

**OFFICE OF THE PRESIDENT
REPUBLIC OF TRINIDAD AND TOBAGO**

Circular Road, St. Ann's, PORT-OF-SPAIN
Telephone: 1(868) 624-1261-5, 625-9815, Fax: 1(868) 627-6886
E-Mail: ttpresidentinfo@gmail.com, Web Page: www.otp.tt

26 January 2018

Ms. Jacqui Sampson Meiguel
Clerk of the House
Parliament of Trinidad and Tobago
International Waterfront Centre
Level 3, Tower D, Wrightson Road
PORT OF SPAIN

Dear Madam

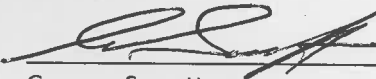
Re: Mr. Deodat Dulalchan: Notification of the Nomination for Appointment to the Office of Commissioner of Police in accordance with section 123 of the Constitution of the Republic of Trinidad and Tobago, Chap. 1:01, as amended.

I am directed by His Excellency Anthony Thomas Aquinas Carmona ORTT, SC, President of the Republic of Trinidad and Tobago, to forward herewith for presentation to the House of Representatives, one (1) Notification issued by His Excellency the President pursuant to section 123 of the Constitution of the Republic of Trinidad and Tobago, Chap. 1:01, as amended. This Notification is issued in respect of the nomination of **Mr. Deodat Dulalchan** for appointment to the office of Commissioner of Police. In this regard, I kindly draw your attention to copies of two (2) letters, herewith enclosed, both dated 24 January 2018 and received by the Office of the President on 25 January 2018, from Dr. Maria Gomes, Chairman of the Police Service Commission (PSC), under references of "*Nomination of Commissioner of Police (COP) - Trinidad and Tobago Police Service*" and "*Matter to Note in Selection Process for Commissioner and Deputy Commissioners of Police- Trinidad and Tobago Police Service*" respectively.

Kindly note that this Notification is issued further to the submission by the Police Service Commission to His Excellency the President, of the person nominated for appointment to the office of Commissioner of Police, in accordance with section 123 of the Constitution, as amended, and the Commissioner of Police and Deputy Commissioner of Police (Selection Process) Order, 2015, Legal Notice 218 of 2015.

The dossier in respect of the nominated candidate for appointment to the Office of Commissioner of Police, **Mr. Deodat Dulalchan**, is also herewith enclosed.

Respectfully,

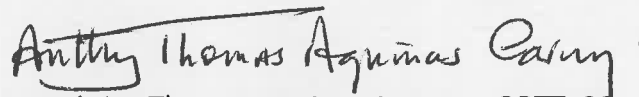

Gregory Serrette
Secretary to His Excellency the President
Encls.

THE CONSTITUTION OF THE REPUBLIC OF TRINIDAD AND TOBAGO

NOTIFICATION

Pursuant to section 123 of the Constitution of the Republic of Trinidad and Tobago Chap. 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. Deodat Dulalchan** for appointment to the office of Commissioner of Police.

Dated this 26th day of January 2018.


Anthony Thomas Aquinas Carmona ORTT, SC
President





POLICE SERVICE COMMISSION

CORNER CHURCHILL-ROOSEVELT HIGHWAY AND PASEA MAIN ROAD, TUNAPUNA
TEL: (868) 663-9034 / FAX: 663-9034
E-MAIL – maria.gomes@gov.tt

P: 54/1/33 Vol. XVII

24th January 2018

His Excellency Anthony Carmona ORTT, SC
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

Pursuant to **Section 123** of the Constitution of the Republic of Trinidad and Tobago and the Commissioner of Police and Deputy Commissioner of Police (Selection Process) Order, **Legal Notice 218 of 2015**, the following is submitted:

The name of the highest graded candidate on the Order of Merit List for the office of Commissioner of Police is **Mr. Deodat Dulalchan**.

The dossier for **Mr. Deodat Dulalchan** is enclosed.

Yours sincerely

Dr. Maria Therese Gomes
Chairman
Police Service Commission

Enc.



POLICE SERVICE COMMISSION

CORNER CHURCHILL ROOSEVELT HIGHWAY AND PASEA MAIN ROAD, TUNAPUNA
TEL: (868) 663-9034 / FAX: 663-9034
E-MAIL – maria.gomes@pscv.tt

24 January, 2018

His Excellency Anthony Carmona ORTT, SC
The President of the Republic of Trinidad and Tobago
Office of the President
St. Ann's Circular Road
St. Ann's

Your Excellency

**Re: Matter to Note in Selection Process for Commissioner & Deputy Commissioners of
Police – Trinidad and Tobago Police Service**

All applicants were interviewed for the position of Commissioner of Police notwithstanding the position for which they applied.

This was done as the Assessment Center was geared primarily for the Commissioner of Police position. Consequently, all short listed candidates were asked whether they would be interested in another position other than the one for which they applied. Their answers were taken into consideration in the deliberations by the interviewing panel in arriving at the final score.

The interviewing panel determined the role fit (Commissioner of Police or Deputy Commissioner Police) based on the outcome of the ENTIRE Assessment Center.

Yours sincerely

Dr. Maria Therese Gomes
Chairman
Police Service Commission

Deodat Dulalchan
No. 10 Chatterie Street, Felicity, Chaguanas
868 728 5400 **deodatdulalchan@hotmail.com**

Personnel Information

Date of Birth: November 1, 1960

Marital Status: Married

Work Experience

Period of Employment: February 1, 2016 - Present
Employer: Trinidad and Tobago Police Service
Position Held: Deputy Commissioner of Police "Operations"

Period of Employment: June 2, 2014 – January 31, 2016
Employer: Trinidad and Tobago Police Service
Position Held: Assistant Commissioner of Police "Mobile"

Period of Employment: January 6, 2014 – June 1, 2014
Employer: Trinidad and Tobago Police Service
Position Held: Assistant Commissioner of Police "Crime"

Period of Employment: March 4, 2013 – January 5, 2014
Employer: Trinidad and Tobago Police Service
Position Held: Assistant Commissioner of Police "PSB"

Period of Employment: January 30, 2012 – March 3, 2013
Employer: Trinidad and Tobago Police Service
Position Held: Senior Superintendent Central Division

Period of Employment: June 1, 2011 – January 29, 2012
Employer: Trinidad and Tobago Police Service
Position Held: Senior Superintendent Southern Division

Period of Employment: September 20, 2010 – May 31, 2011
Employer: Trinidad and Tobago Police Service
Position Held: Senior Superintendent Court and Process Branch

Period of Employment: June 23, 2010 – September 19, 2010
Employer: Trinidad and Tobago Police Service
Position Held: Senior Superintendent Guard and Emergency Branch

Period of Employment: January 10, 2010 – June 22, 2010
Employer: Trinidad and Tobago Police Service

Position Held: Superintendent South Western Division

Period of Employment: January 29, 2009 – January 9, 2010
Employer: Trinidad and Tobago Police Service
Position Held: Superintendent Central Division

Period of Employment: January 19, 2009 – January 28, 2009
Employer: Trinidad and Tobago Police Service
Position Held: Superintendent – Traffic and Highway Patrol Branch

Period of Employment: December 3, 2008 – January 18, 2009
Employer: Trinidad and Tobago Police Service
Position Held: Assistant Superintendent of Police Central Division

Period of Employment: October 9, 2007 – December 2, 2008
Employer: Trinidad and Tobago Police Service
Position Held: Assistant Superintendent of Police Port of Spain Division

Period of Employment: March 7, 2006 – October 8, 2007
Employer: Trinidad and Tobago Police Service
Position Held: Inspector Port of Spain Division

Period of Employment: September 8, 2005 – March 6, 2006
Employer: Trinidad and Tobago Police Service
Position Held: Inspector Central Division

Period of Employment: May 24, 2004 – September 7, 2005
Employer: Trinidad and Tobago Police Service
Position Held: Sergeant, Central Division

Period of Employment: November 30, 2000 – May 23, 2004
Employer: Trinidad and Tobago Police Service
Position Held: Sergeant, CID Central Division

Period of Employment: September 11, 1993 – November 29, 2000
Employer: Trinidad and Tobago Police Service
Position Held:

Education

Period of Study: 2013 - 2015
Learning Organisation: Wolfson College, University of Cambridge
Achievement: Masters of Studies in Applied Criminology and Police Management

Period of Study:	2008 - 2011
Learning Organisation:	University of Sunderland
Achievement:	Bachelor of Arts in Business Management
Period of Study:	2005
Learning Organisation:	College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT)
Achievement:	Associate Degree in Applied Science Management Studies for the Protective Services
Period of Study:	2003
Learning Organisation:	College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT)
Achievement:	Diploma in Management Studies
Period of Study:	1991
Learning Organisation:	Cipriani Labour College
Achievement:	Certificate in Advance Human Resource Management
Period of Study:	1991 - 1992
Learning Organisation:	Cipriani Labour College
Achievement:	Certificate in Security Administration and Management

Training and Professional Development

Year:	2015
Course / Programme:	General Management Programme for Senior Executives – ASCI College (India)
Year:	2014
Course / Programme:	Road Safety Management Leadership Programme – Monash University (Australia)
Year:	2012
Course / Programme:	Public Speaking and Presentation Skills Workshop – Arthur Lok Jack Graduate School of Business
Year:	2012
Course / Programme:	Tactical Management of Special Events- United States Department for Justices in association with the US

Year:	2000
Course / Programme:	Claims Adjustment and Insurance Fraud Investigation
Year:	1999
Course / Programme:	Middle Management Course – TTPS – Police Administration Building
Year:	1999
Course / Programme:	Training Programme Anger Management and Behaviour Modification Trinidad and Tobago Police Service and the Trinidad and Tobago Coalition Against Domestic Violence
Year:	1998
Course / Programme:	Certificate of Merit - Fingerprint Identification Bureau Advance Course in Friction Ridge Identification Trinidad and Tobago Police Service
Year:	1998
Course / Programme:	Crime Scene Investigation, Preservation and Evidence Handling Forensic Science Course - Trinidad and Tobago Police Service
Year:	1998
Course / Programme:	Certificate of Competence - 9mm Seru Auto Pistol, MP5, UZI Trinidad and Tobago Police Service Police Training Academy
Year:	1997
Course / Programme:	First Responder Trainers' Course Crisis Management Team Trinidad and Tobago Police Service
Year:	1997
Course / Programme:	Performance Appraisal Management System Trinidad and Tobago Police Service
Year:	1997
Course / Programme:	Anti Kidnap and Hostage Negotiation Techniques Crisis Management Training
Year:	1995

Course / Programme: Certificate - Level 1 – Public Relations and Communication Programme
Renne & Associates Incorporated Limited

Year: 1991 / 1992

Course / Programme: Security Administration and Management
Cipriani Labour College

Year: 1991

Course / Programme: Certificate - Advanced Human Resource Management
Cipriani Labour College

Year: 1990

Course / Programme: Certificate - Introduction to Computer Applications
Computerland

Year: 1989

Course / Programme: Photography -Certificate of Participation
University of the West Indies, Extra – Mural Studies Unit

Year: 1988

Course / Programme: A Forensics Science Course
Recording of Crime Scenes Impressions, Principles of forensic pathology, Handling and packaging of samples, Fire, explosives, sudden death and toxicology investigations
Trinidad and Tobago Police Service

Year: 1988

Course / Programme: Certificate of Merit - Fingerprint Identification Bureau
Advance Course in Friction Ridge Identification
Trinidad and Tobago Police Service

Commendations from the Commissioner of Police

Commendations	Number of Commendations
Devotion To Duty	4
Outstanding Work Done	2
Dedication To Duty	3
Keen Power of Observation	2
Assistance Rendered	2
Painstaking Enquiry	1
Prompt Action Taken	1
Service Commission – Devotion To Duty	1
Commended	1
Good Work Done	1

Significant Part Played	1
Keen Power of Observation & Devotion to Duty	1
Long Service Award	1

Key Achievements

- Develop standard operating procedures for:
 - Breathalyser Equipment and Procedures
 - Speed Guns / Speed Measuring Devices
 - Fleet Card Management

- Successfully planned and oversaw the security and safety arrangements for:
 - Local Government Elections (2016)
 - International Rugby Tournament (2016)
 - IMF High Level Caribbean Forum (2016)
 - Point Fortin Borough Day Celebrations (2016)
 - Conference of Defence Ministers (2016)
 - The State Funeral of the Late Patrick Manning (2016)
 - Carnival Activities (2017)
 - T20 Cricket (2017)
 - Point Fortin Borough Day Celebrations (2017)
 - Tobago House of Assembly Elections (2017)
 - Siparia Fest (2017)
 - VIII Americas Competitiveness Forum (2014)

- Successfully led the process to transform the TTPS legal and operational systems for readiness and compliance with the Criminal Procedural Rules Act (2016) which included the establishment on Divisional Case Management Centres for quality and compliance purposes.

- Successfully established three Divisional Operations Centres to enhance criminal investigative and anti-crime surveillance efforts via the deployment of CCTV equipment and command capability to Divisional Policing Operations Centres. This initiative greatly enhanced the management and deployment of policing resources at local levels as well as aided in reducing the burden on the E999 Central Command Centre.

- Created a documented feedback reporting system at the Police Town Hall Meeting which allowed divisional responsible commanders to track and update members of the public on status reports specific to concerns or complaints raised at the meetings.

- Created and developed a system to track the performance on a weekly basis of police stations and divisions relative to the TTPS Operating plan and other critical areas.

- As the Executive officer responsible for Goal #2 in the TTPS Operating Plan (2016) *Improve Safety on the Roadways and in other Public Place*, I successfully achieved 9 of the 10 (90%) targets.

- Applied Hot Spot Policing methodology towards highway patrol deployments in high crash location areas which resulted in one of the lowest number of Fatal Road Traffic Accidents and Road Traffic Deaths in 15 years.
- Oversaw the development and operationalization of the DUI Task Force at the Traffic and Highway Patrol Branch.
- Successfully introduced and implemented guidelines regarding the management of extra duty at the Traffic and Highway Patrol Branch in order to increase accountability.
- Introduced a patrol regiment in which officers at the Traffic and Highway Patrol Branch who performed clerical / office duties were rostered to perform a patrol to augment police visibility in the Western Division.
- Commenced an operational central intelligence sharing team which held weekly meetings with the aim to increase efficiency and reduce the likelihood of duplication of criminal surveillance, and the execution of intelligence led anti-crime exercises. The team comprised of commanders who were under my command.
- Implemented a file tracking system for document control and authorisation of sensitive investigations involving police complaints.
- Launched an internal educational campaign to educate police officers on the Police Disciplinary Process, Police Ethics and Legitimacy which was rolled out to police divisions, branches and sections.
- Commenced an internal “cold case” investigative process to identify and action matters which were found sitting on shelves for years.
- Led an initiative to leverage investigators from Divisions / Sections / Branches / Unit to assist the Complaints Division in their investigations in order to reduce the backlog of investigations.
- During my tenure at PSB I enrolled in a Masters in Applied Criminology and Police Management at the University of Cambridge in which my thesis focussed on Citizens complaints against Police Officers.

References

Name: Gerard Wilson
Organisation: Trinidad and Tobago Prisons Service
Position Held: Deputy Commissioner of Prisons

Contact Number: 1 868 743 5716
Name: Askook Singh
Organisation: Trinidad and Tobago Defence Force
Position Held: Major
Contact Number: 1 868 481 2021

Name: Brent Batson
Organisation: Trinidad and Tobago Police Service
Position Held: Co-ordinator –Road Safety Project
Contact Number: 1 868 678 7546



**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: Deodat Dulalchan

FOR OFFICIAL USE ONLY

APPLICATION NO:

DATE RECEIVED:

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.ttrecruitmentonline.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.

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

Yes.
I have a Masters of Studies in Applied Criminology and Police Management awarded by WOLFSON College, University of Cambridge and a Bachelors of Arts Degree in Business Management awarded by the University of Sunderland.

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

Presently, I have a total of thirty seven (37) years' experience in law enforcement in various ranks ranging from a police constable to my present rank of Deputy Commissioner of Police (Ag).

Have you ever been declared bankrupt?

No, I have never been declared bankrupt.

Have you ever had a criminal conviction?

No, I have never been convicted of any criminal offence.

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

No, I do not have any conflicts of interest.

PART TWO: Personal Data

Last Name: Dulalchan	Given Name(s): Deodat
Current Job Title: Deputy Commissioner of Police "Operations"	Current Service & Dept./Unit/Division: 37 Years' Service, Deputy Commissioner of Police "Operations"
Work Address: 6 th Floor Police Administration Building Corner Edward and Sackville Street Port of Spain	Mailing Address: No. 10 Chatterie Street, Felicity, Chaguanas,
E-mail:	Mobile Telephone:

PART THREE: Work Experience & Education

Details of current post:

Current Role Title: Deputy Commissioner of Police "Operations"	Organization: Trinidad and Tobago Police Service
Start Date: February 1 st 2016	Finish Date: N/A, Presently serving in the position
Brief description of role and responsibilities, including key achievements:	
<u>Roles and Responsibilities:</u>	
Assists the Commissioner of Police in charting the strategic direction of the Police Service by:	
<ul style="list-style-type: none">• Contributing to the formulation of policies regarding the Trinidad and Tobago Police Service• Participating in the development, implementation and monitoring of the national strategic plan for the Trinidad and Tobago Police Service• Developing and advising the Commissioner of Police of strategies and mechanisms to treat with criminal activity• Developing policies and guidelines for the management and coordination relating to the collecting and dissemination of intelligence and information• Establishing systems and procedures to ensure the operational readiness of the Trinidad and Tobago Police Service	
Manages the daily operations of the Trinidad and Tobago Police Service by:	
<ul style="list-style-type: none">• Directing and coordinating the activities of the various divisions by working, advising and guiding Assistant Commissioners of Police and Divisional Commanders regarding the development of work plans and programmes• Constantly monitoring and reviewing the progress of work and activities through reports and meetings• Regularly appraising and evaluating the performance of senior police officers and providing meaningful feedback• Ensuring periodic inspections of Divisions are completed and making recommendations regarding infrastructure, equipment and support services	
<u>Achievements:</u>	
1. Developed standard operating procedures for:	
<ul style="list-style-type: none">▪ Breathalyser Equipment and Procedures▪ Speed Guns / Speed Measuring Devices▪ Fleet Card Management	
2. Successfully planned and oversaw the security and safety arrangements for:	
<ul style="list-style-type: none">▪ Local Government Elections (2016)▪ International Rugby Tournament (2016)▪ IMF High Level Caribbean Forum (2016)	

3. Successfully led the process to transform the TTPS legal and operational systems for readiness and compliance with the Criminal Procedural Rules Act (2016) which included the establishment on Divisional Case Management Centres for quality and compliance purposes.
4. Successfully established three Divisional Operations Centres to enhance criminal investigative and anti-crime surveillance efforts via the deployment of CCTV equipment and command capability to Divisional Policing Operations Centres. This initiative greatly enhanced the management and deployment of policing resources at local levels as well as aided in reducing the burden on the E999 Central Command Centre.
5. Created a documented feedback reporting system at the Police Town Hall Meeting which allowed divisional responsible commanders to track and update members of the public on status reports specific to concerns or complaints raised at the meetings.
6. Created and developed a system to track the performance on a weekly basis of police stations and divisions relative to the TTPS Operating plan and other critical areas.
7. As the Executive officer responsible for Goal #2 in the TTPS Operating Plan (2016) *Improve Safety on the Roadways and in other Public Place*, I successfully achieved 9 of the 10 (**90%**) targets.

Details of previous three posts – most recent first

Previous Role Title:	Organization:
Assistant Commissioner of Police "Mobile"	Trinidad and Tobago Police Service
Start Date:	Finish Date:
June 2, 2014	January 31, 2016
Brief description of role and responsibilities, including key achievements:	
<p><u>Roles and Responsibilities</u></p> <ul style="list-style-type: none"> • Executive Supervision of: <ul style="list-style-type: none"> ○ Traffic & Highway Patrol Branch ○ Guard and Emergency Branch ○ Rapid Response Unit / E999 ○ Transport and Telecom Branch ○ Mounted & Canine Branch • Executive supervision of Traffic Law Enforcement and Control. • Executive Traffic Supervision for special occasions i.e. Sporting and Cultural Events-Independence Day Parades, Memorial Day Parade, etc. Formal Opening Ceremonies ie. Parliament, High Court, etc.) • Convened First Division Conferences with First Division Officers in charge of Branches under my command. • Chaired COMPSTAT Meetings • Attended Community Meetings / Police Town Hall Meetings • Oversaw arrangements for Escorts and Traffic Control for His Excellency, the President and Lady • Oversaw arrangements for major events such as State visits, Visit of Foreign Dignitaries • Made Traffic Regulations recommendations on behalf of the Commissioner of Police • Represented the Commissioner of Police on the Transport Board • Represented the Commissioner of Police on the Road Safety Association • Served as a Liaison Officer on Traffic Management • Conducted inspections and perform visits to First Division Officers and Inspectors under my command • Reviewed travelling claims and vouchers submitted by Senior Superintendents and Heads under my command 	

Details of previous three posts – most recent first

- Conducted regular inspection of Riot Gear and other equipment at the Guard and Emergency Branch
- Checked arms and ammunition at the Guard and Emergency Branch
- Prepared annual staff reports for First Division Officers under my command
- Granted special Carnival permits

Achievements

1. Applied Hot Spot Policing methodology towards highway patrol deployments in high crash location areas which resulted in one of the lowest number of Fatal Road Traffic Accidents and Road Traffic Deaths in 15 years
2. Oversaw the development and operationalisation of the DUI Task Force at the Traffic and Highway Patrol Branch
3. Successfully introduced and implemented guidelines regarding the management of extra duty at the Traffic and Highway Patrol Branch in order to increase accountability and control
4. Introduced a patrol regime in which officers at the Traffic and Highway Patrol Branch who performed clerical / office duties were rostered to perform patrols to augment police visibility in the Western Division on weekends
5. Achieved nine of the thirteen targets of the Trinidad and Tobago Police Service Operating Plan (2015) Goal Number 2: *Improve Safety on the Roadways and in other Public Place*
6. Oversaw security and safety arrangement for the VIII Americas Competitiveness Forum (ACF) 2014 (Gold Commander)

Details of previous three posts – most recent first

Previous Role Title: Assistant Commissioner of Police "Crime"	Organization: Trinidad and Tobago Police Service
Start Date: January 6, 2014	Finish Date: June 1, 2014
Brief description of role and responsibilities, including key achievements:	
<u>Role and Responsibilities</u>	
<ul style="list-style-type: none">• Executive Supervision of:<ul style="list-style-type: none">○ Court & Process Branch○ Fraud Squad○ Interpol○ Anti-Corruption Investigative Bureau○ Inter-Agency Task Force○ Criminal Gang Intelligence Unit○ Organised Crime Narcotics and Firearm Bureau○ Criminal Investigation Department / Criminal Records Office○ Crime And Problem Analysis Branch• Held meetings / conferences with various sectional commanders under my command• Ensured that investigations into criminal offences involving Government officials were conducted• Ensured inquest into fatal shootings were conducted• Conducted investigations on reports made against members of the Diplomatic Corps, including their officers, residents and members of staff• Checked and forwarded Court Files and reports of officer under my command• Conducted regular evaluation on the performance of staff• Submitted timely crime statistics to the Crime and Problem Analysis Branch and the Commissioner of Police Executive Secretariat• Conducted lectures to officers under my command• Ensured all crime related matters are dealt with via the administrative process or the investigative process	

Details of previous three posts – most recent first

- Visited all sections under my command and observed their activities to ensure compliance with regulations and established procedures

Achievements

1. Established an operational central intelligence sharing team which held weekly meetings with the aim to increase efficiency and reduce the likelihood of duplication of criminal surveillance, and the execution of intelligence led anti-crime exercises. The team comprised of commanders who were under my command.
2. Led an initiative to manage and control arrest warrants issued by the court commencing with a "Warrant Audit" by the Court and Process Branch for increased accountability in "warrant status" across all police divisions.

Previous Role Title: Assistant Commissioner of Police "PSB"	Organization: Trinidad and Tobago Police Service
Start Date: March 4, 2013	Finish Date: January 5, 2014
Brief description of role and responsibilities, including key achievements:	
<u>Roles and Responsibilities</u>	
<ul style="list-style-type: none"> • Directed and supervised the activities of the officers attached to the Professional Standards Bureau engaged in the investigation of complaints made against police officers and prosecuting matters before the courts. This was done by: <ul style="list-style-type: none"> ○ Devising schedules and assigning duties ○ Monitoring and reviewing work performed by members of staff ○ Appraising and evaluating the performance of staff on a regular basis ○ Providing guidance and recommending the appropriate training for members of staff ○ Initiating disciplinary action against police officers ○ Granting time off to officers under my command ○ Recommending and granting application for leave for officers under my command • Investigated complaints made against police officers by members of the public as well as other police officers and filed charges based on evidence received • Attended Magistrate's Court and the High Court to testify against Police Officers • Gathered and analysed evidence in cases and reviewed pertinent decisions, policies, regulations and other legal matters pertaining to cases • Inspected police stations in assigned Divisions and examined personnel and case records to ensure that police personnel conformed to prescribed standards of appearance, conduct and efficiency • Lectured to junior officers on regulations and policy implications of new or amended laws and new techniques of police work • Lectured to schools and other community groups on specific aspects, functions and objectives of the police complaints process and police ethics and duties • Wrote periodic reports on the operations of assigned Police Stations / Branch / Unit and make recommendations for improvements and changes • Performed administrative functions as ex-officio Justice of the Peace 	

Achievements

1. Implemented a file tracking system for document control and authorisation of sensitive investigations involving police complaints.
2. Launched an internal educational campaign to educate police officers on the Police Disciplinary Process, Police Ethics and Legitimacy which was rolled out to police divisions, branches and sections.
3. Commenced an internal "cold case" investigative process to identify and action matters which were found sitting on shelves for years.
4. Led an initiative to leverage investigators from Divisions / Sections / Branches / Unit to assist the Complaints Division in their investigations in order to reduce the backlog of investigations.

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
WOLFSON College University of Cambridge	2013	2015	Masters of Studies in Applied Criminology and Police Management
University of Sunderland	2008	2011	Bachelor of Arts Business Management Second Class Honours (First Division)
The College of Science, technology and Applied Arts of Trinidad and Tobago (COSTAATT)	2005	2005	Associate Degree in Applied Sciences Management Studies for the Protective Services
The College of Science, technology and Applied Arts of Trinidad and Tobago (COSTAATT)	2003	2003	Diploma Management Studies
Cipriani Labour College	1991	1991	Certificate Advance Human Resource Management
Cipriani Labour College	1991	1992	Certificate Security Administration and Management

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
General Management Programmes for Senior Executives	5/1/15	30/5/15	General Management Program for Senior Executives is a flagship course offered by ASCI. It is designed and developed with extensive inputs from industry experts, senior academicians and alumni. The complex and dynamic global economic environment presents several unique and contemporary challenges for organisations and leadership.
Monash University Australia - Road Safety Management Leadership Program	17/11/14	21/11/14	Command level training to develop inter-agency operability towards national injury and harm reduction efforts on roadways utilising the Safe System Approach to Road Safety.
Public Speaking and Presentation Skills Workshop -Arthur Lok Jack Graduate School of Business	10/10/12	11/10/12	Training in confidence building, discussion, research, argument and debate planning in public speaking forums.
Tactical Management of Special Events-United States Department for Justices in association with the US Department of State Bureau of Diplomatic Security Anti-terrorism Assistance Program.	2012	2012	Provided training in target hardening, threat level assessments as well as emergency response planning and recovery operations for major event.
Vital Infrastructure Security Course United States Department for Justices in association with the US Department of State Bureau of Diplomatic Security Anti-terrorism Assistance Program.	14/9/12	5/10/12	United States Department for Justices in association with the US Department of State Bureau of Diplomatic Security Anti-terrorism Assistance Program.
Media Relations Training - Police Training Academy	4/5/12	6/5/12	Workshop on developing approaches to managing information and emotions during interactions with media.
Police Disciplinary Procedure Training - Police Training Academy	24/5/11	1/6/11	Legal procedures and best industrial relations practices for

			implementing disciplinary actions within the TTPS.
Certificate of Achievement in Parade Commandment	2009	2009	Training in inspection, performance and execution of key drill functions as well as national ceremonial parade duties.
Canadian Police College – Senior Police Administration Workshop	6/10/08	10/10/08	Programme to enhance middle management skills in policing agencies with enhanced leadership abilities in organisational awareness, strategic planning, high performance leadership and ethics and conflict resolution.
Commanders Leadership and Management Programme – Ministry of National Security Special Anti-Crime Unit of Trinidad & Tobago	1/4/08	16/5/08	Programme targeted to Police Commanders focussing on leadership and management skills.
High Impact Supervision- Penn State College	2005	2005	Techniques to implement effective supervisory methods for results based performance management.
Firearms Instructor – US National Rifle Association of America	2004	2004	Pistol, Rifle and Shotgun
Firearms Range Safety Officers – US National Rifle Association of America	2003	2003	Range safety policies and procedures for firearms training grounds.
Computer Literacy Course – TTPS Information Technology Department	2001	2001	Microsoft Office Suite (Windows, Word, Excel, Access)
University of the West Indies UWI – Institute of Business	2001	2001	Customer Service Workshop
Claims Adjustment and Insurance Fraud Investigation	2000	2000	Workshop on the identification of fraudulent claims and accident investigations.
Middle Management Course – TTPS – Police Administration Building	11/10/99	15/10/99	Refresher Course in police management and supervisory functions.

Trinidad and Tobago Police Service and the Trinidad and Tobago Coalition Against Domestic Violence	1999	1999	Training Programme: Anger Management and Behaviour Modification
Trinidad and Tobago Police Service	1998	1998	Certificate of Merit: Fingerprint Identification Bureau Advance Course in Friction Ridge Identification
Forensic Science Course - Trinidad and Tobago Police Service	1998	1998	Crime Scene Investigation, Preservation and Evidence Handling
Trinidad and Tobago Police Service	1997	1997	Performance Appraisal Management System
Crisis Management Training	1997	1997	Anti-Kidnap and Hostage Negotiation Techniques
Renne & Associates Incorporated Limited	1995	1995	Certificate Level 1: Public Relations and Communication Programme
Security Administration and Management - Cipriani Labour College	1/10/1991	1/6/1992	Foundation in Legal Procedures and Criminal Evidence
Cipriani Labour College	1991	1991	Certificate in Advanced Human Resource Management
Cipriani Labour College	1990	1990	Certificate in Labour Relations / Personnel Management
Computerland	1990	1990	Certificate in Introduction to Computer Applications
Trinidad and Tobago Police Service Police Training Academy	1998	1998	Certificate of Competence: 9mm Seru Auto Pistol, MP5, UZI
Trinidad and Tobago Police Service Crisis Management Team	1997	1997	First Responder Trainers' Course
University of the West Indies Extra: Mural Studies Unit	1989	1989	Photography Certificate of Participation

Trinidad and Tobago Police Service	1988	1988	A Forensics Science Course Recording of Crime Scenes Impressions, Principles of Forensic Pathology, Handling and Packaging of Samples, Fire, Explosives, Sudden Death and Toxicology Investigations
Trinidad and Tobago Police Service	1984	1984	Certificate of Merit Fingerprint Identification Bureau Advance Course in Friction Ridge Identification

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:

As Deputy Commissioner of Police responsible for Operations, I served as the Gold Commander for Carnival 2017. In this capacity, I was responsible for the overall security and safety of persons regarding all related Carnival activities across Trinidad & Tobago as well as leading the Silver and Bronze Commanders. I co-ordinated a number of security stakeholder meetings with representatives from various agencies including the Trinidad and Tobago Defence Force, Trinidad and Tobago Fire Services, Trinidad and Tobago Prisons Services, the Port Authority of Trinidad and Tobago, Regional and City Corporations, Immigration Division, Customs and Excise, Strategic Services Agency, Licensing Division, NCC, NCBA and various Sections, Branches and Units of the Trinidad and Tobago Police Service.

Stakeholder meetings were also held with the Ministry of Health, the Disaster Management Unit of various regional and city corporations, health facilities, band leaders, Trinidad and Tobago Electricity Commission and Water Sewerage Authority.

In order to ensure that the concerns of residents were addressed, a number of consultation meetings were held with members of the public and committee groups who are usually affected by the Carnival activities.

Overall, I managed over five thousand (5,000) police officers of various ranks as well as co-ordinated with the Divisional Commanders to mirror the format and template which was implemented for Carnival in Port of Spain. Additionally, I ensured that emergency routes were enacted officially as part of the Traffic Management Plan and ensured strict compliance to all agreed routes.

I, also put into action for a first time a Truck Compliance Unit with the assistance and support of the Licensing Division, which patrolled the Carnival band route to ensure that all vehicles which were assigned special route passes were compliant with the stipulated guidelines.

As a result of the tremendous strategic planning, consultation and co-ordination, Carnival 2017 was the safest in the last five (5) years, having recorded sixteen serious crimes across Trinidad and Tobago. This was a thirty three (33%) percent reduction from 2016 and a 581% reduction from 2013.

Another major experience in national policing and security command was that of the 2016 Local Government Elections and the 2017 Tobago House of Assembly Elections both of which I was the assigned Gold Commander. Other notable major events under my purview included Point Fortin Borough Day celebrations, the state funeral of the late Patrick Manning and major sporting events.

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:

With a combined workforce of over nine thousand (9,000) persons, the human resource management skills needed to ensure the efficient deployment of competent and professional police officers in anti-crime and public safety efforts is one which must always strike the right balance between productivity, accountability and well as officers' motivation, welfare and safety.

As the DCP Operations, line Assistant Commissioners of Police (ACPs) are held to account on performance and progress of the TTPS operating and strategic plans via a weekly Comptstat meeting in addition to daily briefings on matters of crime and national security. I make myself accessible to my direct line commanders and encourage open dialogue to build a platform of trust and respect in the execution of their duties.

My years as a First Divisional Officer at the rank of Senior Superintendent in charge of a police division (Central and Southern Division) required frequent officers' meetings both at the levels of first and second division officers, to show command level support for strategies set out by the Commissioner of Police. This required me to invite opportunities to listen to the challenges, suggestions and recommendations, be it policing resources or personal issues. Wherever possible and practicable, recommendations and suggestions were implemented and feedback provided to the officers.

Although a strict vertical command structure is essential to any police institution, it has been my experience that a transformational type of leadership can help encourage productivity. My use of an "open door" style of management across the organisation helps to identify issues, albeit professional or personal, which in some cases, supervisory officers may not be addressing but may have a significant impact on morale and policing duties.

As the Deputy Commissioner of Police responsible for Operations, I have chaired many of the Police Town Hall Meetings, which have been hailed as a success in helping members of the public bring issues of poor local policing services to the executive commander's attention. This has provided a new platform of accountability as well as aided in building trust and confidence embedded with information sharing between the police and the public. Station Commanders were also mandated to provide members of the public with their personal contact numbers to be readily accessible to the public.

To ensure that all issues raised were documented, the Audio Visual Unit of the TTPS recorded all Police Town Hall meetings with the aim of documenting the concerns raised and provided a system of reporting issues to responsible area commanders.

Another initiative was to mandate Station Clerks to contact persons making reports into stations and update them on the status of investigations or inquiries.

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:

As Assistant Commissioner of Police "Mobile", one of my Strategic Goals was to reduce fatal road traffic accidents and road deaths in Trinidad & Tobago. Upon attaining the post, I immediately began to reassess the current deployment of the Traffic & Highway Patrol Branch resources utilising my training in the theory of evidence-based policing methodology. I developed a "hot spot" timed patrol deployment, which was based upon a temporal and spatial analysis of collision frequency and severity across the roadways.

Data was presented to branch commanders and unit inspectors to reorganise their shift systems to target patrols at the identified high crash locations, combining both static and mobile patrol methods for high visibility policing. These patrols were supported by the formation and deployment of a DUI Task Force to address the risk being posed by alcohol impaired drivers on the roadways.

The data driven combination approach in enforcement led to a significant reduction in road deaths from 165 in 2014 to 135 in 2016 with the latter being one of the lowest recorded road death figures for the Country in 15 years.

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:

Complex and dynamic organisations such as the Trinidad and Tobago Police Service often require innovative ways to promote concepts of accountability, transparency and organisational change whilst pursuing demands for increased productivity.

The readiness and capability of the TTPS to respond to reports of incidents is largely dependent upon its mobility, thus one of the priorities as DCP Operations was to have the Transport and Telecom Branch compile a priority list of vehicles which were down due to minimal mechanical or body work and have them directed for immediate repairs to return to the operational fleet. Commanders were also mandated to refresh officers in their duties for care and maintenance of police vehicles as well as strategic redeployment of vehicles utilised in 8am-4pm office duties to patrol operations where stations districts may be short of vehicles.

Another initiative I have championed to increase supervisory efficiency of police is the detailing of First Divisional Officers attached to Branches, Sections and Units were to perform Divisional Officers Duties to supplement the night supervision of station operations.

Whilst serving as Deputy of Commissioner of Police "Operations" I have had the opportunity to manage two major projects within the TTPS specifically, the establishment of the Case Management Centres as well as three (3) Divisional Operational Centres within Police Divisions.

The Case Management Centres were a crucial part to establish the operational readiness of the TTPS in compliance with the Criminal Procedures Act (2016). The Act brought with it significant changes with respect to the prosecution of offences before the Courts and required the establishment of document quality systems for case file submission. The project required identification and sourcing of experienced officers to review files submitted for prosecution, as well as rolling out an internal communication campaign to educate officers of the new procedural requirements when submitting case files. This educational campaign was rolled out to ensure all officers of the TTPS were clear on their roles and responsibilities under the Act.

The establishment of *Divisional Operations Centres* brought with it a form of decentralisation of CCTV surveillance operations and strengthening of divisional capabilities to utilise CCTV systems for crime prevention, investigation and prosecution. The project required coordination between the TTPS' IT unit, Telecom Unit, Planning Unit and Divisional Commanders to ensure that all necessary infrastructure and personnel were sourced for the project and all personnel sourced were trained.

In the area of financial management, one of the initiatives I championed was the immediate balancing of Imprest cash books in the police divisions, to comply with the requirements of Police Standing Order 43, governing Financial Administration. To address the issue of counterfeit currency, money counters were obtained and issued to all stations where government monies are collected. The requisite training was done with all station clerks in the use of such money counters.

In the area of personnel management, a key area of focus was the tracking of officers' sick leave with the aim to identify possible medical and/or other underlying issues which may be affecting performance.

Leave management was managed holistically to ensure that the strength of the police service was not adversely affected by officers who were granted leave. This was undertaken by having officers report to work on their rest days to cover for officers on approved absences.

A cost control initiative which was put in place as the DCP Operations, I mandated that all requests for uniforms and items of kit to be replaced must first be presented to the Quarter Master Stores to be assessed for its reparability over replacement.

PART FIVE - References

LAST NAME: Williams	GIVEN NAME(S): Stephen
JOB TITLE: Commissioner of Police (Ag)	ORGANISATION: Trinidad and Tobago Police Service
ADDRESS: 33 Graceland Heights Cantaro Village Santa Cruz	
TELEPHONE:	MOBILE: 1 868 703 7556
EMAIL ADDRESS: stepwill328@yahoo.com	
RELATIONSHIP: Professional	

LAST NAME: Palloo	GIVEN NAME(S): Deokaran
JOB TITLE: Superintendent (Ag)	ORGANISATION: Trinidad and Tobago Police Service
ADDRESS: 10 Palm Place La Costina Gardens Penal	
TELEPHONE: 1868 328 0022	MOBILE: 1 868 728 9276
EMAIL ADDRESS: jimmpaloo@hotmail.com	
RELATIONSHIP: Professional	

LAST NAME: Batson	GIVEN NAME(S): Brent
JOB TITLE: Co-ordinator - iRoadSafe	ORGANISATION: Trinidad and Tobago Police Service
ADDRESS: 37 Camden Court Couva	
TELEPHONE:	MOBILE: 1868 678 7546
EMAIL ADDRESS: brentbatson@gmail.com	
RELATIONSHIP: Professional	

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: Deodat Dulalchan

Date: September 29, 2017