



THE PRESIDENT
REPUBLIC OF TRINIDAD AND TOBAGO

THE CONSTITUTION OF THE REPUBLIC OF TRINIDAD AND TOBAGO

NOTIFICATION

Pursuant to section 123 of the Constitution of the Republic of Trinidad and Tobago, Chapter 1:01, as amended, it is hereby notified that the Police Service Commission, in accordance with section 123(2) of the said Constitution, as amended, has nominated **MR. STEPHEN WILLIAMS** for appointment to the office of Commissioner of Police – Trinidad and Tobago Police Service.

Dated this 12th day of July, 2018

A handwritten signature in black ink, appearing to read 'Paula-Mae Weekes'.

Paula-Mae Weekes
President.



POLICE SERVICE COMMISSION

CORNER CHURCHILL-ROOSEVELT HIGHWAY AND PASEA MAIN ROAD, TUNAPUNA
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P: 54/1/33 Vol. XVII

12th July, 2018

Her Excellency, Ms. Paula-Mae Weekes
The President of the Republic of Trinidad and Tobago
Office of the President
St. Ann's Circular Road
St. Ann's

Your Excellency,

Re: Nomination of Commissioner of Police (CoP) – Trinidad and Tobago Police Service

Your letter dated 10th July, 2018 refers.

Section 123 (2) of the Constitution of the Republic of Trinidad and Tobago, Chap. 1: 01, states that the Police Service Commission shall nominate persons for appointment to the offices specified in subsection (1) (a) and section 22(1) of the Police Service Act in accordance with the criteria and procedure prescribed by Order of the President and subject to negative resolution of Parliament.

In light of the rejection of the nomination of **Mr. Harold Phillip** by the House of Representatives for the office of Commissioner of Police and in accordance with the provisions of section 4 (1) of Legal Notice No. 218 dated 16th December, 2015 as outlined below, the nomination of **Mr. Stephen Williams**, the next highest ranking candidate on the Order of Merit List for the office of Commissioner of Police is hereby forwarded:-

“Where, in relation to clause 3(f), the House of Representatives does not approve of the highest graded candidate on the Order of Merit List pursuant to section 123 of the Constitution, subsequent nominations in order of merit may be submitted to the House of Representatives from the Order of Merit List only in accordance with the procedure set out in the Constitution.”

In accordance with Legal Notice No. 218, dated 16th December, 2015, section 4 (4), a dossier for Mr Stephen Williams is attached.

Please also note that Mr Williams is expected to proceed on pre - retirement leave in September 2018.

Kind Regards



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Bliss Seepersad
Chairman
Police Service Commission



**Police Service Commission
of the
Republic of Trinidad and Tobago**

**Application for posts within the Trinidad and Tobago
Police Service of:**

Commissioner of Police

Deputy Commissioner of Police

Both

NAME OF APPLICANT: Stephen Williams

<p>FOR OFFICIAL USE ONLY</p> <p>APPLICATION NO: -----</p> <p>DATE RECEIVED: -----</p>
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Competency-Based Application Form

Commissioner of Police and/or Deputy Commissioner of Police

Private and Confidential

Before completing this application form you are advised to read the instructions for completion (below).

Instructions for Completion:

1. You are strongly advised to read all documentation available on the Job portal, including: the recruitment process guidelines, legal notices, job descriptions, prospectus and referenced documents.
2. You are required to download and complete all sections of this application form. Responses to questions should be concise, yet descriptive enough to allow evaluators to understand the full picture.
3. This application form **must** be completed electronically. You **must** type your answers in the space provided and submit your documents in 'PDF' format. (Handwritten and/or scanned applications will not be considered.)
4. It is imperative that you are open and honest with your answers. Evidence needs to be specific and focused on your personal involvement/ experience and actions. The evidence you present must be from within the last five years. The appropriateness of your response will be determined by the extent that your evidence relates to the competency area being assessed, how thoroughly you respond to the questions asked and how appropriate your examples are in relation to the issues facing the Trinidad and Tobago Police Service.
5. It is your responsibility to ensure that the application form is completed according to these instructions and the recruitment process guidelines.
6. All application forms **must** be submitted online via the website www.ttreruitmentonline.com no later than **11:59 pm** (Local time Trinidad and Tobago, GMT -4) on **29th September, 2017**.
7. Successful applicants will be notified within three weeks of the closing date of the application process and will be invited to take part in a comprehensive, competency-based assessment process.
8. In Part Five, you are required to provide details of references who can vouch for the accuracy of the information you have provided. As part of the assessment processes these persons may be contacted to verify the information provided.
9. The Police Service Commission of the Republic of Trinidad & Tobago is committed to equality and diversity and welcomes applications from all suitably qualified applicants who are nationals of Trinidad and Tobago.

PART ONE – Eligibility Criteria

Please provide Proof of Nationality:

Passport Number:	TB070822
National Identification Number:	19600808041
Birth Certificate Registration Number:	Pin 7626833361

Do you have a degree in Law, Criminal Justice, Police Management, Criminology or other relevant degree? Please Specify.

I have a Bachelor of Laws Degree (University of London, 1993), Executive Masters in Business Administration (University of the West Indies, 2006), Master Studies in Applied Criminology and Police Management (University of Cambridge, 2013)

How many years of increasing responsibility in law enforcement do you have?

I have 38 years of increasing responsibility in law enforcement from Constable in 1979 through all the ranks of the Trinidad and Tobago Police Service with the last 5 years (2012 to 2017) acting in the position of Commissioner of Police

Have you ever been declared bankrupt?

No.

Have you ever had a criminal conviction?

No.

Do you have any conflicts of interest that you would like to declare? If yes, please state here.

No.

PART TWO: Personal Data

Last Name: Williams	Given Name(s): Stephen
Current Job Title: Commissioner of Police (Acting)	Current Service & Dept./Unit/Division: Executive of The Trinidad and Tobago Police Service
Work Address: c/o The Office of Commissioner of Police, corner of Edward and Sackville Streets, Port of Spain	Mailing Address: 33 Graceland Heights, Mussio Trace, Cantaro Village, Santa Cruz
E-mail: stepwill328@yahoo.com	Mobile Telephone: 7035776
Other Telephone: (H) 6763043 (W) 6238429	Date of Birth: 08/08/60

PART THREE: Work Experience & Education

Details of current post:

Current Role Title: Commissioner of Police (Acting)	Organization: Trinidad and Tobago Police Service
Start Date: 07/08/12	Finish Date: continuing to 31/10/17
<p>Brief description of role and responsibilities, including key achievements:</p> <p>I have been assigned under the Constitution of Trinidad and Tobago, the complete power to manage the human, financial and material resources assigned to the Trinidad and Tobago Police Service (TTPS). This include the permanent appointment of police officers, the employment on contract of civilian employees, the transfer, promotion, discipline and termination of employment of all police officers except Commissioner of Police and Deputy Commissioners of Police, the management of public servants assigned to the TTPS. To fulfill the financial responsibilities, the appointed roles of Accounting officer and receiver of government revenues are assigned to me. The general responsibility of managing the Special Reserve Police establishment and the overall responsibility for the Supplemental Police are assigned to me by law. Therefore, all the responsibilities to lead and manage the police service are assigned to me. Key achievements: (1) During the last five years, I have been able to increase the recruitment of police officers and special reserve police especially in the year 2014 by renting an additional training facility of the Chaguaramas Development Authority (CDA) at Chaguaramas and pursuing a recruitment drive. There were 457 officers recruited into the TTPS and 308 officers into the SRP in 2014. However, the facility was later leased out by the CDA to a developer and was no longer available for further use by the TTPS; (2) implemented a major policing change in the TTPS through the introduction of Hot Spots Policing. This involved focusing our policing effort (starting with patrols) on the small geographical spaces which we have identified as having a very high concentration of crime and which we refer to as Hot Spots. This strategy has resulted in a significant reduction in the annual total of serious crimes (SRCs) since its introduction in 2013. The 2013 annual reduction in serious crimes is the largest reduction in the history of the TTPS. Crime dropped from the 2012 total of 17841 SRCs to the 2013 total of 13147 SRCs. This amounts to 26.3% reduction over a single year. The continuation of the Hot Spots Policing Strategy has resulted in annual reductions in SRCs since 2013; (3) implemented a firearm seizure initiative with targets set for each of the 9 Geographical Divisions. This resulted in significant increases in firearm seizures annually since 2012. The annual figures are 420, 462, 585, 691 and a record high of 765 firearms seized in 2016. The year 2017 is heading towards another record breaking year of firearm seizures as we have already seized in excess of 760 firearms with 3 months of work left to be completed in the year; (4) through a focus on diversity in the workplace, I have deliberately ensured that female officers receive equitable treatment in appointments to the police service, training and development opportunities, promotion and the assignment of key portfolios. This exceptional focus on diversity has been recognised by the female officers and through their nomination, I have been distinguished among global police leaders to be the first male police leader in the world to be awarded the male advocate award 2017 by the International Association of Women Police (IAWP) in support of the United Nations He for She campaign; (5) established a partnership with the Cambridge Institute of Criminology in pursuit of institutionalizing Evidence-Based Policing (EBP) in the TTPS. This has allowed 10% of the workforce to be directly trained by the Cambridge team in EBP and several experiments conducted on various policing strategies and tactics including the use of Haemostatic Bandages on persons wounded through violent incidents. EBP is the most contemporary policing approach being pursued by police forces in developed countries including the USA, Uk, Canada, Australia, New Zealand and Sweden; (6) implemented a roads policing strategy to improve the safety on our roadways. This has resulted in the annual average number of road deaths for the 5 years prior to 2012 (i.e. 217 deaths) being significantly reduced to 159 road deaths over the 5 years 2012 to 2016 under my leadership. This means that on average 58 lives have been saved each year for the last 5 years through the implementation of the roads policing strategy. There are many more key achievements during the execution of my current role and responsibilities for which space does not permit me recording here.</p>	

Details of previous three posts – most recent first

Previous Role Title: Deputy Commissioner of Police Administration	Organization: Trinidad and Tobago Police Service
Start Date: January 4th, 2011	Finish Date: August 6th, 2012
<p>Brief description of role and responsibilities, including key achievements:</p> <p>Assigned the Executive responsibility for the administration of the police service which include assisting the Commissioner of police by effecting the transfer of constables to and from divisions and branches, the approval of Vacation leave for all ranks up to Senior Superintendent, head the promotions advisory board to interview officers for promotion to the ranks in the second division (Corporal, Sergeant and Inspector) which is a statutory responsibility, make recommendations to the Commissioner of Police for the transfer of other ranks, the acting appointment of all ranks up to Assistant Commissioner of Police, monitoring the key actions for implementation from the strategic plan and overseas training for officers of all ranks. Key achievements: completed one of the largest Promotion Advisory Board (PAB) interview process with around 400 Police Sergeants for the development of an order of merit list for promotion to Inspector. This PAB process necessitated the interview of officers daily from Monday to Thursday between 9am to 5pm for most of the months between January 2011 and May 2012. However, I had to be innovative to fulfill the other daily work responsibilities of the post by being in office at 7 am , leaving office at 8.30 pm and utilizing most Saturdays as a full workday.</p>	

Details of previous three posts – most recent first

Previous Role Title: Deputy Commissioner of Police Crime	Organization: Trinidad and Tobago Police Service
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Start Date: June 28th, 2010	Finish Date: January 3rd, 2011
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Brief description of role and responsibilities, including key achievements:

Assigned Executive lead for criminal investigations, detection of crime, the reduction of crime and all major policing operations to be undertaken by the TTPS. The role and responsibility was later amended with the police operations' portfolio removed and assigned to a Deputy Commissioner of Police Operations in September, 2010 and the responsibilities of the former Deputy Commissioner of Police Intelligence assigned to the crime portfolio. These new responsibilities included criminal and security intelligence, VIP Protection and the Special Branch. Key achievements: (1) Rallied the support of the Police Service Social and Welfare Association Executive which had just taken office and went around to all the police geographical divisions and held meetings with officers of all ranks. These meetings allowed the officers to raise concerns and receive immediate feedback. This resulted in greater commitment from many officers to the implementation of our crime initiatives and strategy and the consequential reduction in Murders to the figure of 473 in 2010 as compared to 507 in 2009; (2) chaired a Cabinet appointed committee to develop a plan for the reorganization of the Special Anti crime unit of Trinidad and Tobago (SAUTT). This plan was completed within the time set by Cabinet, it was submitted and the recommendations approved. It has allowed the TTPS to be re-designated as the lead agency for the investigation of all Serious Crimes and the Strategic Services Agency being designated as the lead agency for Intelligence.

Details of previous three posts – most recent first

Previous Role Title: Assistant Commissioner of Police, Community Relations	Organization: Trinidad and Tobago Police Service
Start Date: October, 2008	Finish Date: June 27th, 2010
<p>Brief description of role and responsibilities, including key achievements:</p> <p>I was assigned Executive responsibility for community relations, discipline, Police Band, the Police Sports Club, the Second Division Officers' Mess and to work along with consultants from the George Mason University including Professor Stephen Mastrofski in the implementation of organizational change projects and programmes approved by the government for improving the performance of the TTPS. These include the Model Stations' Initiative, a comprehensive supervisory and developmental training programme for supervisors in the police service, and the building of analytical capability to address crime. Further, I was assigned as Gold Commander to lead the security team for the Commonwealth Heads of Government Meeting which was held in Trinidad and Tobago in 2009. Key achievements: (1) Successfully led the largest multinational and multi-agency security team to secure an event in Trinidad and Tobago. It was made up of all local National Security Divisions and Departments, regional military and police contingents and international agencies and security forces. The Commonwealth meeting was completed without incident and her Majesty the Queen and all visiting heads of government left Trinidad and Tobago safely. This achievement led to me receiving special commendation and an award from the Minister of National Security; (2) assisted in the establishment of the Crime and Problem Analysis Branch (CAPA) in the TTPS from the work with Professor Mastrofski in building analytical capability to address crime. CAPA stands as a success story of the TTPS as it is now nationally known and used for crime statistics and analysis; (3) A further key achievement is the implementation of the model stations initiative. This initiative allowed 5 selected stations to receive special treatment towards improving their overall performance. While the results of this initiative did not provide the decreases in crime that were envisaged by the police service and the Ministry of National Security, it provided the TTPS with its first quasi-experiment in which the TTPS effectively worked with Academia towards finding workable solutions to policing and crime problems. (4) A key achievement for which I am passionate about is my work with Dr Fazal Ali and other educators on the development of a school intervention programme with emphasis on the schools identified as most at risk from academic research conducted by the Ministry of Education. This work allowed us to form an effective partnership to engage the school children at schools with assistance from stand out police youth leaders such as Police Constable Sharbodye. This work acted as the foundation from which I later launched a massive youth club expansion drive to assist young people especially those in greatest need for social, psychological and educational support. The youth of our country are our greatest asset for building a better future for all of us. Therefore, the investment of positive, direct intervention in their lives provide the platform for building a better tomorrow.</p>	

Details of relevant qualifications and training attained

Please list any educational qualifications you consider relevant to the role for which you are applying.

Colleges, University attended and Courses taken	From	To	Qualifications and grade attained
The University of Cambridge, Police Executive Programme courses taken including criminological theories, writing research proposals and protocols, Leadership, Evidence-Based Policing	March, 2011	July, 2013	Degree of Master Studies in Applied Criminology and Police Management, Pass
The University of the West Indies, Arthur Lok Jack Graduate School of Business 12 courses taken including, Corporate Turnaround, Financial and Management Accounting, Strategic Planning, Contemporary Human Resource Management	September, 2002	July, 2006	Degree of Executive Master's in Business Administration, Pass
The University of London (External) 12 law courses including Criminal law, English Legal system, Trust, Land law, Law of Succession, Jurisprudence, Tort, Commercial law	September, 1990	August, 1993	Bachelor of Laws Degree, Pass

Please list any training courses attended that you consider relevant to the role for which you are applying.

Course Title	From	To	Summary of course contents
International Strategic Leadership Programme, UK	April 16, 2007	Aug 3, 2007	strategic planning, change management, TOC, incident command
Advance Alternative Dispute Resolution	June 6, 2000	June 9, 2000	skills in negotiation, mediation, conflict resolution
International visitors Programme, USA	Sept. 27, 2004	Oct 15, 2004	counter terrorism issues and regional cooperation
Bullet Proof Manager Programme	January, 2015	August, 2016	core leadership and management competencies
Project Management	Sept 21, 2005	Dec 14, 2005	developing project plans and managing projects
Public Sector Management	Nov 1, 2001	Nov 9, 2001	The workings of the public service system
Police exchange programme	April, 2005	June, 2005	practical exposure to the UK system of policing

PART FOUR: Competency Assessment and Job Related Experience

Leadership Skills

Please provide details of qualifying experiences in which you have led or managed large organizations and workforces with emphasis on strategic decision making, delivering structural/cultural change, and working effectively with partners and stakeholders.

Applicant's Response:

The Trinidad and Tobago Police Service (TTPS), an organization with excess of 10,000 employees (police officers, special reserve police and civilian employees) has been effectively led and managed by me for the last 5 years. The period has not been an easy one but it demanded a strong, honest, resilient, empathetic, resourceful but humble leader to achieve success. During the course of leading the organization, I took the strategic decision in 2013 that under my leadership, crime control practices and policies should not be dictated by gut feeling or guesswork but should be deeply rooted as much as possible in evidence from research of what works. Therefore, at one of our Executive team meeting, I sought and got the expressed support of members of the Executive team to pursue a change in policing approach. I set about a penetrating approach to introduce evidence-based policing (EBP) to the organization and promote an evidence-based policing culture. EBP is the use of "the best available research on the outcomes of police work to implement guidelines" and shape policing practices and policies. I first selected several senior officers who had shown commitment to work and a willingness to learn and facilitated their education in evidence-based policing by providing them with an opportunity to attend the Police Executive Programme at the University of Cambridge on a part time basis. I saw this as an important investment in leadership development in the police service. This was followed by the selection of several middle managers with a passion for the job (Assistant Superintendents and Inspectors) to participate in the programme. The training of senior and middle managers marked the first stage in the process of transforming the culture of the TTPS into an evidence-based one by seeking to influence key officers into an evidence-based mind set. The second stage involved training in excess of 700 officers and analysts from all ranks in all the divisions, branches, sections and units across the police service. They were locally trained over 40 contact hours by a team from the University of Cambridge. I had worked on a partnership agreement for training and research support with the University of Cambridge through Professor Lawrence Sherman the world renowned criminologist. This led the organization to be outfitted with an army of change agents of all ranks and from all divisions, branches, sections and units, all armed with new knowledge of what has worked in policing in other jurisdictions and the passion and energy to assist in pursuing local research. This approach has assisted in neutralizing the strongest barrier to the implementation of change that of resistance to change. The decision to pursue the change in policing culture is paying rich dividends as the police officers as key stakeholders have embraced evidence-based policing, have supported and are supporting several research initiatives undertaken by the TTPS including ; (1) our hot spots policing strategy experiment; (2) our pioneering effort to reduce deaths from violent incidents by applying haemostatic bandages to the wounds on victims immediately upon police arrival at those crime scenes and rushing the victims to hospital; and (3) our most recent Body-Worn Camera experiment which is being pursued with TSTT as a new partner and stakeholder.

People Skills

Please provide details on experience you have in managing the performance of direct reports and a large workforce with specific reference to your approach to people management, working and communicating with others and serving members of the public.

Applicant's Response:

Policing is a profession with the core responsibility built around people serving people on a daily basis. It is the quality of the service that defines success. Over the last five years as head of the police service with an extremely large workforce (in excess of 10,000 police and civilian staff members), I have had the experience in managing persons who have displayed varied forms of behaviour. The key to managing their performance is about getting to know each employee especially those who have a direct reporting relationship to you and maintaining emotional fortitude. For instance, the Head of Corporate Communications approached me one day in early 2016 and said "Boss, you are frustrating me right now. We have plenty promotion and advertising of the work of the TTPS to do and no money to do it. I cannot do my job without money." Being very familiar with her, I could clearly detect a level of hopelessness within her voice. I knew that she needed my immediate attention. I stopped what I was doing and told her let us sit down. I recognized that I needed to provide her with empathy and support and be as authentic as possible in doing it as she had good intentions about delivering on her portfolio but did not know how to cross the financial hurdle. As we sat down on the sofa in my office, I asked her to outline some of the key actions that she wanted to execute and the time lines that she had set for them. It took just 15 minutes of meeting with her for us to settle on a plan of action to obtain support from the various media including print and electronic through what she named as a media social. The plan was to invite all the key decision makers in the local media world to an event specially designed for them at the Gymnasium of the Police Academy and at that event, I would speak to them for no more than 5 minutes to lobby their support in the form of their corporate social responsibility. They would be provided with the opportunity to meet all the members of the Executive and all the divisional commanders in an informal setting. The execution of this plan has proven to be one of our most successful action over the last 2 years as all the major media committed to support the airing and publishing of all public service announcements which are intended to convey information to the public. The event cost us around \$35,000. to execute and the returns were estimated by the rating company Media Insite to be \$13 million worth of advertisements for 2016 and already estimated to be \$7 million worth of advertisements for the first 6 months of 2017. We are provided with access to the electronic billboards and post information on missing persons without any direct cost to the TTPS. This example fulfills all the requested features of People skills. However, I recently had the responsibility of being required to rate the Deputy Commissioners in the police service and reminded them of areas of weaknesses that they have displayed over time and highlighted clear areas of strength that they have continually demonstrated. While the areas of weaknesses are obvious and are clearly known by them and by many members of the general staff, two of the officers seemed to be visibly dissatisfied that weaknesses were highlighted in their rating reports. As a leader, it is important to be honest with staff, provide them with support, feedback and advice to improve but "do not sweep shortcomings under the table." Good leaders build on their strengths and learn to focus on correcting weaknesses. At the end of the day, all that we do as police officers must contribute to providing quality service to the public. Therefore, the strength of our character is critical in defining us. I have always managed using an open door policy and show respect to all staff and keep my ego in check. I must always maintain standards of honesty and integrity.

Technical Skills

Please provide details in which you have demonstrated and applied knowledge of modern policing principles and operational management with specific reference to methodologies employed and outcomes.

Applicant's Response:

Being trained in applied criminology at the University of Cambridge, I became familiar with the strategy of hot spots policing as a contemporary policing strategy for controlling crime. Therefore, I seized the unique opportunity to engage Professor Lawrence Sherman one of the world's leading experimental criminologist in discussions on the feasibility of implementing hot spots policing in Trinidad and Tobago. With his encouragement and support, I implemented hot spots policing in 2013. The aim was to see if hot spots policing can lead to a reduction in serious crimes in Trinidad and Tobago. The underlying principle of hot spots policing is that the effective policing of small geographical places which have been identified to have a high concentration of crime (i.e. hot spots) can lead to a reduction in crime. This is heavily based on the deterrent effect that visible police presence can have on likely offenders. Therefore, I put into effect a strategy to police the hot spots of serious crimes across Trinidad and Tobago using mobile patrols supported by the police tactic of stop and search of persons and vehicles. This resulted in serious crimes being reduced from the 2012 annual total of 17841 to the 2013 annual total of 13147. This reflects a reduction of 4694 serious crimes or 26.3% reduction in serious crimes in one year. This phenomenal achievement is the largest reduction of serious crimes over any one year in the history of the police service. The continued implementation of hot spots policing has resulted in annual reductions in serious crimes since 2013. The success gained from the implementation of the hot spots policing strategy can be largely attributed to the operational management methodologies that were implemented with the strategy. The hot spots were defined in sizes of places that averaged 200 metres radius and were encircled with an electronic line (geo-fence) on GIS Maps. The police vehicles were all provided with Geographical Positioning Satellite (GPS) tracking devices. This allowed all police vehicles to be effectively tracked and the time spent at hot spots to be effectively recorded and measured as every time that a police vehicle entered or leave a hot spot, the geo-fence sent a signal which showed the period of time spent in the hot spot. A clear correlation can be drawn from the large increase in patrol time at hot spots and the large reduction in serious crimes. For the purpose of managing the operations associated with the implementation of hot spots policing, I instituted a system for division and branch commanders to account to the Executive each Tuesday at 8.30 am for the performance of their command. This system is referred to as the Commissioner's Compstat. The implementation of the operational management methodology in support of hot spots policing has been so extensive that it is now core to the way policing is conducted on a daily basis in Trinidad and Tobago.

Business Skills

Please provide details on specific experiences in which you have effectively managed an organization's financial, physical, and people resources and undertook strategic planning and marketing activities to drive or promote efficiency and success.

Applicant's Response:

In 2013, as the head of the TTPS, I recognised the need for developing a new strategic plan for the police service as the one existing at that time was due to end that year. However, I was faced with the predicament of having very minimal financial resources in the budgetary allocation of the police service to fund such an undertaking. It is well known that the development of a strategic plan can cost a large sum through the engagement of an external consultant. Therefore, I decided that the police service would pursue the development of a plan using the human capital that was internal the organisation. I was confident in my ability to lead the planning process as I had completed an Executive Master's Degree in Business Administration (EMBA) with my successful practicum involving the development of a strategic plan for the Police Credit Union. I have assisted several other organizations in the development of strategic plans over the years. At the time, I was aware that I had a very resourceful team within the police service to provide me with the needed support and assistance. The team included the head of planning who was also the holder of an MBA and several other staff members with Project Management, Management and Human Resource Management training to name a few of their knowledge areas. I formed a dynamic and diverse team for this assignment and we designed a plan of action to be pursued in the development of the new strategic plan. The process was onerous and extensive but engaging and very rewarding. It allowed me to be very prudent in managing the limited financial resources and very successful in producing a well designed strategic plan for the period 2014 to 2016. Most of the work was done using the physical resources of the TTPS. The staff who were involved in the planning process all expressed appreciation for being given the opportunity to be so involved in the process. While the development of a good strategic plan is very important to an organization, the execution of the plan is critical to the organization achieving success. The strategic planning process allowed me to win the confidence of key members of staff as they felt motivated and engaged. As a result, the team gained even greater momentum in assisting in the development of an accompanying Operating Plan for 2014. This was followed by the marketing of the plan to key external stakeholders and all the internal stakeholders. The external stakeholders were invited to several strategically located meetings and the strategic plan and operating plan were presented to them by the Commissioner and the 3 Deputy Commissioners with some of the recommendations that were made by the stakeholders in meetings during the planning process being highlighted. This action was deliberately taken to reinforce to the stakeholders that their contributions were valued and formed an integral part of the plan. The internal stakeholders were briefed on the plan by the same team who briefed the external stakeholders. However, 12 such briefing sessions were held around the country with the internal stakeholders. This was done in such an extensive way so that direct engagement could be made with a wide cross section of the employees. It is a well known fact that an un-informed employee is a disengaged employee. The implementation of the plan depends on employees being engaged. In addition, the planning team prepared a small pocket size booklet of the strategic and operating plans and distributed them to all employees. This was done to get buy in from the employees so that the plans could be effectively implemented. Many employees gave feedback on how appreciative they were to be given the opportunity to meet the Commissioner and the Deputy Commissioners, ask them questions directly and receive immediate responses to matters which they had concerns about. These activities were all geared towards promoting efficiency and generating success in the organization.

PART FIVE – References

LAST NAME: Ali	GIVEN NAME(S): Fazal (Dr)
JOB TITLE: Chairman	ORGANISATION: Teaching Service Commission
ADDRESS: Cipriani Boulevard, Port of Spain	
TELEPHONE: 6232991 ext. 2423	MOBILE: 4818804
EMAIL ADDRESS: fazalalitsc@gmail.com	
RELATIONSHIP: Mentor, Partner in Youth initiatives and friend	

LAST NAME: Alexis	GIVEN NAME(S): Simon (Dr)
JOB TITLE: Provost, Police Academy	ORGANISATION: Trinidad and Tobago Police Service
ADDRESS: Police Academy, Samaan Drive, St James	
TELEPHONE: 6222157 ext. 432	MOBILE: 4997720
EMAIL ADDRESS: simon.alexis@ttps.gov.tt	
RELATIONSHIP: Work colleague	

LAST NAME: Sherman	GIVEN NAME(S): Lawrence (Prof.)
JOB TITLE: Professor, Director of the Institute of Criminology	ORGANISATION: University of Cambridge, UK
ADDRESS: Institute of Criminology, Sidgwick Avenue, Cambridge CB3, UK	
TELEPHONE: +44(0) 1223 335369	MOBILE: +1(267) 269 1757
EMAIL ADDRESS: ls434@cam.ac.uk	
RELATIONSHIP: Mentor in Evidence Based Policing and Experimental Criminology	

DECLARATION

I declare that, to the best of my knowledge and belief, all the statements contained in this application form are true and correct.

Name: Stephen Williams

Date: 28/09/17

STEPHEN WILLIAMS

MBA, MSt.(Cantab), LLB. LEC

33 Graceland Heights,

Mussio Trace, Cantaro Village.

Santa Cruz

Trinidad and Tobago, W.I.

Phone No: (H) 1(868) 6763043

(M) 1 (868) 7035776

Email: stepwill328@yahoo.com

CAREER OBJECTIVE:

I aspire to lead the Trinidad and Tobago Police Service on a fulltime basis in order to complete the turnaround of the organization within the next two years.

PROFILE:

I am a highly experienced police leader with a proven track record of leading the Trinidad and Tobago Police Service for the last five years on an acting basis. During that time, I have consistently displayed exceptional leadership and managerial skills which allowed me to earn the trust, confidence and support of police officers throughout the police service. I have been serving as a police officer in positions of increasing responsibility for the past 38 years in all ranks from Constable to Commissioner of Police.

It is noteworthy that I am the only serving member of the Trinidad and Tobago Police Service who has undergone the highest level of training for police leaders in the Commonwealth - the International Strategic Leadership Programme. I am the only serving member of the police service who has worked on attachment to a United Kingdom Police Force - The Nottinghamshire Police Force, 2005. I am the only officer with 38 years of service who has not accessed any sick leave for his entire policing career.

My attributes continue as follows:

- Visionary leader with intimate knowledge of all facets of the police service
- Extremely reliable and energetic team player with a passion for the turnaround of the police service
- Outstanding negotiator with the ability to build sustainable relationships across and beyond the police service

CAREER HIGHLIGHTS:

- Served on several Cabinet appointed committees including the one appointed to develop the transitional plan for the police service, 2006
- Served as Gold Commander and led the largest multinational security task force ever to secure an event in Trinidad and Tobago, the Commonwealth Heads of Government Meeting, 2009
- Served on the Executive of the Association of Caribbean Commissioners of Police for 3 years holding the positions of 2nd Vice President in 2015 and 1st Vice President in 2016 and 2017
- A member of the International Association of Chiefs of Police
- A member of the International Advisory Committee of the Police Executive Programme at the Institute of Criminology, University of Cambridge since 2013
- First male police leader to be awarded the prestigious Male Advocate Award by the International Association of Women Police, 2017 in support of the United Nations He for She campaign
- Admitted to practice as an Attorney at law in Trinidad and Tobago in 1995

EDUCATION:

- Holder of several degrees, diplomas and certificates including:
- Degree of Master Studies in Applied Criminology and Police Management – University of Cambridge, United Kingdom, 2013
- Level 7 Executive Diploma in Strategic Management – Chartered Management Institute, United Kingdom, 2007
- Degree of Executive Master's in Business Administration – University of the West Indies, 2006
- Executive Diploma in Public Sector Management – University of the West Indies, Institute of Business, 2001
- Legal Education Certificate – Hugh Wooding Law School, 1995
- Bachelor of Laws Degree – University of London, 1993
- A doctoral candidate at the University of the West Indies, Department of Behavioural Sciences, St. Augustine pursuing a PhD in Criminology and Criminal Justice, 2015