



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

Circular Road, St Ann's, PORT OF SPAIN

Telephone: 1(868) 225-4687, 625-9815

Fax: 1(868) 627-6886, Email: otp.mail@otp.gov.tt, Web Page: www.otp.tt

2nd July, 2018

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

Dear Madam,

Re: Notification of the nomination of Mr. Harold Phillip for appointment to the office of Commissioner of Police (CoP) – Trinidad and Tobago Police Service, by the Police Service Commission

I am directed by Her Excellency, Paula-Mae Weekes, President of the Republic of Trinidad and Tobago, to forward herewith for presentation to the House of Representatives, one (1) Notification issued by Her Excellency, the President, pursuant to section 123 of the Constitution of the Republic of Trinidad and Tobago, Chapter 1:01.

This Notification is issued in respect of the nomination of **Mr. Harold Phillip** for appointment to the office of Commissioner of Police (CoP), Trinidad and Tobago Police Service.

I have herewith enclosed two (2) letters dated 1st July, 2018 and 2nd July, 2018 respectively, under the hand of the Chairman of the Police Service Commission, received today by the Office of the President.

A dossier in respect of Mr. Harold Phillip is also herewith enclosed.

Respectfully,

Gregory Serrette

Secretary to Her Excellency, the President

Secretary to
Her Excellency the President

Encls.



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. HAROLD PHILLIP** for appointment to the office of Commissioner of Police – Trinidad and Tobago Police Service.

Dated this 2nd day of July, 2018.

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

Paula-Mae Weekes
President



POLICE SERVICE COMMISSION
CHAIRMAN'S OFFICE

CORNER CHURCHILL-ROOSEVELT HIGHWAY AND PASEA MAIN ROAD, TUNAPUNA
TEL: (868) 663-9034 / FAX: 663-9034
E-MAIL – BLISS.SEEPERSAD@GMAIL.COM

July 1 2018

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

Your Excellency,

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

We have received your confirmation that the nomination of Mr. Deodat Dulanchan was not approved by the House of Representative. The motion made no mention of the process employed by the Police Service Commission although The House of Representatives, The Report of The Special Select Committee and the Minority Report were all highly critical of aspects of the process. Senior Counsel has advised the Commission that the existing Merit List is still valid and the process as laid out in Legal Notice No 218 of 16 December 2015 dictates that we should submit the next highest ranking candidate on the Order of Merit List for the Office of Commissioner of Police.

Notwithstanding the above, two of the current Police Service Commission were not part of the entire process having both been appointed subsequent to March 28 2018. As such we could not, as a responsible Body, simply forward the next candidate's name without attempting to address some of the concerns raised concerning the process while being mindful of the following:

1. We are duty bound to act in the best interest of the People of Trinidad and Tobago;
2. The state of the Economy. We simply do not have money, time and other resources to allocate to conducting a completely new process;
3. The rising crime rate in the country;

4. The unprecedented length of time (6 and a half years) since we have had an appointed Commissioner of Police
5. The untenable situation where all of the top positions in the Police Service are held by persons acting in the positions. This does not create an atmosphere of "taking responsibility". The holding pattern cannot go on.
6. Two of the four persons in the most senior positions have been at one time or another been rejected by the House of Representatives as suitable candidates for the top position.

One of the concerns raised by the Special Select Committee was that of bias. In our attempt to address this question, we were informed by KPMG they were not able to provide the commission with the scoring sheets used by the various members of the interview panel. We were instead provided with the summarized spread sheet of the scores entered without being able to attribute any particular score to any interviewer. As the data was not available in a manner that could be disaggregated to make adjustments for any perceived bias, a statistician in the employ of the Commission undertook a statistical analysis of the available data from KPMG using the standard deviation from the mean to normalize the scores. This "normalization" procedure provided some assistance as it did not exactly replicate the results of KPMG's listing.

Of note as well is the weighting attached to the score for the performance in the panel interview. The weighting used by KPMG for the panel interview was such that anyone who performed well in this aspect of the process was almost guaranteed a slot on the Merit List. The Commission could not address this at this stage.

The Commission, proceeded to make its final assessment, as it is required to do, taking into account all of the information available to the members on each of the candidates, and examining the Order of Merit List. There is however, no documentary evidence of the process, nor are there any scoring sheets used to produce the final List. As such we were obliged to accept the verbal explanations provided by the 3 Commissioners who were part of the process. Their explanation is as follows:

1. Given the small number of individuals that remained in consideration, given that the job competences as laid out in the job requirements are identical, a decision was taken to include candidates who applied for the Deputy CoP as opposed to the CoP alone.
2. 2 of the individuals on the KPMG list were over the age of 60 and as such were not viable choices to go forward, since 60 was the mandatory retirement age.
3. 1 other candidate had disciplinary convictions lodged against him. Thus he was also not considered
4. 2 other candidates were deemed to lack the experience necessary for the position of CoP.

The remaining candidates were ranked by each of the 4 Commissioners according their preference for the best candidate for the position of CoP. The resulting scores were totaled and the Merit List was established. Four candidates were ranked in the Merit List issued by the last Commission.

In our Meeting on June 28 2018, it was noted that 2 other candidates could not be considered as one will be retiring shortly and the other has serious disciplinary findings against him at the present time.

Against this background, and in recognition of our obligations under Legal Order No 218 of 2015, we hereby submit, as required, the second ranked name on the Merit List as presented by the previous Commission. That name is submitted on the attached document along with the required supporting dossier.

Kind regards



Bliss Seepersad



POLICE SERVICE COMMISSION

CORNER CHURCHILL-ROOSEVELT HIGHWAY AND PASEA MAIN ROAD, TUNAPUNA
TEL: (868) 663-9034 / FAX: 663-9034
E-MAIL – bliss.seepersad@gmail.com

P: 54/1/33 Vol. XVII

July 2, 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 18th June, 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. Deodat Dulalchan by the House of Representatives for the office of Commissioner of Police, 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. Harold Phillip** 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 Harold Phillip is attached.

Kind Regards



.....
Bliss Seepersad
Chairman
Police Service Commission

CURRICULUM VITAE

HAROLD ORLANDO PHILLIP

Address: 100 Saddle Road, Santa Cruz, Trinidad
Telephone Contact: 1-868-674-6795 (Home) 1-868-499-0722 (Cellular)
E-Mail Address: **triniharo8@hotmail.com**
Date of Birth: 21st November, 1960
Marital Status: Single

Objective

To raise the efficiency and effectiveness of law enforcement through innovative strategies in an effort to combat crime locally, regionally and internationally

Education

1. 2014- Legal Education Certificate (L.E.C)
2. 2008- Arthur Lok Jack Graduate School of Business, University of the West Indies,
Executive Masters of Business Administration (MBA)
3. 2000- University of London
Bachelor of Laws (LLB) (Hons.)
4. 1999- University of the West Indies
Diploma in Security Administration
5. 1997- University of the West Indies
Diploma in Public Administration

6. 1985- University of the West Indies
Bachelor of Arts - History and Economics

Work Experience

TRINIDAD & TOBAGO POLICE SERVICE

1. 1st February 2016 - Presently – Ag. Deputy Commissioner of Police - Administration
2. 26th May 2014 - Ag. Deputy Commissioner of Police - Operations
3. July 2013 – September 2013 – Assistant Commissioner of Police -Administration
- General police and administration and strategic planning
4. 2011- Assistant Commissioner of Police Anti-Crime Operations
- *General Police Duties; Administration; Operations/Incident Command; Strategic Planning*
5. 2010- Ag. Assistant Commissioner of Police Anti-Crime Operations
- *General Police Duties; Administration; Operations/Incident Command; Strategic Planning*
6. 2009- Senior Superintendent of Police - Fraud Squad
- *General Police Duties; Fraud Investigations; Administration; Operations/ Incident Command; Strategic Planning*
7. 2008- Superintendent of Police - Fraud Squad
- *General Police Duties; Fraud Investigations; Administration; Operations/ Incident Command; Strategic Planning*

8. 2007- Ag. Superintendent of Police - Fraud Squad
- *General Police Duties; Fraud Investigations; Administration; Operations/ Incident Command; Strategic Planning*
9. 2007- Acting Superintendent - E999 Command Centre
- *General Police Duties; Administration; Operations, Strategic Planning*
10. 2005- Acting Superintendent of Police - Northern Division
- *General Police Duties; Administration; Operations; Strategic Planning*
11. 2004 – 2005 Acting Superintendent of Police Fraud Squad
- *General Police Duties; Fraud Investigations; Administration; Operations/ Incident Command; Strategic Planning*
12. 2001- Assistant Superintendent of Police - Fraud Squad
- *General Police Duties; Fraud Investigations; Administration; Operations/ Incident Command; Strategic Planning*
13. 1996- Inspector of Police - Fraud Squad
- *General Police Duties; Fraud Investigations; Administration; Exercises, Supervision; Strategic Planning*
14. 1989 - Sergeant of Police - Fraud Squad
- *General Police Duties; Fraud Investigations; Administration;*
15. 1987- Corporal of Police - Fraud Squad
- *General Police Duties; Fraud Investigations; Administration; Supervision*
16. 1980- Police Constable - North Eastern Division/Honour Guard/Police Admin.
- *General Police Duties; Investigation of Crimes; Clerical/Administrative Duties; Foot/Mobile Patrols; Roadblocks/Exercises; Investigation of Road Traffic Accidents*

Other Qualifications & Training:

2016

May 22nd – 26th, 2016

1. Federal Bureau of Investigation National Academy Associates Latin America and Caribbean Re-Trainer Conference
Santiago Chile

April 26th – 28th, 2016

2. Thirty-third International Drug Enforcement Conference (IDEC XXXIII)
Swissotel, Lima Peru

2015

12 June – 1st July, 2015

1. Transnational Civil Security (STACS) 15-06
George C Marshal European Centre for Security Studies
Germany, Garmisch-Partenkirchen, Germany

2014

October 25th – 28th, 2014

1. 121st Anniversary of the International Association Chief of Police Conference and Law Enforcement Education and Technology Exposition, Orlando, Florida

2010

1. The International Governance and Risk Institute
Governance, Regulation and Financial Crime Prevention Forum for the Caribbean Region
2. Security Studies Institute, Special Anti-Crime Unit of Trinidad and Tobago
Policy Analysis Writing
3. Department of Justice, Federal Bureau of Investigation (FBI) National Academy, Colombia Latin America/Caribbean Chapter (Colombia)

Retraining

4. Faculty of Social Sciences, University of the West Indies
Microsoft Office Essentials
5. Criminal Financial Action Task Force - AML/CFC Compliance Conference
Protecting the National Reputation and Taking the Profit out of Trans-National Crime in this Global Economic Crisis

2009

1. Office of Anti-Fraud Control (OLAF), European Economic Commission (Martinique)
Euro-Caribbean Seminar
2. Penn State Outreach, Justice and Safety Institute
Media Relations
3. International Law Enforcement Academy (ILEA), Roswell and the New Mexico Military Institute (United States of America)
Leadership Reaction Course

Other Qualifications & Training (continued):

2008

1. Anti-Terrorism Assistance Program, Bureau of Diplomatic Security, United States Department of State
Executive Seminar on Digital Investigation and Security
2. Arthur Lok Jack Graduate School of Business, University of the West Indies
Leading Public Sector Change Workshop

2006

1. United States Department of State in (Washington DC, Cincinnati, Ohio, Reno, Nevada, San Diego, California– United States of America)
International Visitor Leadership Program on International Crime Issues
2. Penn State Outreach Continuing Education, Justice and Safety Institute
Incident Command System
3. Penn State Outreach Continuing Education, Justice and Safety Institute
Value Based Planning and Change Management

2005

1. Complaints Division, Trinidad & Tobago Police Service
Tribunal Officers Development Training Course

2004

1. United States Department of Justice, FBI Academy, Virginia, United States of America
Interviewing, Interrogation and Statement Analysis
2. United States Department of Justice, FBI Academy, Virginia, United States of America
Managing Death Investigation
3. School of Continuing and Professional Studies, University of Virginia, USA
Criminal Justice Education

2003

1. Ministry of the Attorney General, Government of Trinidad and Tobago and Zwaig Consulting Inc. (Canada)
Basic Forensic Accounting Course

2002

1. National Examination Board in Occupational Safety and Health (United Kingdom)
National Examination Board in Occupational Safety and Health
2. Trinidad and Tobago Police Service (Police Training Academy)
Raid Planning

Other Qualifications & Training (continued):

2001

1. Ministry of Foreign Affairs, Japan
Young Leaders Invitation Programme & Seminar on Public Administration

1994

1. Court & Process Branch, Police Training College and the Director of Public Prosecutions - Government of Trinidad and Tobago
Training Course for Court Prosecutors

1990

1. Management Development Centre, Trinidad
Financial Management for Credit Unions and Cooperatives

Professional Memberships:

1. Federal Bureau of Investigations Latin America/Caribbean Chapter- Ordinary Member

Interests:

Football,

Reading &

Travelling

Extra-Curricular Activities:

1. Director, Trinidad and Tobago Police Service Credit Union
2. Chairman, Supervisory Committee, Trinidad & Tobago Police Service Credit Union
3. Member, Education Committee, Trinidad & Tobago Police Service Credit Union



**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: HAROLD PHILLIP

<p>FOR OFFICIAL USE ONLY</p> <p>APPLICATION NO: -----</p> <p>DATE RECEIVED: -----</p>
--

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.

PART ONE – Eligibility Criteria

Please provide Proof of Nationality:

Passport Number:	TB 112660
National Identification Number:	-
Birth Certificate Registration Number:	B1747417 PIN: 2515722150

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

(1) University Of London Degree Of Bachelor Of Laws; (2) Hugh Wooding Law School Legal Education Certificate; (3) Arthur Lok Jack School of Business Masters of Business Administration; (4) Bachelor of Arts Degree in History and Economics

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

Thirty-seven (37) years and three (3) months
--

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: Phillip	Given Name(s): Harold Orlando
Current Job Title: Commissioner of Police (Ag)	Current Service & Dept./Unit/Division: Trinidad and Tobago Police Service
Work Address: Police Administration Building Corner Edward and Sackville Streets Port of Spain Trinidad and Tobago	Mailing Address: LP 100 Saddle Road Santa Cruz Trinidad and Tobago
E-mail: harold.phillip@tpps.gov.tt	Mobile Telephone: 868 499 0722
Other Telephone: 868 623 8440	Date of Birth: 21st November1960

PART THREE: Work Experience & Education

Details of current post:

Current Role Title: Commissioner of Police (Ag)	Organization: Trinidad and Tobago Police Service
Start Date: 1st September 2017	Finish Date: 1 October 2017
Brief description of role and responsibilities, including key achievements:	
<p>My duties as Commissioner of Police (Ag) include, but are not limited to the</p> <ul style="list-style-type: none">- Organizing, directing and controlling all strategic activities of the Trinidad and Tobago Police Service (TTPS) in the enforcement of laws and ordinances, crime prevention and the protection of life and property in order to promote and achieve higher levels of safety and security for the nation.- Providing policy advice and decision making support to the Minister, Permanent Secretary and the Police Service Commission. Formulating, implementing and monitoring policies, plans and programmes for the Police Service.- Managing the financial resources allocated to the Police particularly as it relates to the procurement of goods and services.- Planning, organizing and directing the major divisions of the Police Service in strategic, operational and tactical planning activities while providing administrative direction and oversight and fostering cooperative working relationships with other arms of the Ministry.- Provide Administrative Direction- Perform duties with innovativeness, initiative, discretion and independent judgment and is reviewed as necessary to keep informed and to monitor effectiveness/accuracy based on functional policies- Represent the Police Service in significant Public Relations matters to develop and foster community networks by establishing and maintaining working relationships with the public, NGOs and other law enforcement agencies.- Represents the Police Service at Seminars, Meetings and Workshops and participates in Discussions with co-operating National and International Security Agencies on matters pertaining	

to Criminal Intelligence in order to enhance the Police Service.

- Directs the prosecution of members of the TTDF and other protective services who have violated the law.

I have performed the duties of the Commissioner of Police on at least ten (10) occasions inclusive of a three (3) month period (1/8/2016 - 31/10/2016). Pursuant to fulfilling my role and responsibilities I have

(i) Held weekly COMPSTAT meetings as well as fortnightly executive meetings where comparative statistics were used and as a result of the coordination of the Police effort to deal with crime, successes were realized including the seizure of approximately 79 illegal firearms being taken off the streets and the arrest of the offenders thereby impacting on crime prevention.

(ii) Commenced the strategic planning preparation for the period 2017 - 2019 by engaging all the internal and external stakeholders for the preparation of the strategic plan 2017 -2019

(iii) Advised the Prime Minister of Trinidad and Tobago in his capacity as head of the National Security Council, the Minister of National Security and the Minister of Finance on matters pertaining to national security in order for them to make informed decisions and respond to questions in Cabinet arising out of national security and TTPS related issues. I have also provided them with statistical data and insight into issues regarding national security and the plans and ongoing initiatives of the TTPS.

(iv) Led a team to the Joint Select Committee of Parliament to make a contribution on behalf of the TTPS pertaining to the Gambling and Betting Bill. Additionally I have also formulated and submitted comments on the Cyber Crime Bill and The Miscellaneous Provisions (Anti-Gang and Bail) Bill after collating comments from the head of various divisions and branches.

(v) As the Accounting Officer managed the organizations' financial resources to ensure optimal efficiency of Operations by using quantitative information which was gathered and prioritization of resource allocation based on statistical analysis. I also led a team to Parliament to account for the expenditure for the financial year 2015 - 2016 as well as to justify the allocations for the proposed estimates for the year 2016 -2017.

(vi) Attended meetings at the Ministry of Finance and the Ministry of Planning to articulate the position of the TTPS with respect to finalizing budgetary allocations for the financial period 2016 -

2017

(vii) Provided administrative direction and oversight in recognition of, and in keeping with, international standards and practices, established a second three man tribunal for Breach of Discipline Offences and ensured that the both tribunals were representative of the major races and genders within the organization thereby ensuring equality and diversity.

(viii) Approved additional sums of money for the purchase of firearms and ammunition

(ix) Executed the merger and formal launch of the Organized Crime and Intelligence Unit (OCIU) which was launched on 15th September 2017 and oversaw the collating of resources to effectively implement this merger so as to facilitate a timely transition.

(X) Provided direction and coordinated the efforts of the TTPS to successfully arrest and charge at least (3) police officers for varying offences.

(xi) Formulated and directed the implementation of a departmental order based on the Juvenile Court Protocol

(xii) Hosted a two weeks regional training on Narcotics at the Police academy

(xiii) Strengthened specialized units within the TTPS e.g. the transfer of officers to the Special Branch

(xiv) Compiled interviews for three (3) civilian staff contract positions in the Corporate Communications Department.

(xv) Represented the TTPS in several significant public relations matters e.g. the hosting of press briefings on significant matters of national importance where the TTPS is concerned, planning, coordinating and participating in the Independence Day celebrations and the opening of the High Court. Additionally, I have made presentations on behalf of the TTPS to both local and international stakeholders in an effort to formulate new partnerships and maintain working relationships. For example, I represented the TTPS and delivered a presentation on White Collar Crime: Success and Challenges at a conference hosted by the Trinidad and Tobago Transparency International to local and foreign stakeholders.

(xvi) I hosted town meetings aimed at educating stakeholders on recent crime trends, safety and security and the strategic direction of the TTPS while restoring public trust, confidence and communication.

Details of previous three posts – most recent first

Previous Role Title: Deputy Commissioner of Police (Ag) Crime and Support	Organization: Trinidad and Tobago Police Service
Start Date: 1st May 2017	Finish Date: 31st August 2017

Brief description of role and responsibilities, including key achievements:

- Assisting the Commissioner of Police in charting the strategic direction of the Police Service.
- Providing support and advice to the Commissioner of Police on the delivery of community safety, intelligence development, police operations, crime investigations, traffic management and the Management and development of human resources.
- Analyse, interprets and reviews all information, statistics and relevant data on crime and other activities and make recommendations with respect to their acceptability and adaptability.
- Represent the Police Service at seminars, meetings and workshops and participates in discussions with national and international security agencies on matters pertaining to criminal intelligence with a view of improving the Police Service.
- Provide direction regarding the prosecution of members of the Trinidad and Tobago Defence Force and protective services who have violated the law

In the four (4) months I have held this post I have:

- Spearheaded investigations, allocated resources, liaised with other arms of the Ministry of National Security and other government agencies and gave direction in a large scale investigation which resulted in the arrest of a former government Minister for the offences of Misbehaviour in Public Office and Obstruction of Justice.
- Successfully coordinated the police effort in the investigations of six (6) kidnappings for ransom which resulted in the release of all hostages alive within twenty four hours of the reports being made as well as the arrest and prosecution of offenders in four (4) of these matters.
- Oversaw the TTPS preparations for the juvenile court project and ensured that the necessary resources were in place for the facilitation of this venture
- Commenced the preparation of the departmental order which would become the TTPS policy on dealing with juveniles in keeping with legislation
- Provided direction and the collating of resources and personnel which resulted in the arrest of Police Officers for varying offences
- Assisted in the preparation of the strategic plan for the period 2017 – 2019
- Displayed and practised financial accountability by assisting in the preparation of draft estimates where feedback was obtained from the varying Divisions branches and sections of the TTPS attending meetings at the Ministry of Finance and Ministry of Planning and Development where I made representations to finalize budgetary allocations for the period 2017 – 2018

Details of previous three posts – most recent first

Previous Role Title: DEPUTY COMMISSIONER OF POLICE (AG) Administration	Organization: Trinidad and Tobago Police Service
Start Date: 1 st February 2016	Finish Date: 30 th April 2017
Brief description of role and responsibilities, including key achievements:	
<ul style="list-style-type: none"> - Assists the Commissioner of Police in charting the Strategic Direction of the Police Service by Developing Intelligence Related Strategies and Mechanisms to treat with Crime and advising the Commissioner of Police among other things. - Managing the daily Operations of the Police Service by providing Guidance, Identifying Training Needs and Recommending Appropriate Training for staff. - Provides Support and advice to the Commissioner of Police on the Delivery of Community Safety, Intelligence Development, Policing Operations, Crime Investigations, Traffic Management and the Management and Development of Human Resources. - Assists in the preparation of the Annual Budget for the Police Service which consists of Reviewing Draft Estimates of Expenditure and Compiling Data to prepare Draft Budget for Submission to the Commissioner of Police. - Monitors and Reviews Systems and Procedures Established to Ensure that the Police Service is Adequately Staffed and Equipped, whilst Recommending Purchases of Arms, Ammunition and other necessary items to the Commissioner of Police as required. - Performs Administrative Functions inclusive of Granting Special Leave to Police Officers involved in Cultural Activities on the National and International levels, Certifying Travelling Claims, Approving Applications for Non-Promotional Allowance, Preparing and Issuing Departmental Orders and Authorising Applications for Early Retirements / Resignations for all police officers and vacation leave for SDOs. <p>Key Achievements</p> <ul style="list-style-type: none"> • I have assisted in the development of the strategic plan 2017 to 2019 by keeping stakeholder and focus group meetings as well as formulating action items of the plan as well as setting performance targets. I also assisted in communicating the plan to the majority of staff members by making presentations as well as ensuring that each officer was given a mini booklet of the plan and on a continuous basis while attending COMPSTAT meetings as well as keeping heads of sections meetings. I focused the staff on the goals of the plan as well as strategize with them how to achieve the targets 	

- Together with the Director HR and the Provost, developed the training plan for financial year 2016 – 2017. The plan was developed after assessing training needs submitted by Divisional and Branch Commanders as well as aligning the training to the strategic goals of the organization. Persons were trained at the Police Academy locally and overseas at the induction and advanced levels. In excess of seven thousand officers participated in this training. At the introductory level, training in Criminal Procedure Rules, Customer Service, and Community Based Training were conducted. At the advanced level programs in investigations, leadership, skills based training were done.
- Assisted in the preparation of the budget for the period 2016 – 2017 and 2017 -2018 by attending meetings, collating submissions of estimates received throughout the organisation and prioritizing the strategic areas in relation to the operation plan and strategic plan for the organization
- Assisting in leading discussions with representatives of the Ministry of Finance and Ministry of public Administration on the budget proposal
- Led teams of staff members to prepare and draft organizational policies which included the absence management policy, rewards and recognition policy, lights and sirens policy,
- Represented the TTPS at seminars and workshops at the National Security Council, operations meetings with the Minister of National Security, Ministry of National Security as well as the Chamber of Commerce, NGO's in organizing national events as well as meetings dealing with specific projects such as the Juvenile Court Project and the Manpower Audit Committee.
- Assigned executive responsibility to supervise the Port of Spain Division with particular emphasis on reducing violent crimes including murders.
- Attended and chaired Divisional COMPSTAT meetings which resulted in a decrease in murders by 30% and woundings and shootings by 66.4% in 2016.
- Ensured the accountability of Police officers by requiring officers who are on suspension to report to the Snr Supt HR within seven (7) days of the determination of their matters

Details of previous three posts – most recent first

Previous Role Title: Deputy Commissioner of Police (Ag) Operations	Organization: Trinidad and Tobago Police Service
Start Date: May 2014	Finish Date: 31 st January 2016
Brief description of role and responsibilities, including key achievements:	
<p>Directing the implementation of policy decisions, rules, regulations, procedures and work standards</p> <p>Collaborating in the planning, directing, reviewing and evaluating of administrative and operational plans</p> <p>Prepares Comprehensive Notes/Reports/Briefs on Operational Activities and Initiatives in the Police Service.</p> <p>Establishes systems and guidelines for the managing and coordinating the gathering and dissemination of intelligence</p> <p>Directing and coordinating the activities of various Stations/Divisions/Branches by conferring with Senior Police Officers to advise on work plans and programmes</p> <p>Managing the day to day operations of the Police Service</p>	
Key Achievements	
<ul style="list-style-type: none"> • As the executive officer I was in charge of the nine policing divisions and held meetings with Divisional and Regional executive officers continuously on a weekly basis targeting priority offenders as well as monitoring the hotspot policing activities as well as the violent and serious crimes and seizure of illegal firearms. This resulted in a reduction in the number of serious 11135 compared with 12 057 in the previous year (2014) and violent crimes 4294 as compared with 4641 as well as an increase with over 500 firearms. The serious crime was the lowest in 33 years while the violent crimes were the lowest in 17 years. • Introduced preserving life technology by the introduction of trauma kits • Initiated the introduction of the specialized DUI task Force to deal specifically with alcohol impaired driving on the nations roadways in support of strategic goal number 2 – improving safety on the roadways and other public places. This resulted in DUI arrests 731 by the end of 2014 to 2032 by the end of 2015. The rta was the lowest in 12 years. The total was 28,948 as compared to 125 compared to 143 in the previous year which was a 12.6% reduction which was the lowest fatal road traffic accidents and road deaths in 15years • Increased resources in the Traffic and Highway Patrol Branch inclusive of vehicles which resulted in an increase in the number of highly visible and accessible mobile patrols to approximately 234,231 mobile patrols and a corresponding 11% decrease in the road fatalities and 13% decrease in road traffic accidents. 	

- Ensuring that Police misconduct was reduced as there was an average of 30% in the number of reports made against police Officers in 2015
- Launched Tourist Oriented Patrol Unit in Tobago supported by the use of bicycles
- Initiated policy whereby First Division Officers from Specialist Units of the TTPS would be assigned to Divisions and were required to visit stations to assure accountability, supervision of staff and improved customer service
- Due to an increase
- Leading operations in criminal matters of national interest in collaboration with other agencies of national security for example the success arrest of two persons for the kidnapping, rape and murder whereby I successfully coordinated the efforts of varying branches of the TTPS such as the Guard and Emergency Branch, the Inter Agency Task Force together with the members of the Trinidad and Tobago Defence Force, members of the Brasso Seco community, members of the hunters association and the Forestry Division. Two kidnapped victims were rescued during this exercise.
- Assigning FDO's to team with IATF to visit the Laventille patrols at night all in an effort to ensure that the tactical and strategic plan to reduce violent crime within Laventille was executed.
- Performed the functions of the Gold Commander for Carnival and General Elections 2015. While performing this function I represented the TTPS at various stakeholder meetings. I would have facilitated the planning for these event by coordinating meetings with internal and external stakeholder which resulted in the successful execution of these events. I also coordinated the security arrangements for the state visits of the Prime Minister of Japan and Malala Yousafazi
-

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
Council of Legal Education Hugh Wooding Law School Legal Education Certificate (LEC)		2014	
Arthur Lok Jack Graduate School of Business, University of West Indies, Executive Masters of Business Administration (MBA)		2008	
University of London Bachelor of Laws (LLB) (Hons)		2000	Third Class Honours
University of the West Indies Diploma in Security Administration		1997	
University of the West Indies Bachelor of Arts - History and Economic		1985	

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
Federal Bureau of Investigation National Academy Associates Latin America and Caribbean Re Trainer Training	22 nd May 2016	26 th May 2016	Counter terrorism and Transnational Crimes
Thirty-third International Drug Enforcement Conference Peru	26 th April 2016	28 th April 2016	Drug Trafficking as well as firearm Trafficking
Transnational Civil Society George C Marshall European Centre for Security Studies Germany	12th June 2015	1st July 2015	Disaster Management

121st Anniversary of the International Association Chief of Police Conference and Law enforcement Education and Technology Florida	25th October 2014	28th October 2014	
International Governance and Risk Institute Governance, Regulation and Financial Crime Prevention Forum for t		2010	Financial Crime and Fraud Prevention
Security Studies Institute, Special Anti-Crime Unit of Trinidad and Tobago Policy Analysis Writing		2010	Policy writing
Department of Justice, Federal Bureau of Investigations (FBI) National Academy, Columbia Latin America/Carib		2010	Interpol networking
Faculty of Social Sciences, University of the west indies Microsoft Essentials			Computer Skills
Criminal Financial Action Task Force – AML/CFC Compliance Conference : Preventing the National Reputation and Taking the Profit out of the trans national Crime in this Global Economic Crisis			Financial Crimes
Office of Anti-Fraud Control (OLAF) European Economic Commission Euro Caribbean Seminar - Martinique		2009	Counterfeit Currency detection
Penn State Outreach, Justice and Safety institute Media Relations			Media relations
International Law Enforcement Academy (ILEA) Roswell and the New Mexico Military Institute Leadership Reaction Course – United States of America			Police Management
Anti-Terrorism Assistance Program, Bureau of Diplomatic Security, United States Department of State Executive Seminar on Digital Investigation and Security		2008	Anti-Terrorism
Arthur Lok Jack Graduate School of Business, University of the West indies Leading Public Sector Change Workshop			Change Management
United States Department of State International Visitor Leadership Program on International Crime Issues			Crime strategies

Penn State Outreach Continuing Education Justice and Safety Institute Value Based Planning and Change Management			
Complaints Division, Trinidad and Tobago Police Service Tribunal Officers Development Training Course		2005	Tribunals and Discipline
United States Department of Justice, FBI Academy Virginia United States of America Interviewing, Interrogation and Statement Analysis		2004	Managing investigations
United Department of Justice FBI Academy Virginia United States of America Managing Death Investigation			Managing Mass Casualties
School of Continuing and Professional Studies University of Virginia USA – Criminal Justice Education			
Ministry of the Attorney General Government of Trinidad and Tobago and Zwaig Consulting Inc (Canad) – Basic Forensic Course		2003	
National Examination Board in Occupational Safety and Health United Kingdom – National Examination Board in Occupational Safety and Health		2002	
Trinidad and Tobago police Service Police Training Academy – Raid Planning			Raid Planning

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:

Over the past four (4) years while performing in the posts of Commissioner (Ag) Deputy Commissioner (Ag) Operations, Administration and Crime and Support, while managing the Trinidad and Tobago Police Service, I have consistently practiced sound judgment and strategic decision making with an awareness of value, cost and implications. I have supported workplace objectives and contributed to solutions and future strategies while engaging in a systematic decision making process which encompasses collecting and evaluating information and data, discussion and review, with the consideration and input of stakeholders, reviewing previous best practices, weighing alternatives and ongoing assessment. When the Government tender process failed to acquire speed guns in 2015 together with the Executive, we supported the Commissioner in acquiring six speed guns out of the TTPS budget which resulted in a drastic reduction in the number of road death since their deployment. When we wanted to increase the strength of the special Reserve Police Officers and regular during the period 2014 - 2015 and the training facilities at the Police Training Academy were limited external training facilities were sourced at COSTATT and Chaguaramas Convention Centre to achieve the training target. In order to support and increase the Police presence in Port of Spain and surrounding areas I instituted that all police departments within the Port of Spain area would assign Police Officers on a Thursday and Friday to support the patrol within Port of Spain and this has led to a reduction in the number of serious crimes in Port of Spain in 2016

By demonstrating good leadership qualities, integrity and high standards for my own performance, I apply behaviours that would be visible and build support for change at the individual and organizational level through coaching and coalition building. I share my vision of change by communicating effectively with Divisional Commanders and other junior officers the need for transformational change to address issues that undermine effectiveness and efficiency within the TTPS. This is accomplished by implementing policies and procedures such as evidence led policing and by creating a culture motivated to change through training and retraining of police officers. Communicating the need for change is also accomplished through roll outs and other interactions with police officers where the strategic goals of the organization are identified and feedback is solicited. Additionally through regular meetings Mobilize Divisional commanders to help implement change. Being aware that Homicides across the country are investigated by the Homicide Unit and observed that violent crimes which include shooting and woundings which are near misses to Homicides need an important focusing. I directed that these investigations must be investigated by the senior officers within the station district which are the inspectors and sergeants as they must lead the effort for reducing violent crimes as well as making the station district safe. Also with respect to missing persons and

domestic violence matters I instructed that these matters must be managed by the Inspector of the station and where there are no inspectors, the sergeant to ensure that these matters are given the importance they deserve and dealt with expeditiously. In an effort to ensure that the disciplinary tribunals are properly balanced given the gender and race distribution of the organization I ensure that each of the three man tribunal consist of at least a female and two other officers of the major races within the organization.

In managing major and national events in dealing with the strategic planning for these events which include engaging internal and external stakeholders we established the incident command system which consist of the gold silver and bronze command system dealing with the strategic tactical and operational levels. Also, having identified the logistical challenges for these managing these major events, I introduced the system of sector management for large areas as well as staging areas within these sectors as mustering parade and refresh. This facilitated decentralization and better efficiency and effectiveness for the management of the large zones.

While planning for these events there is continuous mentoring of commanders in various positions and as such when smaller national conferences are being hosted I delegated Assistant Commissioners to be the Gold Commanders in these events which included the American Competitiveness Forum, the INTERPOL Americas Conference and the Regional Central Bank Governors Conference.

When major investigations are conducted at Divisional level I coordinate these investigations personally and ensure that the adequate resources are supplied from specialist sections and external agencies by appointing liaison officers to these agencies to successfully complete these investigations. E.g. the Price smart robbery in 2015 where over a million dollars in cash was stolen

14

14

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:

Several large operations, be it operations involving missing persons , kidnapping, robberies that I managed, I would bring together the relevant investigators along with and coopted resources requested which sometimes include resources which are available internally as well as resources which are available externally to the organization. In so doing, initial meetings are scheduled where I would allow personnel to brainstorm the strategies as well as the tactical and operational approaches to deal with these matters and identify the relevant logistical requirements and physical human and technical resources required. Once the tasking have been clearly identified I would brief, detail and assign persons to specific tasks, formulate a reporting and communication structure and ensure that the necessary resources are detailed to support these operations, debrief and obtain feedback at the end of the operations

Also, I would designate appropriate staging areas to manage these investigations. In this regard, I exercise my interpersonal and communication skills, delegate responsibility as well as foster team effort and be decisive in order to provide success in these engagements. I would have applied these approaches to these large scale operations.

While performing my responsibilities across all my postings, I exercise an open door policy whereby staff members and members of the public could visit me without appointments as well as communicate with me at any time to make reports or seek advice on any matter. This open style of management has allowed me to gain public trust and confidence as I have been able to provide solutions to the issues raised in the majority of instances. I encourage this approach with my subordinates

In assessing various reports which falls within my purview I would make an assessment of these reports and delegate them for action to line commanders where timelines are set. Thereafter I would monitor the return of this report and once satisfied with the quality of the work performed I would provide feedback to the staff in terms of compliments and if there is need for improvement I would provide guidance.

Given the challenging nature of the Police occupation, which is highly decentralized, occasionally I would task either individual officers or teams of officers to formulate plans and policies as well as initiatives and recommendations. I have found that this greatly assist these officers in developing their confidence and competence as well as gaining knowledge and experience and becoming assertive. This approach was utilized in various aspects of the Juvenile Court Project which I spearheaded recently.

Another major initiative or project which I utilized this management style was in the recent merging of the Organized Crime and Narcotics Unit and the Criminal Gang and Intelligence Unit to form the Organized Crime and Intelligence Unit. These two units had two different cultures and I had to ensure that all the officers embraced this concept. A team from the two units was coopted to assist in

formulating the operational framework of the new unit. The external stakeholders also assisted in the framework concept. In the early stages there were the common concerns of trust and ego's and clash of cultures, however in coordinating the implementation between the teams I facilitated open dialogue, suggestions, recommendations and feedback. These strategies worked excellent and after engaging in team building exercises and change management techniques, the framework structure of the OCIU was accepted by both teams and the unit was formally launched in September 2017.

In leading teams investigating major criminal matters, the Police Service is required to utilize the resources of various external agencies in order to successfully complete these investigations. In so doing I have consistently engaged these other agencies which include governmental and non-governmental agencies through the writing of correspondence as well as face to face meetings in order to articulate the importance of supporting the progress of the investigation. Over time this has facilitated a closer networking of these agencies with the police and I would formally introduce persons under my command to key persons in these agencies to allow continuity.

Whenever officers performed excellent work which may involve keen powers of observation, painstaking successful investigations, acts of bravery as well as performing civic responsibilities going beyond the call of duty commended by their peers as well as external agencies for their dedication to duty professionalism and their competence . I would ensure that there is timely recognition and reward for these officers by personally commending them as well as hosting award ceremonies for these officers in an effort to motivate them and encourage others. This occurred recently with the arrest of two Police Officers in the South Western Division for firearm and Drug offences where the eight officers who were responsible for the arrest of these officers were invited to attend the executive COMPSTAT and personally commended for their excellent work.

I sometime chair the executive COMPSTAT and COMPSTAT at divisional levels. COMPSTAT is a dynamic approach to crime reduction and an organizational management tool for accountability process of the Police Department. This provides initiative to enhance quality of life and ensure that personnel and resources are effectively managed. In managing these meetings Commanders are required to report on their Divisional performance and crime strategies utilized and resource management aimed at achieving the targets set for the reduction in crime within their division, Divisional Commanders are able through this experience to learn from each other, to identify best practices, formulate new strategies and are held accountable for non-performance. This practice has allowed a general reduction in serious crimes across Trinidad and Tobago in the last four years and has caused Divisional commanders to focus on crimes which are prevalent, to target high crime locations as well as known offenders as well as victims. This has also assisted in ensuring that illegal which are allowed for the high seizure of illegal firearms which are the main weapon of choice when used to commit violent crimes.

I also utilize evidence based policing strategies by working closely with the Crime and Problem Analysis Unit in ensuring that crime data which is collected and analyzed to provide intelligence is utilized to identify small locations within Police Station districts where criminal activities are concentrated. These locations are identified as hot spots. I have assisted in the implementation of the hotspots policing strategy which has been adopted across all policing divisions. Since the implementation of the hot spot policing strategy Police mobile patrol units target these locations and by their frequent presence in these locations have led to increased arrest of offenders. The reduction of criminal activities in these locations, reduction in victimization, and enhanced safety within the community. The Divisional commanders are required to account on a weekly basis with respect to their hot spot patrol and this initiative have seen over the last four years have successfully facilitated a reduction in serious crime across the country. There is a direct correlation between the reduction in serious crime and the execution of the hotspot strategy.

I have been instrumental in introducing the trauma kits in an effort to preserve lives and these bandages have been utilized by members of the task force and ITATF Units. Also recently these bandages have been used throughout all other divisions. Early evidence of the application of these bandages to persons who have sustained injuries and bleeding as a result of serious accidents or wounding incidents, revealed that they have prevented these persons from hemorrhaging to death. This augers well for the future.

I have also assisted in the launching of the pilot project of the body worn cameras in high risk areas of Laventille and Enterprise. The body worn camera experiment is ongoing and demonstrates the Police Service response to build trust and confidence with the public and ensure that their

Officers are accountable.

I utilize the intelligence and crime analyst at the CAPA unit along with other intelligence units within the police service to formulate and assist in managing large scale operations. In each police Division intelligence officers are strategically placed to gather intelligence and in coordination with the analyst at CAPA intelligence products are developed. These products assist in identifying target profile, problem profiles, and individual and community profiles. In so doing locations and offenders are prioritized for operation and this has assisted in executing search warrants, conducting road checks and arresting offenders for various serious crimes including firearms and narcotics.

One of the strategies that the police Service advocates is community orienting policing which I embrace. The Community police Officers are decentralized across each Police Division and including the IATF. I have arranged Resistance and Prevention Programme (RAPP) training for all divisional commanders as well as police officers within divisions and community policing officers. This training has assisted Police Officers in working with the community and identifying problems as well as partnering with the community to come up with solutions. I have participated in several outreach awareness programmes such as walk against domestic violence. I have also attended events to support and encourage youth at risk in communities of Laventille and Enterprise where projects such as the Hearts and Minds Projects have provided opportunities for young persons to turn away from a life of crime and make better life choices which prepare them to become productive citizens and enhance their self-esteem.

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.

Applicants Response

Whilst performing functions at the Deputy Commissioner postings, I ensured that the monthly impress cash as well as revenue collected by the Police was accounted for at the divisional and branch level and deposited on a monthly basis to the Treasury as well as ensuring that audits were carried with respect to the cash book and impress cash on a monthly basis.

That the procurement of services such as messing services by external suppliers were done in accordance with best practice, that is, that the provider had a food badge, the premises were inspected for health and safety concerns that in the selection process and Police Service Association representative was present for the inspection as well as the selection of the provider and that that person would have had a proven track record for the supply and delivery of quality meals. Additionally, there was no conflict of interest in arriving at the determination of the provider. I directed the Divisional commander to forward the bills in a timely manner and to follow up to ensure that payment was paid within three months.

Also in the procurement of services, I ensured that the tender process was free and fair and competitive and that the tender rules were followed before signing off on the successful bidder. While performing the role of accounting officer at the end of the financial year I ensured that all revenues were deposited by 11am on the last working day of the financial year from seventy seven locations in the TTPS to the District revenue Office. I facilitated this by directly communicating with all impress cash holders and divisional Commanders.

With regard to payment of creditors, I liaised closely with the Minister of Finance to ensure that the organization obtained releases to make payments to a significant number of creditors which included a request on 29th September 2017 for the sum of \$13,000,000.00 and payment made for outstanding services within our infrastructure development fund.

I assisted in facilitating the establishment of booking centers at six locations within the Police Service for the Juvenile Court Project. These booking centers are equipped with child custody suites where only children can be detained in compliance with the Juvenile Court Project. These include Oropuche, La Brea, Gasparillo, Moruga, Brasso and Maracas St Joseph Police Stations.

I facilitated the relocation of the Criminal Records Office to the Riverside Plaza from the Police administration Building in order to ensure that the human resource branch and our finance which complete each other are given adequate facilities at the Police administration Building

I hosted community meetings across Trinidad and Tobago in the nine Police Divisions where I communicated the strategic direction of the Police Service as well as building trust and confidence and to hear the concerns and recommendations of members of the community. I caused the Divisional Commanders to provide feedback to the concerns raised by the public in a timely manner. I chaired and attended over ninety community meetings in both Trinidad and Tobago.

I have worked closely with the public affairs Unit to communicate in a timely manner the success stories of the police service to the public with respect to prosecution and issues of public interest as well as to ensure that an accurate, consistent and fair comment is communicated on the police performance. Additionally, the Public Affairs use of public service announcements to communicate missing persons as well as persons of interest and educate the public on public safety have assisting in projecting the police service as a caring partner and this has resulted in the Police Service increasing its information flow from members of the public and detection rate.

PART FIVE – References

LAST NAME: Millington	GIVEN NAME(S): Collin
JOB TITLE: Colonel	ORGANISATION: Trinidad and Tobago Defence Force
ADDRESS: 114 Ian Street Cleaver Road Arima	
TELEPHONE:	MOBILE: 868 773 2100, 868 728 0197
EMAIL ADDRESS: Collin.milligton@gmail.com	
RELATIONSHIP: Agency Support Personnel	

LAST NAME: Blackman	GIVEN NAME(S): Michael
JOB TITLE: Comptroller of Customs and Excise	ORGANISATION: Customs and Excise
ADDRESS: Lot 2 Broome Street Diego Martin	
TELEPHONE:	MOBILE: 868 734 3334, 868 743 3655
EMAIL ADDRESS: Mikblack632.gmail	
RELATIONSHIP: Agency Support Personnel	

LAST NAME: Boxill	GIVEN NAME(S): Radcliffe
JOB TITLE: Assistant Commissioner of police (Ag)	ORGANISATION: TTPS
ADDRESS: 30 A Pinridge Heights Lopinot	
TELEPHONE:	MOBILE: 724 5987, 465 9888
EMAIL ADDRESS: radcliffboxill@yahoo.com	
RELATIONSHIP: Colleague	

DECLARATION

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

HAROLD PHILLIP

Name: _____

Date: 29th September 2017