



OFFICE OF THE PRESIDENT  
REPUBLIC OF TRINIDAD AND TOBAGO

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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 and Mr. Harold Phillip: Notifications of the Nominations for Appointments to the Office of Deputy 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, two (2) Notifications 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. These Notifications are issued in respect of the nominations of **Mr. Deodat Dulalchan and Mr. Harold Phillip**, for appointments to the office of Deputy 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 separate references of "*Nomination of Deputy Commissioner of Police (DCOP) - 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 these Notifications are issued further to the submission by the Police Service Commission to His Excellency the President, of the persons nominated for appointments to the office of Deputy 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 dossiers in respect of the nominated candidates for appointments to the office of Deputy Commissioner of Police, **Mr. Deodat Dulalchan and Mr. Harold Phillip**, are also herewith enclosed.

Respectfully,

Gregory Serrette  
Secretary to His Excellency the President  
Encls.

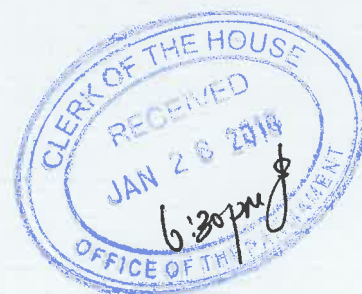
THE CONSTITUTION OF THE REPUBLIC OF TRINIDAD AND TOBAGO

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 Deputy Commissioner of Police.

Dated this *26th* day of January 2018.

*Anthony Thomas Aquinas Carmona*  
Anthony Thomas Aquinas Carmona ORT, SC  
President

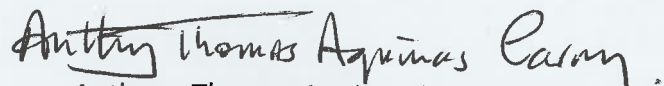


THE CONSTITUTION OF THE REPUBLIC OF TRINIDAD AND TOBAGO

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. Harold Phillip** for appointment to the office of Deputy Commissioner of Police.

Dated this 26<sup>th</sup> 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](mailto:maria.gomes@gov.tt)

**P: 54/1/33 Vol. XVII**

24<sup>th</sup> 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 Deputy Commissioners of Police (DCoP) – 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:

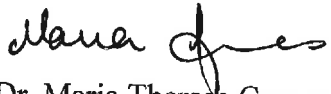
The names of the highest graded candidates on the Order of Merit List for the office of Deputy Commissioners of Police are

1. **Mr. Deodat Dulalchan;** and
2. **Mr. Harold Phillip**

Please note that Mr. Deodat Dulalchan is also the highest graded candidate on the Order of Merit List for the position of Commissioner of Police.

The dossiers for **Mr. Deodat Dulalchan** and **Mr. Harold Phillip** are enclosed.

Yours sincerely

A handwritten signature in black ink, appearing to read "Maria Therese Gomes". The signature is fluid and cursive, with a large initial "M" and a long, sweeping tail.

Dr. Maria Therese Gomes  
Chairman  
Police Service Commission

Encs.



# 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

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**

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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**



**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](http://www.ttrecruitmentonline.com) no later than **11:59 pm** (Local time Trinidad and Tobago, GMT -4) on **29<sup>th</sup> 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

Are you a Trinidad and Tobago National?

I am a national of Trinidad and Tobago

Please provide Proof of Nationality:

Passport Number:	TA943570
National Identification Number:	19601101073
Birth Certificate Registration Number:	B687572



**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**

<b>Last Name:</b> Dulalchan	<b>Given Name(s):</b> Deodat
<b>Current Job Title:</b> Deputy Commissioner of Police "Operations"	<b>Current Service &amp; Dept./Unit/Division:</b> 37 Years' Service, Deputy Commissioner of Police "Operations"
<b>Work Address:</b> 6 <sup>th</sup> Floor Police Administration Building Corner Edward and Sackville Street Port of Spain	<b>Mailing Address:</b> No. 10 Chatterie Street, Felicity, Chaguanas,
<b>E-mail:</b> Deodat.Dulalchan@tpps.gov.tt deodatdulalchan@hotmail.com	<b>Mobile Telephone:</b> 868 728 5400
<b>Other Telephone:</b> 868 627 9836	<b>Date of Birth:</b> November 1, 1960

**PART THREE: Work Experience & Education**

**Details of current post:**

<p><b>Current Role Title:</b> Deputy Commissioner of Police "Operations"</p>	<p><b>Organization:</b> Trinidad and Tobago Police Service</p>
<p><b>Start Date:</b> February 1<sup>st</sup> 2016</p>	<p><b>Finish Date:</b> N/A, Presently serving in the position</p>
<p><b>Brief description of role and responsibilities, including key achievements:</b> <u>Roles and Responsibilities:</u></p> <p>Assists the Commissioner of Police in charting the strategic direction of the Police Service by:</p> <ul style="list-style-type: none"> <li>• Contributing to the formulation of policies regarding the Trinidad and Tobago Police Service</li> <li>• Participating in the development, implementation and monitoring of the national strategic plan for the Trinidad and Tobago Police Service</li> <li>• Developing and advising the Commissioner of Police of strategies and mechanisms to treat with criminal activity</li> <li>• Developing policies and guidelines for the management and coordination relating to the collecting and dissemination of intelligence and information</li> <li>• Establishing systems and procedures to ensure the operational readiness of the Trinidad and Tobago Police Service</li> </ul> <p>Manages the daily operations of the Trinidad and Tobago Police Service by:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Constantly monitoring and reviewing the progress of work and activities through reports and meetings</li> <li>• Regularly appraising and evaluating the performance of senior police officers and providing meaningful feedback</li> <li>• Ensuring periodic inspections of Divisions are completed and making recommendations regarding infrastructure, equipment and support services</li> </ul> <p><u>Achievements:</u></p> <ol style="list-style-type: none"> <li>1. <b>Developed standard operating procedures for:</b> <ul style="list-style-type: none"> <li>▪ Breathalyser Equipment and Procedures</li> <li>▪ Speed Guns / Speed Measuring Devices</li> <li>▪ Fleet Card Management</li> </ul> </li> <li>2. <b>Successfully planned and oversaw the security and safety arrangements for:</b> <ul style="list-style-type: none"> <li>▪ Local Government Elections (2016)</li> <li>▪ International Rugby Tournament (2016)</li> <li>▪ IMF High Level Caribbean Forum (2016)</li> <li>▪ Point Fortin Borough Day Celebrations (2016)</li> <li>▪ Conference of Defence Ministers (2016)</li> <li>▪ The State Funeral of the Late Patrick Manning (2016)</li> <li>▪ Carnival Activities (2017)</li> <li>▪ T20 Cricket (2017)</li> <li>▪ Point Fortin Borough Day Celebrations (2017)</li> <li>▪ Tobago House of Assembly Elections (2017)</li> <li>▪ Siparia Fest (2017)</li> </ul> </li> </ol>	

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

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

### **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**

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

### **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 and 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.

<b>Previous Role Title:</b> Assistant Commissioner of Police "PSB"	<b>Organization:</b> Trinidad and Tobago Police Service
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<b>Start Date:</b> March 4, 2013	<b>Finish Date:</b> January 5, 2014
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**Brief description of role and responsibilities, including key achievements:**

**Roles and Responsibilities**

- 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:
  - 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.

<b>Colleges, University attended and Courses taken</b>	<b>From</b>	<b>To</b>	<b>Qualifications and grade attained</b>
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.

<b>Course Title</b>	<b>From</b>	<b>To</b>	<b>Summary of course contents</b>
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**

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

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

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

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

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**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

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

### **Training and Professional Development**

<b>Year:</b>	2015
<b>Course / Programme:</b>	General Management Programme for Senior Executives – ASCI College (India)
<b>Year:</b>	2014
<b>Course / Programme:</b>	Road Safety Management Leadership Programme – Monash University (Australia)
<b>Year:</b>	2012
<b>Course / Programme:</b>	Public Speaking and Presentation Skills Workshop – Arthur Lok Jack Graduate School of Business
<b>Year:</b>	2012
<b>Course / Programme:</b>	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.
<b>Year:</b>	2012
<b>Course / Programme:</b>	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
<b>Year:</b>	2012
<b>Course / Programme:</b>	Media Relations Training – Police Training Academy
<b>Year:</b>	2011
<b>Course / Programme:</b>	Police Disciplinary Procedure Training – Police Training Academy
<b>Year:</b>	2009
<b>Course / Programme:</b>	Certificate of Achievement in Parade Commandment
<b>Year:</b>	2008
<b>Course / Programme:</b>	Canadian Police College – Senior Police Administration Workshop
<b>Year:</b>	2008
<b>Course / Programme:</b>	Commanders Leadership and Management Programme – Ministry of National Security Special Anti-Crime Unit of Trinidad & Tobago
<b>Year:</b>	2005
<b>Course / Programme:</b>	High Impact Supervision- Penn State College
<b>Year:</b>	2004
<b>Course / Programme:</b>	Firearms Instructor – US National Rifle Association of America
<b>Year:</b>	2003
<b>Course / Programme:</b>	Firearms Range Safety Officers – US National Rifle Association of America
<b>Year:</b>	2001
<b>Course / Programme:</b>	Computer Literacy Course – TTPS Information Technology Department
<b>Year:</b>	2001
<b>Course / Programme:</b>	University of the West Indies UWI – Institute of Business – Customer Service Workshop

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

<b>Commendations</b>	<b>Number of Commendations</b>
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:** HAROLD PHILLIP

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

Commissioner of Police and/or Deputy Commissioner of Police

Private and Confidential

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

## Instructions for Completion:

1. You are strongly advised to read all documentation available on the Job portal, including: the recruitment process guidelines, legal notices, job descriptions, prospectus and referenced documents.
2. You are required to download and complete all sections of this application form. Responses to questions should be concise, yet descriptive enough to allow evaluators to understand the full picture.
3. This application form **must** be completed electronically. You **must** type your answers in the space provided and submit your documents in 'PDF' format. (Handwritten and/or scanned applications will not be considered.)
4. It is imperative that you are open and honest with your answers. Evidence needs to be specific and focused on your personal involvement/ experience and actions. The evidence you present must be from ~~within~~ the last five years. The appropriateness of your response will be determined by the extent that your evidence relates to the competency area being assessed, how thoroughly you respond to the questions asked and how appropriate your examples are in relation to the issues facing the Trinidad and Tobago Police Service.
5. It is your responsibility to ensure that the application form is completed according to these instructions and the recruitment process guidelines.
6. All application forms **must** be submitted online via the website [www.ttrecruitmentonline.com](http://www.ttrecruitmentonline.com) no later than **11:59 pm** (Local time Trinidad and Tobago, GMT -4) on **29<sup>th</sup> 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**

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

**PART THREE: Work Experience & Education**

**Details of current post:**

<b>Current Role Title:</b> Commissioner of Police (Ag)	<b>Organization:</b> Trinidad and Tobago Police Service
<b>Start Date:</b> 1st September 2017	<b>Finish Date:</b> 1 October 2017
<b>Brief description of role and responsibilities, including key achievements:</b>	
<p>My duties as Commissioner of Police (Ag) include, but are not limited to the</p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> <li>- Managing the financial resources allocated to the Police particularly as it relates to the procurement of goods and services.</li> <li>- 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.</li> <li>- Provide Administrative Direction</li> <li>- 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</li> <li>- 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.</li> <li>- Represents the Police Service at Seminars, Meetings and Workshops and participates in Discussions with co-operating National and International Security Agencies on matters pertaining</li> </ul>	

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**

<b>Previous Role Title:</b> Deputy Commissioner of Police (Ag) Crime and Support	<b>Organization:</b> Trinidad and Tobago Police Service
<b>Start Date:</b> 1st May 2017	<b>Finish Date:</b> 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**

<p><b>Previous Role Title:</b> DEPUTY COMMISSIONER OF POLICE (AG) Administration</p>	<p><b>Organization:</b> Trinidad and Tobago Police Service</p>
<p><b>Start Date:</b> 1<sup>st</sup> February 2016</p>	<p><b>Finish Date:</b> 30<sup>th</sup> April 2017</p>
<p><b>Brief description of role and responsibilities, including key achievements:</b></p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- Managing the daily Operations of the Police Service by providing Guidance, Identifying Training Needs and Recommending Appropriate Training for staff.</li> <li>- 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.</li> <li>- 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.</li> <li>- 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.</li> <li>- 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.</li> </ul> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul>	



- 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

<b>Previous Role Title:</b> Deputy Commissioner of Police (Ag) Operations	<b>Organization:</b> Trinidad and Tobago Police Service
<b>Start Date:</b> May 2014	<b>Finish Date:</b> 31 <sup>st</sup> January 2016
<b>Brief description of role and responsibilities, including key achievements:</b>	
<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>	
<b>Key Achievements</b>	
<ul style="list-style-type: none"> <li>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.</li> <li>Introduced preserving life technology by the introduction of trauma kits</li> <li>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</li> <li>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.</li> </ul>	

- 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
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**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 <sup>nd</sup> May 2016	26 <sup>th</sup> May 2016	Counter terrorism and Transnational Crimes
Thirty-third International Drug Enforcement Conference Peru	26 <sup>th</sup> April 2016	28 <sup>th</sup> 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





## 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**

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

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

<b>LAST NAME:</b> Boxill	<b>GIVEN NAME(S):</b> Radcliffe
<b>JOB TITLE:</b> Assistant Commissioner of police (Ag)	<b>ORGANISATION:</b> TTPS
<b>ADDRESS:</b> 30 A Pinridge Heights Lopinot	
<b>TELEPHONE:</b>	<b>MOBILE:</b> 724 5987, 465 9888
<b>EMAIL ADDRESS:</b> radcliffboxill@yahoo.com	
<b>RELATIONSHIP:</b> 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: 29<sup>th</sup> September 2017

# **CURRICULUM VITÆ**

## **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. 1<sup>st</sup> February 2016 - Presently – Ag. Deputy Commissioner of Police - Administration
2. 26<sup>th</sup> 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 22<sup>nd</sup> – 26<sup>th</sup>, 2016**

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

**April 26<sup>th</sup> – 28<sup>th</sup>, 2016**

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

### **2015**

**12 June – 1<sup>st</sup> July, 2015**

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

### **2014**

**October 25<sup>th</sup> – 28<sup>th</sup>, 2014**

1. 121<sup>st</sup> 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