> • If there are grounds to suspect that a crime has been committed, Identify and arrest the perpetrator(s) of crime; detect and secure the clues to the crime and articles which might serve as evidence; and gather all information that might be of use for effective conduct of investigations and prosecutions. • Officers shall not use force more than is necessarily required to achieve the object of law enforcement. • Record reported crime at the charge office at the Police Station • In the course of investigating a crime, the greatest care shall be taken in handling any article which appears to be in connection with the case, or which may be used in evidence. • Ensure that Reports are adequately prepared with detailed supporting evidence and documents. The evidence in the report should be indicative of the work carried out throughout the entire investigation. Confidentiality and Security is also important. • Maintain identification/traceability and status of records, and documents, in the course of delivering legal and justice services, meeting legal and statutory requirements. • Provide offenders or suspects access to the Courts to pursue constitutionally mandated rights. 	<p>Specialised Courses:</p> <ul style="list-style-type: none"> - Drugs/ Narcotic Investigation - Homicide Investigation - Robbery - Fraud - Human Trafficking - Counter Terrorism - Fingerprint Science - Crime Scene Investigation - Criminal Intelligence <p><u>Introductory/Intermediate - Level Training</u></p> <p>Generic Courses</p> <ul style="list-style-type: none"> • Report Writing • Computer Skills • Database Management • Statistical Analysis • Psychology • Sociology • Ethics • Communication Skills <p><u>Introductory - Level Training</u></p> <p>Basic Detective Courses would be developed further into Modules that are consistent with global best-practices in enhancing the role of detectives to deliver criminal justice. A list of Basic Detective Training Courses is provided on the next page. Junior-Level Officers who have completed the Basic Detective Course may be recommended for enrolment in Intermediate-Level Courses by authorizing officers.</p>

Basic Detective Courses at the Detective Training School

- Basic French
- Building and Handling Dockets
- Crime Investigation
- Crime Investigation Homicide
- Crime Investigation-Drowning
- Crime Investigation-Suicide
- Crime Returns
- Crime Scene Management
- Criminal Investigation
- Criminal Law
- Criminal Law Relating to Assault
- Criminal Law Relating to Investigation
- Criminal Law-Homicide
- Criminal Procedure
- Cyber Crime
- Defrauding by False Pretences
- Document Fraud
- Domestic Offences, including Offences Against Children
- Duplicate Dockets/Indexing
- Ethics and Human Rights
- Evidence
- Finger Printing
- Fire Arms Management
- Forensic Services
- Handling of CID Forms
- Handling and Relevance of CID Forms

- Handling Clients
- Handling of Exhibits and Labeling
- Human Trafficking
- Identification Parade
- Identity Fraud
- Intelligence Gathering and Surveillance
- Interpol Services
- Interviewing and Interrogation
- Introduction to Basic Computer
- Introduction to Crime Investigation
- Introduction to Criminal Procedure
- Management/People Approach to Investigation
- Narcotic Offences
- Orientation
- Photographing
- Report Writing
- Robbery/Extortion
- Searches/ Techniques in Searches
- Sexual Offences
- Sketching/Map Reading
- Statement Taking
- Techniques of Investigation
- Uses and Abuses of Informants
- Computer Training
- Introduction to Immigration Operations
- Introduction to Military Operations
- Management
- Offences Report Writing